

A FORCE FOR GOOD

ADITYA BIRLA
GRASIM

INTEGRATED ANNUAL REPORT **2024 - 25**
GRASIM INDUSTRIES LIMITED



We live by his values. Integrity, commitment, passion, seamlessness and speed.

Mr. Aditya Vikram Birla

14th November 1943 to 1st October 1995

Group Purpose Statement

To enrich lives, by building dynamic and responsible businesses and institutions, that inspire trust.

Dear Shareholders,

FY 2024-25 was a study in resilience and dynamism, shaped by the push and pull of uncertainty and the powerful force of adaptive leadership. For the Aditya Birla Group, it was a year of unprecedented growth and renewal. The Group has been an engine of big bets, moving with conviction across multiple frontiers.

"We witnessed, in vivid form, the breadth, depth, and scale of our businesses, reflected in the sheer simultaneity of strategic moves. New platforms were launched and rapidly scaled in paints, in jewellery retail, and in B2B E-commerce. At the same time, we deepened leadership in our core sectors like cement, metals, fibre, chemicals, and financial services."

Each move was consequential on its own. Together, they reflect a rare dynamism. A kind of corporate choreography. What enables it? A distinctive alchemy of capital strength, institutional talent, brand equity, sectoral expertise, and trust, carefully built over decades. It is this combination that has allowed us to move swiftly and with clarity, even amidst global uncertainty.

Global Outlook: Making Sense of an Uncertain World

The global economy in 2024 proved unexpectedly steady, growing at 3.3%, only a shade below the 3.5% posted a year earlier, despite persistent noise and disruption. According to the International Monetary Fund, this resilience held firm against an unsettled backdrop of inflationary pressures, geopolitical fault lines, and fragmenting trade ties. The United States, driven by buoyant consumer and government spending, led the developed world with GDP growth of 2.8%. Yet this strength stood in contrast to more subdued performances across Asia and Europe.

China's recovery, once a cornerstone of global momentum, remained hesitant. Sluggish consumer demand and ongoing stress in the property sector weighed heavily. In parallel, investment levels across major economies stagnated, productivity gains stalled, and public debt remained a growing concern.

Geopolitical tensions, now more durable than episodic, compounded market uncertainty. A more fragmented world economy, shaped by competing spheres of influence and rising trade friction, added further complexity.

Yet not all signals were dim. Inflation eased, dropping from 6.6% in 2023 to 5.7% in 2024, reflecting tighter monetary policy and a marked softening of supply chain disruptions. Central banks in advanced economies began pivoting away from restrictive stances, making financial conditions more supportive, though not without caution. Looking ahead, global growth is expected to moderate to 2.8% in 2025 before edging up to 3.0% in 2026. Much of the drag is expected from advanced economies, with their collective growth projected to slow from 1.8% to 1.4%.

Monetary easing and subsiding inflation offer some tailwinds. Still, vulnerabilities persist. Geopolitical conflict, high borrowing costs, and deteriorating trade dynamics remain formidable obstacles. Inflation is projected to fall further to 4.3% in 2025 and 3.6% in 2026, but service sector inflation remains sticky, and trade disruptions could yet spark fresh cost pressures.

Merchandise trade, long the engine of global growth, faces an uncertain future. New tariffs and retaliatory measures risk pulling global trade volumes into contractionary territory. Encouragingly, recent bilateral trade deals suggest that diplomacy is not entirely off the table, even as rhetoric hardens.

India in FY 2024–25: Standing Strong in a Fractured World

India emerged as an outlier of stability and momentum in a world adrift. With projected GDP growth of 6.4-6.5%, it retained its crown as the fastest-growing major economy. The final quarter surged to 7.4%, powered by construction, manufacturing, and sustained government capital outlay.

Policy credibility, macroeconomic resilience, and diversified growth engines underpinned this performance. Consumption rebounded and exports rose. Agriculture benefited from favourable monsoons and strong foodgrain output. Services, still India's growth mainstay, grew by 7.2%, accounting for over half of gross value added.

India's export story was particularly telling. Merchandise and services exports reached an all-time high of US$824.9 billion, up 6.01% YoY, a feat few economies could match amid global headwinds. Inflation, a lingering concern globally, trended down decisively.

Chairman's Message

The headline inflation rate eased to 4.6%, from 5.4% a year earlier, helped by effective supply-side interventions, softening input costs, and timely monetary policy adjustments. The Reserve Bank of India moved from tightening to a neutral stance in October 2024, then back to accommodative in April 2025.

The financial system stood firm. Balance sheets strengthened and asset quality improved. Loan growth remained in double digits. Yields softened across government and corporate debt, reinforcing investor confidence. India enters the new fiscal year with tailwinds intact. GDP growth is projected at 6.5%, with risks well-balanced. Consumption is expected to pick up further. Public investment will likely remain a key growth lever, while fiscal consolidation continues.

Manufacturing momentum is expected to build, supported by the Production Linked Incentive (PLI) scheme and the new National Manufacturing Mission. Infrastructure will remain a priority, buoyed by initiatives under Gati Shakti, higher allocations for affordable housing, and a renewed push under the Asset Monetisation Plan.

"The external sector outlook, though exposed to global turbulence, remains cautiously optimistic. Ongoing trade negotiations and regional partnerships offer a buffer against a volatile trade landscape. While global financial market volatility, geopolitical tensions, and trade fragmentation pose downside risks, India's sound macroeconomic fundamentals, robust financial sector, and commitment to sustainable growth position the economy to remain the fastest-growing major economy in FY 2025-26."

ADITYA BIRLA GROUP

Aditya Birla Group: Investing in People, Leading with Purpose

In an era of disruption and dynamism, the Aditya Birla Group has held firm to a foundational conviction that people are the ultimate differentiator. In FY 2024-25, this belief took on a new urgency and new scale. Our investments in talent, culture, and capability were not just deepened, but future aligned.

Through the year, 13,233 professionals joined us in the management cadre across businesses, 76% of whom were under the age of 35. This surge in Gen Z hiring marks a deliberate pivot to next-generation talent that is digital-first, agile, and ambitious. Diversity hiring accounted for 18%, reflecting our continued commitment to inclusion as a business strategy.

A robust pipeline of talent is the cornerstone of any sustainable business. Internal hiring rose to 76% at senior levels (up from 72%) and to 70% at mid- and junior levels (from 54%), reinforcing our commitment to growing from within. Among critical senior leadership roles, 67% were filled by planned successors, 19% by other internal talent, and 14% externally. These figures reflect a healthy blend of self-reliance and fresh perspective. The engine behind this momentum is a mix of structured leadership programmes, mobility frameworks, and strong mentorship architecture.

Learning and development remained the cornerstone of our people strategy. Gyanodaya, our Leadership and Learning Centre, inaugurated a new 1,58,000 sq. ft. campus with cutting-edge infrastructure and immersive learning technologies. Over 6,300 learners attended programmes across future skills, leadership, and functional competencies. The Gyanodaya Virtual Campus, our digital learning platform, saw participation from 92% of our workforce, touching nearly 60,000 employees.

Gyanodaya - Aditya Birla Group's Global Center for Leadership Learning New Campus at Navi Mumbai



Our Learning Fest, a three-month Group-wide initiative, brought future-critical themes like digital transformation, data analytics, growth mindset, and inspirational leadership, to the fore. More than 10,000 employees participated, from factory floors to corporate offices, reflecting a culture where learning is universal.

Equally, we recognise that high performance must be underpinned by wellbeing. The Group took significant strides in mental and physical health support this year. Awareness programmes, counselling services, and a network of trained Emotional First Aiders provided critical care to over 1,400 employees and family members.

In Mumbai, 99.5% of eligible employees completed annual health check-ups. Across the Group, businesses tailored wellness initiatives to local contexts, ensuring impact with empathy.

Employee engagement levels remain among the highest in the industry. Our internal survey, ABG Vibes 2025, reported a 91% engagement score; 87% of employees indicated a strong intent to build long-term careers within the Group. These numbers not only exceed external benchmarks but also speak to the emotional equity we have built over time.

Our people philosophy extends beyond the workplace. Through the A World of Opportunities Foundation, 203 scholarships were awarded to students from underprivileged backgrounds. Over 33,000 employees contributed ₹6.7 crore, reflecting a deep culture of giving. Since inception, nearly 5,000 scholarships have been granted, and more than 2,000 alumni are now gainfully employed across India. Meanwhile, our Deep Volunteering programme enabled 250 employees to contribute directly to grassroots causes, with 16 selected for immersive NGO engagements in remote areas -living, learning, and giving back.

The year culminated with meaningful external recognition. The Aditya Birla Group was named a Top Employer 2025 in India by the Top Employers Institute and featured among Forbes World's Best Employers.

These accolades reaffirm our belief that our people are the key to our continued success. And in building a world of opportunities for our people, we deepen our own purpose as a *Force for Good*.

top EMPLOYERS INSTITUTE

Chairman's Message

Your Company's Performance

FY 2024-25 was a defining year in our journey, underscoring the resilience and strength of our businesses. I am pleased to share that we achieved our highest-ever consolidated revenue of ₹1,48,478 crore, crossing US$17 billion. We have nearly doubled our topline over FY 2019-20 to FY 2024-25, representing a robust 15% CAGR, a testament to our enduring commitment to *Force for Growth*.

"Our operating performance has been equally strong, with consolidated EBITDA at ₹20,023 crore, reflecting disciplined execution and a sharp focus on operational efficiency."

Growth was broad-based, led by record sales volumes in our Cement, Cellulosic Fibres, Chlorine Derivatives and Specialty Chemicals businesses, underscoring the strength of our market position and distribution network.

This year marked a pivotal phase in your Company's strategic evolution, as we scaled up our new high growth businesses, Decorative Paints and B2B E-commerce, positioning them as key growth drivers in the years ahead. We started commercial production at five out of six state-of-the-art decorative paints manufacturing plants, marking a key milestone in our foray into the high-potential Decorative Paints sector. With this capacity roll-out, Birla Opus is poised to emerge as the second-largest player in the Indian decorative paints industry. The Paints business remains steadfast in its ambition to achieve ₹10,000 crore in revenue in its first three years of full-scale operations.

Simultaneously, our digital-led B2B E-commerce venture, Birla Pivot, reported strong performance, crossing ₹5,000 crore in annualised revenue run-rate (ARR) based on fourth quarter of FY 2024-25. Birla Pivot, through tech-enabled procurement, streamlines the traditionally fragmented offline procurement process by providing real-time pricing, availability, tracking, digital invoicing, and credit options, leading to improved transparency and efficiency. Looking ahead, we are confident to scale this business to ₹8,500 crore (US$1 billion) in annual revenue by FY 2026-27.

Our Cement business, UltraTech, continues to fortify the Group's long-standing vision of being a leading global player in the cement sector. Our overall capacity in India has increased from 140 million tonnes to 183 million tonnes, aided by bold organic and inorganic moves. UltraTech's scale and capacity footprint is unparalleled, enabling it to service India's growing demand for cement, and support national infrastructure development.

Our Financial Services arm, under Aditya Birla Capital, demonstrated strong momentum, achieving a record combined loan book (NBFC HFC) of over ₹1,57,000 crore and the highest-ever AUM of over ₹5,00,000 crore.

Our Cellulosic Fibres and Chemicals businesses continued to provide stability, reinforcing the strength of our integrated value chain. Aditya Birla Renewables (ABRen) is rapidly expanding its clean energy portfolio with an ambition of adding 1 GW capacity annually. Leveraging a diverse mix of solar, wind, and hybrid projects, ABRen is committed to supporting India's ambitious sustainability and decarbonisation goals. In addition to powering the Group's own renewable energy needs, ABRen plays a pivotal role in advancing a low-carbon future across all companies in Aditya Birla Group.

Demonstrating Scale, Value, and Purposeful Impact

Over the past decade, your Company has delivered tangible and measurable progress across key business dimensions, capacity expansion, revenue growth, and market capitalisation. Through focused execution, operational efficiency, and strategic investments, we successfully scaled our manufacturing and service capacities to meet rising demand across diverse sectors. This translated into record revenues and a significant increase in market capitalisation, reinforcing the trust placed in us by the market and our stakeholders.

Beyond these metrics, our growth journey has been rooted in responsibility, guided by the belief that business success and societal progress go hand in hand. These achievements are a testament to our ability to create deep sectoral impact while acting as a *Force for Good*, contributing meaningfully to the communities we serve and the economy we help shape. This performance lays a strong foundation for the future, as we continue to invest in innovation, sustainability, and digital transformation to shape long-term value for all our stakeholders.

Sustainability

Sustainability lies at the heart of our Group ethos and continues to shape the way we operate and grow.

At Grasim, *Force for Growth* means creating enduring value that transcends financial performance and growing responsibly with purpose, resilience, and foresight. We have deeply embedded this principle into our key strategies, ensuring that every strategic choice is guided by a commitment to delivering positive social, environmental, and economic outcomes. Your Company recognises the environmental impact of its expansive operations and remains steadfast in its environmental stewardship. Our climate strategy addresses both risks and opportunities in a fast-evolving regulatory and ecological landscape.

Last year, we reinforced our commitment to addressing climate change risk by formulating a comprehensive Net Zero roadmap, underpinned by clearly defined strategies to reduce our carbon footprint across operations. These efforts stem from our robust sustainability governance framework, ensuring environmental priorities are embedded in core business decision-making. Our Sustainability Committee, supported by cross-functional ESG teams, plays a pivotal role in monitoring progress, aligning strategic goals, and driving accountability across the organisation. This structured Governance approach has enabled us to move from intent to action, translating ambition into measurable milestones.

As we move ahead, our commitment to sustainability will continue to be a foundational pillar, driving responsible growth, strengthening stakeholder trust, and shaping a resilient future for generations to come.

Laying Strong Foundations for Future Growth

Over the period FY 2019-20 to FY 2024-25, we have significantly stepped up our capital expenditure spending to over ₹67,000 crore, with more than ₹51,000 crore allocated towards growth capex, laying the foundation for Grasim's transformative journey. This strategic deployment of capital across our core and emerging businesses reflects our confidence in the long-term structural demand drivers and our commitment to scaling with purpose. The investments are directed toward capacity expansions, new-age business adjacencies, technology upgrades, and sustainability-linked projects, each designed to strengthen market leadership, enhance operational efficiency and future-proof our businesses.

India's Building Materials sector is witnessing a transformative shift, driven by rapid urbanisation, infrastructure expansion, and a renewed focus on quality, efficiency, and sustainability. Increasing capacities in the cement business and the launch and scale-up of Birla Opus in Decorative Paints and Birla Pivot in B2B E-commerce for construction materials are our decisive steps towards building a strong, future-ready presence in this high-potential sector. These steps underscore our commitment to becoming a meaningful player in the Indian building materials ecosystem, while creating long-term value for our stakeholders.

Additionally, expansion of Lyocell-based Cellulosic Fibres represents a significant leap in sustainable innovation. Produced from renewable wood pulp via a closed loop process that recycles over 99% of water and solvents, it exemplifies our commitment to eco-innovation. Over the past decade, our Chemicals business has achieved four times growth in Specialty Chemicals capacity, marking a substantial transformation. Building on this momentum, our upcoming investments target over 25% renewable energy in caustic soda production energy mix, and enhancing chlorine integration to 70%, furthering both efficiency and decarbonisation.

Conclusion

I have long believed that the stronger we grow, the greater the impact we create. Growth, for us, is a force multiplier. It compels us to widen the aperture to think more boldly about the difference we can make. It energises us to leverage our scale, resources, and leadership to deliver disproportionately better outcomes for all our stakeholders, employees, consumers, partners, investors, and society at large.

This dynamic interplay, of purpose and performance, underpinned by our proven ability to synthesise capital, talent, and ideas, is what will shape a truly transformative future. And through this journey, we will continue to demonstrate, with quiet conviction, the enduring power of business as a *Force for Good*.



Kumar Mangalam Birla
Chairman

About the Report

Overview

Since 2020, Grasim Industries Limited ('Grasim' or 'Our Company,' or 'We') has been publishing the Integrated Report annually to promote constructive dialogue with all stakeholders. This year's Integrated Report presents a comprehensive overview of our financial and non-financial performance for the reporting period from 1st April 2024 to 31st March 2025. Centred around the theme 'A Force for Growth,' the report reflects our commitment to sustainable value creation through innovation, operational excellence, and responsible business practices.

Reporting Structure, Scope and Boundary

This Report includes financial information for both standalone and consolidated accounts. It incorporates the Management Discussion and Analysis (MDA) section, as required under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"). Readers should note that all regulatory requirements concerning the content and disclosures mandated for the MDA have been duly complied within this Report.

This Report also presents our integrated thinking through the lens of the six capitals in alignment with the IR Framework. Social disclosures and BRSR apply to our standalone operations, however, environmental disclosures are specific to our manufacturing sites.

Key Regulatory Reporting Frameworks

This Report is structured in line with the International Financial Reporting Standards (IFRS) and the principles of the Integrated Reporting <IR> Framework. ESG disclosures are presented with reference to GRI Standards 2021 and other relevant reporting requirements. The data and information presented herein comply with various global and national guidelines and standards, including the following:

- Indian Accounting Standards
- National Guidelines on Responsible Business Conduct (NGRBC)
- Companies Act, 2013 and its subsidiary rules
- Listing Obligations and Disclosure Requirements Regulations, 2015
- Secretarial Standards promulgated by the Institute of Company Secretaries of India
- CDP (formerly the Carbon Disclosure Project)

Securities and Exchange Board of India (SEBI)

United Nations Global Compact

United Nations Global Compact (UNGC)

Global Reporting Initiative (GRI)

S&P Dow Jones Indices
A Division of S&P Global

Dow Jones Sustainability Index (DJSI), as maintained by S&P Global

SUSTAINABLE DEVELOPMENT GOALS

United Nations Sustainable Development Goals (UNSDGs)

TCFD IFRS

International Financial Reporting Standard S2 (IFRS) (emphasis on climate-related disclosures in alignment with Task Force on Climate-related Financial Disclosures (TCFD) recommendations)

Value Creation Model

For over 77 years, we have established ourselves as one of India's leading publicly listed companies, delivering significant financial and non-financial value to stakeholders. Guided by a strategic value creation model, we aim to deliver long-term impact through digital transformation, leveraging diverse capitals. By effectively utilising these inputs, driving activities that strengthen performance, and influencing these capitals, we create meaningful outputs and outcomes that contribute to a sustainable future for our Company and all stakeholders.

Read more on Page 26.

Materiality

This Report presents the overview of the double materiality assessment process that evaluates both financial impact on the Company and the broader impacts on stakeholders and the environment. We have identified 22 material topics that are integral to our strategic priorities and underpin our approach to sustainable growth.

Read more on Page 98.

Sustainability Framework

This Report outlines a comprehensive sustainability framework that reflects our structured response to material topics and evolving stakeholder expectations. It aligns with recognised global standards and disclosures, while remaining relevant to the business context. This framework integrates ESG targets and commitments to provide a clear view of how we enable long-term sustainability performance.

Read more on Page 110.

Board's Responsibility

The Board is committed to the accuracy and reliability of this Integrated Report. Exercising collective judgement and considering materiality stakeholder impact, the Board affirms that this Report provides key insights into Grasim's ability to create, sustain, and manage value over the short, medium, and long term. It addresses material matters relevant to stakeholder decision-making to the best of the Board's knowledge.

Independent Assurance

BDO India LLP has provided Reasonable Assurance for the BRSR Core indicators and limited assurance for select sustainability indicators in this Report, in accordance with the International Standards on Assurance Engagements (ISAE) 3000 (revised), which pertains to assurance engagements other than audits or reviews of historical financial information, and ISAE 3410, related to assurance engagements on greenhouse gas emissions. The scope, criteria, procedures and assurance conclusion are detailed in the assurance statement are a part of this document. Financial information has been audited and reviewed by BSR & Co. LLP and KKC & Associates LLP.

Read more on Page 198.

Forward-looking Statement

This Report contains certain forward-looking statements that reflect our current expectations, strategic intentions and future-plans. Performance forecasts and other forward-looking statements are based on information available at the time, as well as on certain assumptions deemed reasonable by the management of Grasim Industries Limited. Actual results may vary materially depending on a variety of factors. Readers are encouraged to consider these risks and uncertainties carefully when interpreting any forward-looking statements. We do not undertake any obligation to publicly update or revise these statements, unless as required under applicable laws or regulations. Slight variations in data and percentages within the graphs and tables may occur due to rounding.

Feedback

For any feedback or queries regarding this Report, please contact us at: **grasim.secretarial@adityabirla.com**

Contents

Integrated Report

Corporate Overview

2 Chairman's Message
8 About the Report
12 Managing Director's Message
16 A Force for Growth
20 Presence
22 Year in Review
24 Awards and Accolades
26 Value Creation Model
28 Strategic Priorities
32 Approach to Governance
34 Board of Directors

Management Discussion and Analysis

38 Overview
42 Business Review
44 Financial Performance
46 Cellulosic Fibres
52 Chemicals
57 Building Materials
76 Financial Services
81 Other Businesses

Approach to Value Creation

94 Stakeholder Engagement
98 Materiality Assessment
102 Risk Management
110 Sustainability Framework

Capital-wise Performance

120 Financial Capital
126 Manufactured Capital
138 Intellectual Capital
150 Natural Capital
170 Human Capital
182 Social and Relationship Capital

Annexures

198 Independent Assurance Statement
202 Sustainability Databook
206 Financial Highlights - Consolidated
212 GRI Content Index
216 UNSDG
217 UNGC

Statutory Reports

218 Board's Report
272 Report on Corporate Governance
308 Shareholder Information
324 CSR Engagement
328 Business Responsibility & Sustainability Report

376 Standalone Financial Statements

490 Consolidated Financial Statements

About Grasim Industries Limited

Grasim, a flagship company of the Aditya Birla Group (ABG), is one of the leading diversified companies in India. With strong presence across key sectors, our multi-business portfolio strengthens our competitive edge, builds resilience, and drives innovation. Guided by a commitment to sustainable and responsible growth, we continue to contribute meaningfully to India's growth story, today and into the future.

Our Businesses

Cellulosic Fibres
- Cellulosic Staple Fibre (CSF)
- Cellulosic Fashion Yarn (CFY)

Chemicals
- Caustic Soda
- Chlorine Derivatives
- Specialty Chemicals

Building Materials
- Cement
- Paints
- B2B E-commerce

Financial Services
- NBFC
- Housing Finance
- Investing and Insurance

Other Businesses
- Textiles
- Renewables
- Insulators

FY 2024-25 Highlights

Financial

₹1,77,710 crore
Market Capitalisation*

₹1,48,478 crore
Consolidated Revenue

₹20,023 crore
Consolidated EBITDA

₹3,902^ crore
Consolidated PAT

Non-financial

47,022
Total Workforce

12.46 lakh
CSR Beneficiaries

10+ lakh
Trees Planted (cumulative)

11%
Renewable Power Capacity Share

*As on 31st March 2025 (NSE)
^Owner's share of PAT before exceptional items

Managing Director's Message

A Force for Growth, A Catalyst for Change



Himanshu Kapania
Managing Director

Dear Stakeholders,

FY 2024-25 was not just another financial year. For Grasim, it marked the beginning of a defining new chapter, an inflection point, where decades of experience came into play to fuel ambitions for the future. I couldn't have asked for a more meaningful moment to be entrusted with the responsibility of leading Grasim as its Managing Director, w.e.f. 1st April 2025.

At the heart of Grasim's journey lies a simple yet powerful idea, we have always participated in India's growth story.

Today, Grasim is not merely a reflection of India's growth story. We are helping script it.

"Grasim's diverse businesses play a pivotal role at the heart of this monumental nation-building endeavour. Our cement fortifies the expanding highways, our fashion brands Liva and Raysil give expression to new India, our financial services give wings to the aspirations of consumers, our renewable energy supplement the electricity needs of the nation and our chemical division powers industries from aluminium to textiles, fuelling the economy."

India is at a juncture where its rise is inevitable. A youthful nation, full of enterprise and aspiration, is now the world's fourth-largest economy and well on its way to becoming the third-largest economy. Over the past 15 years, India's GDP has grown nearly 5.6 times, moving from about ₹59 trillion in FY 2009-10 to over ₹331 trillion today. Grasim's growth has outpaced that of the nation during the same period, with revenues and market capitalisation growing by nearly seven times, recording its highest-ever market capitalisation of nearly ₹1.85 trillion (in FY 2024-25). The Indian population's median age of 28 years is significantly lower than China's 39 years and the US's 38 years, positioning the country as a major driver of global consumption. By 2030, India's working-age population is expected to reach over a billion, making up significant proportion to the global workforce. Further, India's share in global consumption purchasing power parity (in PPP) is poised for significant improvement by 2050.

The country is on track to be the future consumer superpower, and Grasim will contribute meaningfully to India's consumer growth story. With the Company's entry into new businesses, Decorative Paints and B2B E-commerce, the consumer connect and digital commerce expands. However, our story is not about numbers, it is a story about choices, about how we have grown with discipline, responsibility, and clarity of purpose.

Bigger Ambitions, Bolder Strides

The launch of our Paints business embodies the spirit of an aspirational India. This India, teeming with dynamism, audacity, and a penchant for disruption, finds a reflection in our Paints venture. In fact, our Paints venture mirrors India's zest for innovation and its refusal to settle for status quo.

Why Paints, you might wonder. The answer lies in the bedrock of booming infrastructure expansion and the growing construction sector. India's construction sector, poised to reach a US$900 billion industry and contribute 9% of GDP in the next decade, offers an unmatched runway for growth. However, India's per capita paint consumption stands at just 3.5 kg, nearly a third of the global average, and far behind that of the developed markets. For a country of our scale and ambition, this was a call to action. Aditya Birla Group's deep insight into the building material ecosystem, honed over the years offers a vantage point for our journey into the paints industry. It is a strategic extension connecting the dots from the foundation to the facade of homes across the nation. For Grasim, the Decorative Paints business represents a galactic opportunity. With rising per capita income, young population, booming real estate sector and shorter repainting cycles, the potential for growth in paint consumption is immense. With long-term investment and a vision to redefine the industry into a consumer-centric, technology-driven and transparent practice, Grasim will act as a catalyst for change in this 100 years-old paints sector.

"Grasim is already changing the game. As per internal estimates, Birla Opus has emerged as India's third-largest decorative paints brand by revenue in less than 6 months of pan-India operations. This is a feat unprecedented globally in the paints industry."

We have already commissioned five out of six greenfield plants, adding 1,096 MLPA capacity in FY 2024-25, representing ~21% of the organised sector's capacity. When the sixth plant at Kharagpur goes live in H1 FY 2025-26, our total capacity will rise to 1,332 MLPA, ~24% share of the industry capacity. We now offer 176 products across 1,250+ SKUs across all six decorative paint categories, competing at all price points. With a reach spanning over 6,600 towns, supported by 137 depots and a pioneering retail footprint via Birla Opus Studios and Paint Galleries, we are redefining customer experience.

Birla Pivot, the B2B E-commerce platform is bringing technology and trust into India's vast and often informal construction materials market. What began as a bold idea has swiftly become a fast-scaling business, emerging as a decision-making and logistics backbone for builders and developers, dealers and contractors digitally across India. We are helping them move faster, source better and build smarter. With an annualised Revenue Run-rate of over ₹5,000 crore as of Q4FY25 (4.8x growth over FY 2023-24), a catalogue of 40,000 SKUs, and presence in 375 cities across 26 states, Birla Pivot is solving pain points with real impact, and in doing so, we are enabling competitiveness for India's entrepreneurs and strengthening the foundation of India's manufacturing and construction economy.

Managing Director's Message

Stronger Core, Sustainable Future

At Grasim, we are driving transformation inside out. Our established core businesses, Cellulosic Fibres, Chemicals, Cement, Financial Services and others continue to deliver strong performance, offering quality products and services to meet customer requirements and healthy cash flows providing both stability and strategic leverage.

Cellulosic Fibres has achieved the highest ever revenue of ₹15,897 crore, growth of 6% YoY, primarily led by volume growth and increased contribution from Specialty Fibres. However, the profitability of this business was down by 12% YoY due to higher prices of key inputs, which was largely absorbed by the Company. The work on first phase of Lyocell Fibre project of 55 KTPA, out of the total plant capacity of 110 KTPA at Harihar, Karnataka, has commenced. This project is expected to be commissioned by mid-2027.

In the Chemicals business, available capacity increased by 400 TPD at the Vilayat plant with the country's leading capacity of caustic soda now at 1,505 KTPA. For FY 2024-25 the caustic soda sales volumes were lower by 3% YoY due to plant shutdowns at Karwar and Balabhadrapuram for a few days. Net realisation (ECU) in FY 2024-25 was better than FY 2023-24 as global pricing improved. The ECU could have been better but for higher negative chlorine realisations due to continued oversupply of chlorine and lower demand from end-user industries. Also, the Chlorine Derivatives business performance improved significantly with focused business development activities across the product portfolio. Specialty chemicals, epoxy polymers and curing agents, capacity expanded in FY 2024-25 to the highest in the country. We enter FY 2025-26 with full available capacity of caustic soda. The ECH and CPVC plants at Vilayat are expected to be commissioned in FY 2025-26.

Our Cement business under UltraTech Cement has been adding capacity at an unprecedented pace, with total capacity (Domestic + Overseas) expected to reach 215 MTPA by 2027. In FY 2024-25, we took a major stride forward in UltraTech's journey with the successful completion of the acquisitions of India Cements, key assets of Kesoram Cement. These landmark transactions are not merely about scale, they are about strengthening capabilities, deepening market presence, and delivering future-ready solutions across India's growing infrastructure landscape. With these acquisitions, UltraTech significantly enhances its manufacturing footprint, particularly in the southern and eastern regions, and gains access to strategically located, high-quality assets with established brand equity. This expansion not only improves our market share but also unlocks synergies in logistics, operational efficiency, and customer reach. As we integrate these businesses, our commitment remains strong - to build a stronger, smarter, and more sustainable cement business that continues to set benchmarks in the industry.

The Financial Services business under Aditya Birla Capital has achieved highest-ever AUM of ₹5,00,000+ crore and total lending portfolio (NBFC+HFC) of ₹1,50,000+ crore. In FY 2024-25, Aditya Birla Capital successfully completed the strategic merger of its wholly owned subsidiary, Aditya Birla Finance, creating a unified, larger NBFC with enhanced operational efficiency and a simplified compliance framework. The business has emerged as one of India's fastest-growing NBFCs, delivering quality and profitable growth by strategically leveraging data, digital innovation, and cutting-edge technology.

The Renewables business under Aditya Birla Renewables is contributing to India's transition towards a more sustainable future. With a growing portfolio of renewable assets across India, the business is enabling a cleaner energy transition while supporting the decarbonisation goals of Aditya Birla Group companies and external customers alike. In FY 2024-25, Aditya Birla Renewables delivered strong financial performance with revenue growth of 35% YoY to ₹509 crore. The growth was driven by capacity expansion of ~0.6 GW during the year, with total cumulative capacity now at 1.5 GWp.

Robust Financial Performance, Consistent Shareholder Returns

For FY 2024-25, we recorded our highest ever consolidated revenue of ₹1,48,478 crore, up from ₹1,30,978 crore in FY 2023-24. At standalone level, Grasim revenue stood the highest-ever at ₹31,563 crore, an impressive 22% growth over FY 2023-24, reflecting the strategic success of our new businesses and sustained strength of our core businesses. This robust financial performance validates the core pillars of our strategy: market leadership, innovation, cost leadership, sustainability, and capital allocation. Total consolidated capital expenditure for FY 2024-25 stood at approximately ₹17,000 crore, of which growth capex is nearly ₹13,000 crore.

The Board has approved a final dividend of ₹10 per share, reinforcing our legacy of consistent shareholder value creation. This marks the 62nd consecutive year of uninterrupted dividend payments, a testament to our financial strength, resilience, and commitment to reward the shareholders through business cycles. Additionally, during FY 2024-25, our stock recorded its YoY returns of 14%, significantly outperforming the benchmark (Nifty) index by 3.8 times, reflecting both the underlying strength of our businesses and market confidence in our strategy.

Responsible Growth, Inclusive Future

And through it all, our culture remains our strongest differentiator. We are an enterprise that believes in long-term thinking. In FY 2024-25, we redoubled our efforts to build an organisation that is agile, inclusive and high in governance. Our commitment to technological advancement and responsible growth has been further validated by a landmark investment from the International Finance Corporation (IFC), the private sector arm of the World Bank Group. This investment has supported our expansion in paint manufacturing, while accelerating our decarbonisation journey through increased adoption of renewable energy and water recycling technologies.

Aligned with our decarbonisation roadmap, we remain committed to increasing the share of renewable power capacity in our total energy mix and increase the share of recycled water compared to freshwater consumption. We remain committed to upholding the highest standards in global sustainability practices and ensuring that our growth contributes positively to society and the environment. We have also committed to become a Net Zero carbon company by 2050.

Our sustainability efforts are recognised globally and in India. I am proud to share that Grasim got listed for the second time in a row in the S&P Global Sustainability Yearbook 2024. We also won the 'Master of Risks – Conglomerate' award in the Large Cap category at the India Risk Management Awards 2025, and 'Sustainable Manufacturing Leadership Award 2024' by Hurun India. These recognitions testify to our outstanding contribution in pioneering sustainable industry leadership, driving innovation and shaping a greener future.

Future-proofing with Industry 4.0, AI Adoption and Digitalisation

At Grasim, we are committed to embracing the future through innovation, technology, and a relentless pursuit of excellence. In a rapidly evolving digital landscape, we have taken bold strides to integrate Artificial Intelligence and Industry 4.0 principles across our businesses, ensuring we remain at the forefront of transformation.

Our Birla Opus brand exemplifies this vision. All Birla Opus plants are now built with an Industry 4.0 manufacturing technology framework, enabling end-to-end factory automation that enhances efficiency, precision, and sustainability. We have also reimagined the customer experience through the Birla Opus Customer App, which leverages AI-powered visualisation tools to help customers envision their homes in Birla Opus colours, instantly and intuitively.

Domestic Textiles has harnessed the power of GenAI in its design studio to generate trend-aligned, in-house textile designs. This not only accelerates our design cycle but also ensures we stay ahead of fashion trends with creativity and agility.

At Birla Pivot, we are redefining B2B digitisation by putting AI at the heart of our operations. Our proprietary LLM-powered engine transforms unstructured inputs, whether it's a PDF, a WhatsApp message, or even a handwritten note, into structured, actionable data. This seamless conversion capability now drives nearly 50% of our core business journeys, enabling faster, smarter, and more intuitive interactions across our ecosystem.

Looking Ahead with Conviction

India's economic momentum is real. It is backed by demographics, digitalisation, domestic demand, and an increasingly resilient supply chain ecosystem. But unlocking that momentum requires businesses that know how to navigate complexity while creating simplicity, manage capital prudently and invest ambitiously.

"This is the time for bold execution, careful stewardship, and fearless imagination. A *Force for Growth* is the manifestation of the intent to be a builder of platforms, a driver of scale and a catalyst of impact."

We offer the scale of a diversified conglomerate, the speed of a focused innovator, and the clarity of a future-led strategist. Looking ahead, we aspire to be not only bigger but also better, more trusted, more diversified, more digital, more resilient, and more deeply integrated into the everyday lives and ambitions of India's 1.4 billion citizens.

It is an extraordinary privilege to lead Grasim at this moment. I am filled with gratitude for the visionaries before me, the teams beside me, and the stakeholders who have been with us. Together, let us help India grow faster and better.

Warm regards,



Himanshu Kapania
Managing Director

India has witnessed one of the most profound economic transformations over the past 15 years in modern history with its GDP nearly tripling, its infrastructure multiplying, and its ambitions globalising. Grasim's transformation mirrors the shifts in India's own development journey, emerging as a force that touches the lives of millions every day.

While India industrialised and digitised through reforms, resilience and reinvention, Grasim expanded and forayed into new-growth sectors. As India built the highways, homes, factories, and digital rails of the future, Grasim supplied the cement, the fibre, the epoxy resins, the chlorine then, and now paints, to make it happen.

Today, as India stands on the cusp of becoming a US$5 trillion economy, Grasim is powering the nation's growth engines, backed by a global vision and driven by a relentless pursuit of excellence. With its sharp focus on leadership, innovation, sustainability, capital allocation and cost leadership, Grasim is primed to be an even more powerful *'Force for Growth'*.



India and Grasim: An Intertwined Growth Story

Market Capitalisation

Grasim

● FY 2009-10 ● FY 2024-25

₹25,807 crore

₹1,77,710 crore

6.9x

India

● FY 2009-10 ● FY 2024-25

₹72 trillion

₹414 trillion

5.7x

Revenue

Grasim (Consolidated)

● FY 2009-10 ● FY 2024-25

₹20,195 crore

₹1,48,478 crore

7.4x

India (GDP - Constant Currency)

● FY 2009-10 ● FY 2024-25

₹59 trillion

₹331 trillion

5.6x

Grasim's Target

NET ZERO BY 2050

India's Commitment

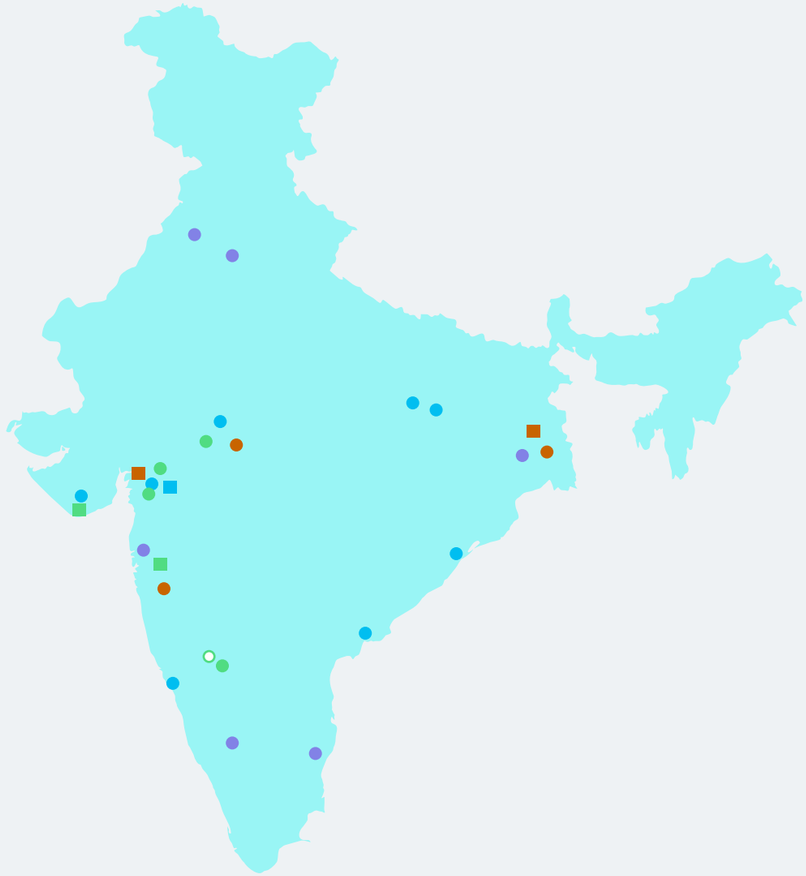
NET ZERO BY 2070

Key Themes of India's Development	Grasim's Growth Journey
Infrastructure & Housing Demand UltraTech Cement, a part of Grasim Industries, is India's prominent and among the world's top cement producers. Its journey began in 1983, and over the decades, it has grown multi-fold. A pivotal moment came in 2004 when UltraTech was demerged and became a listed entity, marking the beginning of an aggressive expansion phase, organically and inorganically. Today, with over 190 MTPA capacity and operations spanning across India, the Middle East, and Sri Lanka, UltraTech stands as a symbol of strength, scale, and trust in the construction and infrastructure sector.	Cement Producer RMC player Producer of White Cement based Putty
Aspirational Consumption Grasim plays a big role into businesses that touch the lives of the Indian consumer more directly. Grasim's Paints business, branded Birla Opus, aims to redefine home aesthetics with innovation, quality at its core, targeting a high-growth, consumer-facing market. Similarly, presence in premium Textiles (Linen Club) and Cellulosic Fibres business (Liva) taps into the evolving fashion sensibilities of young India, offering eco-friendly, natural, and comfortable choices for a modern lifestyle.	#2 Decorative Paints* Cellulosic Fibres Linen Textiles
Focus on Manufacturing Growth Grasim's Chlor-Alkali and Specialty Chemicals business play a critical role in strengthening India's industrial backbone. From advanced materials for clean energy and electronics to critical inputs for pharmaceuticals, agrochemicals, and coatings, Grasim is enabling downstream industries with reliable, locally produced inputs. With strong R&D capabilities and backward-integrated operations, the Company is reducing India's reliance on chemical imports and catalysing innovation across sectors.	Chlor-Alkali Epoxy Polymers and Curing Agents
Growing Digital Economy Birla Pivot, Grasim's B2B digital platform, is revolutionising the way construction materials are procured and traded in India. By bringing together a wide network of suppliers, logistics partners, and financing options onto a single digital platform, Birla Pivot is streamlining the supply chain for businesses of all sizes, especially MSMEs. It offers price transparency, assured quality, and timely delivery, helping smaller businesses operate with greater efficiency, confidence, and competitiveness.	B2B E-commerce platform Enabling MSMEs Digital reach
Increasing Financialisation Aditya Birla Capital Limited (ABCL) was created, in 2017, by consolidating diverse financial services under one platform. With Grasim becoming its major stakeholder in 2020, ABCL shifted its growth aspirations towards consumer-centric businesses. As India undergoes rapid financialisation, with rising digital adoption, growing middle-class incomes, and increased awareness of savings and investment, ABCL is empowering customers across insurance, lending, asset management, and advisory services.	Diversified Financial Services **Among Top 5** well-diversified NBFCs
Fast Growing Renewable Energy Sector Aditya Birla Renewables (ABRen) began its journey as Grasim's strategic entry into the clean energy sector, in line with India's accelerating shift toward sustainable energy solutions. Recognising the country's rising power demand and its ambitious renewable energy targets, the business was launched to cater to both the Group's internal needs and the growing commercial and industrial (C&I) market. As India drives toward its goal of 500 GW of non-fossil fuel capacity by 2030, ABRen stands well-positioned by scaling its presence pan-India across solar and wind assets.	**~2 GW** Renewable Energy Capacity

*By installed capacity in FY 2024-25. Market leader in India

Presence

Impact Beyond Boundaries



27
Total Plants

The map is a graphic representation, not to scale

Manufacturing Facilities

Cellulosic Fibres

CSF
Vilayat, Gujarat
Kharach, Gujarat
Nagda, Madhya Pradesh
Harihar, Karnataka

CFY
Veraval, Gujarat
Kalyan, Maharashtra

Pulp
Harihar, Karnataka

Chemicals

Vilayat, Gujarat
Nagda, Madhya Pradesh
Rehla, Jharkhand
Renukoot, Uttar Pradesh
Ganjam, Odisha
Karwar, Karnataka
Veraval, Gujarat
Balabhadrapuram, Andhra Pradesh

Specialty Chemicals
Vilayat, Gujarat

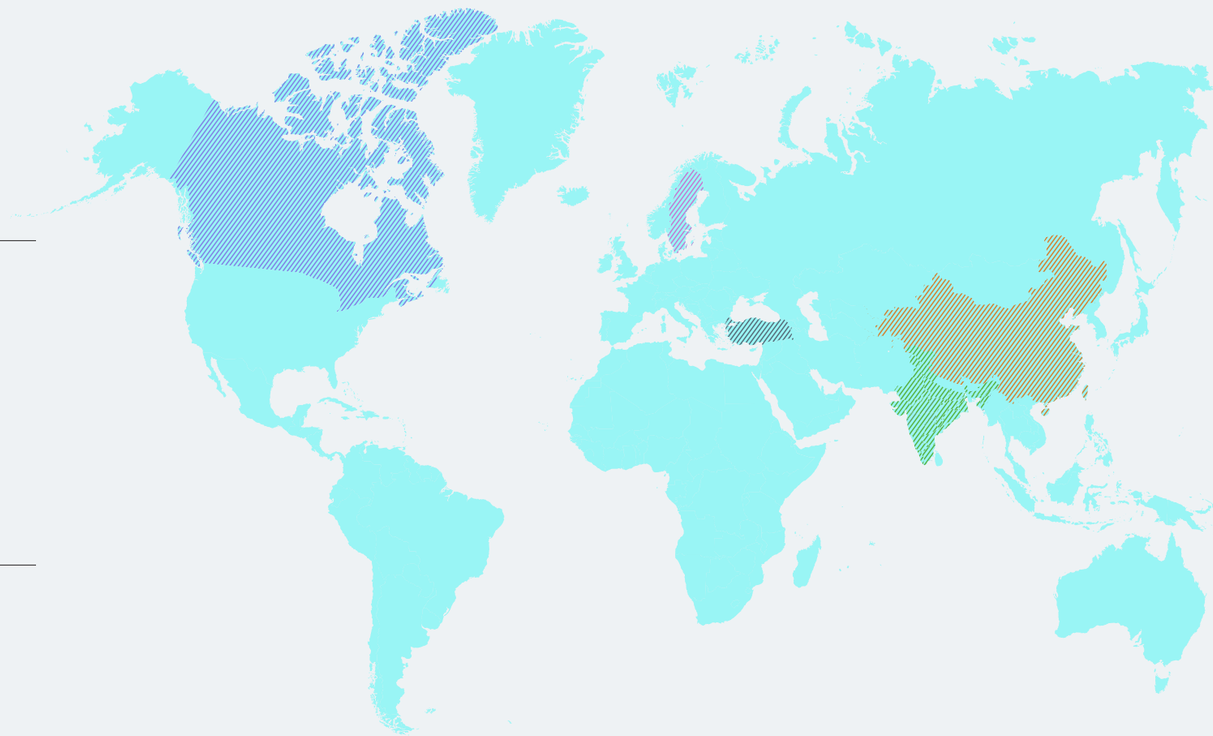
Building Materials

Paints
Panipat, Haryana
Ludhiana, Punjab
Cheyyar, Tamil Nadu
Chamarajanagar, Karnataka
Mahad, Maharashtra
(To be commissioned)
Kharagpur, West Bengal

Other Businesses

Textiles
Kolhapur, Maharashtra
Malanpur, Madhya Pradesh
Rishra, West Bengal

Insulators
Halol, Gujarat
Rishra, West Bengal



Joint Ventures

Canada
AV Group NB Inc.
AV Terrace Bay Inc.

Sweden
Domsjo Fabriker AB

Turkey
Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi

China
Birla Jingwei Fibres Company Limited

India
Aditya Birla Power Composites Limited
Bhubaneswari Coal Mining Limited
Birla Advanced Knits Private Limited

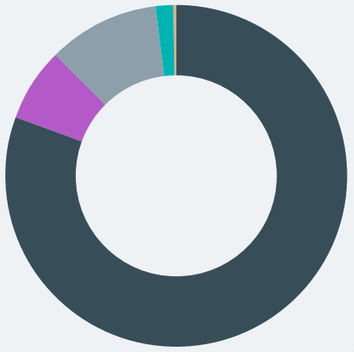
Year in Review

Driving Growth with Purpose

Economic Value (Consolidated)

₹1,49,937 crore
Economic Value Generated

₹1,36,221 crore
Economic Value Distributed



(₹ in crore)

Operating Costs	1,09,847
Employees	9,722
Providers of Capitals	14,084
Government	2,249
CSR	319

(GRI:201, 2016)

BIRLA opus PAINTS

Birla Opus becomes India's #3* Decorative Paints Brand



~₹17,000 crore
Consolidated Capex

77%
Growth Capex



*Based on internal estimates

12.46 lakh
Total CSR Beneficiaries

311
Villages Developed



Won the National Gold Award 2024
By CSR times in collaboration with Government of Goa

~₹209 crore
R&D Expenditure

93%
Waste Recovered though Reuse, Recycle and Recovery

Sustainability Ratings*

CSA Score
70
S&P Dow Jones Indices
A Division of S&P Global

ESG Rating
BBB

Climate Change, Water Security, Forest Score
B
CDP

ESG Risk Rating
27.2
SUSTAINALYTICS

* as on 31st March 2025

Awards and Accolades

A Track Record of Trust and Leadership



Kumar Mangalam Birla, receiving ET Business Leader of the Year award. Harikrishna Agarwal, receiving ET Conscious Corporate award. Vishakha Mulye, receiving Businesswoman of the Year award.

1. **Conscious Corporate Award**
   By The Economic Times
2. **Sustainable Organisation 2024**
   By Times Now
3. **Top 30 Sustainable Organisations 2024**
   By BW Businessworld
4. **Top 10 Environment Service Companies 2024**
   By Inventia
5. **Manufacturing Excellence Award**
   By Hurun India
6. **Top 50 Valuable Companies of India**
   By Business Today
7. **The 11th National Gold Award 2024**
   By CSR Times, in collaboration with Government of Goa
8. **National CSR Award 2024**
   By World CSR Congress

Read more on Page 233 (Awards section in Board Report).









Value Creation Model

Driving Sustained Growth

Inputs

Financial Capital
- Net worth: ₹54,398 crore
- Net debt: ₹6,892 crore
- Dividend received: ₹1,189 crore
- Property, Plant and Equipment (incl. CWIP): ₹24,403 crore

P120

Manufactured Capital
- Manufacturing sites: 27 (1 under commissioning)
- Capacities:
  - CSF: 879 KTPA
  - CSY: 51 KTPA
  - Paints: 1,096 MLPA
  - Caustic Soda: 1,505 KTPA
  - Chlorine Derivatives: 1,029 KTPA
  - Specialty Chemicals: 246 KTPA

P126

Intellectual Capital
- R&D expenditure: ₹209 crore
- R&D facilities: 9
- Patents applied (cumulative): 55
- R&D team: 278

P138

Natural Capital
- Environmental capex: ₹200.91 crore
- Energy consumption: 66.79 million GJ
- Renewable energy capacity share: 11%
- Total water withdrawal: 60.22 million m^3
- Recycled water to total water withdrawal: 45%

P150

Human Capital
- Total employees: 47,022
- Training hours: 4.4+ lakh
- New hires <30 years: 63%

P170

Social and Relationship Capital
- CSR expenditure: ₹88.42 crore
- Villages covered: 311

P182

Value-creation Approach

Goals and Targets P110

Vision | Mission | Values

Governance Tenets

- Accountability towards all Stakeholders
- Prudent Management
- Strategic Guidance and Effective Monitoring
- Protection of Minority Interests and Rights
- Transparency and Timely Disclosure
- Compliance and Governance of the Highest Standards

Strategic Priorities

1. Leadership across Businesses
2. Innovation
3. Sustainability
4. Capital Allocation
5. Cost Leadership

P28

Accelerating our Growth Engines for 'Viksit Bharat'

- Cellulosic Fibres — P46
- Chemicals — P52
- Building Materials — P57
- Financial Services — P76
- Other Businesses — P81

Sustainability Pillars

Environmental Stewardship | Socially Responsible | Resilient Business

Enabling Value Creation for Stakeholders

- Employees
- Local Communities
- Shareholders
- Suppliers
- Customers
- Media
- Government and Regulators
- NGOs and Other Groups

Governance P32

Risks and Opportunities P102

Double Materiality P98

Outputs

Financial Capital
- Market cap: ₹1,77,710 crore
- Revenue: ₹31,563 crore
- EBITDA: ₹2,857 crore
- PAT: ₹376 crore*
- Dividend distributed: ₹668 crore

Manufactured Capital
- Capacity Utilisation:
  - CSF: 96%
  - Caustic Soda: 77%
- Sales Volume:
  - CSF: 844 KT
  - CFY: 43 KT
  - Caustic Soda: 1,168 KT

Intellectual Capital
- Patents granted (cumulative): 28
- New product development: 170+
- Publications: 30+

Natural Capital
- GHG Emissions: 12.5 million tCO_2e
- Water discharged: 32.04 million m^3
- Waste generated: 1.13 million MT
- Waste recycled and reused: 1.04 million MT

Human Capital
- Women in workforce: 5%
- Total LTIFR: 0.20
- Total workforce trained
  - Safety: 39,340
  - Skill upgradation: 12,089
- Retention rate: 89%

Social and Relationship Capital
- CSR beneficiaries: 12.46 lakh
- Local procurement: 58%
- MSME procurement: 16%

*PAT adjusted for exceptional items

Outcomes

Financial Capital
- Sustained value creation
- Consistent, profitable and responsible growth
- Sustained and long-term cash flow generation

Manufactured Capital
- New assets developed
- New production capacities
- Asset valuation

Intellectual Capital
- Diversified portfolio of solutions across industry segments
- Partner of choice for developing innovative industry solutions

Natural Capital
- Environmental stewardship within and beyond our manufacturing sites
- Legal compliance for environmental regulations

Human Capital
- Best-in-class employee experience and learning
- Safe and inclusive workplaces

Social and Relationship Capital
- Positive impact on surrounding communities
- Trusted partner of choice for all stakeholder groups
- Productive, safe and healthy workplaces for employees

SDGs








Strategic Priorities

What Drives our Growth and Market Leadership



Our strategic priorities are dynamic levers for long-term value creation. They serve as the framework for every decision we take, directing capital, shaping innovation, and guiding how we compete. In a fast-evolving landscape, they help us sharpen our focus, scale with discipline, and embed a mindset of continuous improvement across the organisation. These priorities are how we translate ambition into sustained, measurable advantage.

FC Financial Capital MC Manufactured Capital IC Intellectual Capital NC Natural Capital SRC Social and Relationship Capital HC Human Capital

1 Leadership across Businesses

We hold leadership positions through deliberate choices in capability, capital, and commitment. Our enduring leadership across the business segments is driven by the consistent capacity expansions to meet growing demand, introduction of new and innovative products and entry into new growth businesses. We are modernising legacy assets, expanding production capacity, and embedding sustainability into operations to future-proof our businesses.

Material Topics

- Employee Training and Skill Development
- Quality and Customer Satisfaction
- Customer Health and Safety
- Business Ethics and Compliance
- Diversity and Inclusion

SDGs

Capitals Impacted

FC MC IC HC SRC

FY 2024-25 Progress

- Achieved highest-ever sales volumes in both Cellulosic Fibres (CSF) and Chlorine Derivatives & Specialty Chemicals during the year
- CSF capacities increased to 879 KTPA through successful de-bottlenecking initiatives
- Caustic soda capacity expanded to 1,505 KTPA, strengthening the business's pan-India reach and influence

Future Plans

- Stabilisation of new capacities in Specialty Chemicals (Epoxy) will further enhance our competitive edge and strengthen market presence
- The commencement of the sixth plant will enable Birla Opus to achieve a 24% capacity-based market share in the Indian Decorative Paints segment

2 Innovation

We view innovation as a catalyst for premiumisation and differentiation. From specialty product development to advanced data analytics and process enhancements, innovation is embedded across the value chain. We continue to invest in expanding facilities, optimising operations, and elevating customer experience.

Material Topics

- Product Stewardship
- Innovation and R&D
- Digitalisation, Data Privacy and Security

SDGs

Capitals Impacted

FC MC IC NC

FY 2024-25 Progress

- Commissioned a pulp pilot plant at Harihar to explore sustainable and cost-effective pulp solutions using agricultural residues, discarded textiles, veneer waste, and other alternative feedstocks
- Chlorine integration improved from 62% to 65%, enhancing operational efficiency
- Birla Opus successfully launched a comprehensive portfolio of 176 products across 1,250+ SKUs, marking a strong entry into the decorative paints market

Future Plans

- The state-of-the-art Paints R&D facility is advancing process standardisation across Polymers, Paints, Powders, Wood Finishes, and Colourants to deliver industry-leading quality products
- The Chemicals R&D team is developing safer, sustainable solutions for potable water, including the demonstration of application of HSBP technology for swimming pool and drinking water sanitation

3 Sustainability

Our approach to sustainability is anchored in measurable impact and long-term responsibility. We are reducing our environmental footprint through cleaner manufacturing, eco-conscious product design, and disciplined resource management.

Material Topics

- Air and Soil Pollution
- Energy Consumption and GHG Emissions
- Water and Effluents
- Waste Management
- Climate Change Adaptation
- Resource Efficiency
- Occupational Health & Safety
- Biodiversity and Land Use

SDGs



Capitals Impacted

MC IC NC HC SRC

FY 2024-25 Progress

- Conducted a comprehensive Biodiversity Study across three locations, including six business units.
- Updated the TCFD Study to incorporate Paints business
- Maintained Renewable Energy capacity at 11%, despite business expansion

Future Plans

- Adopt a structured approach by aligning ESG targets at the entity level, transitioning from business-specific goals
- Continue phased Biodiversity assessments across additional locations
- Maintain focus on reducing natural resource consumption, including water

4 Capital Allocation

We deploy capital with discipline, balancing growth ambitions with financial prudence. Our approach prioritises efficient allocation, tight working capital management, and conservative debt levels, underpinned by strong internal accruals. This financial rigour has earned us high credit ratings from leading agencies. Every expansion or new venture is grounded in rigorous market analysis and portfolio evaluation, ensuring that capital flows only where long-term value justifies the investment.

Material Topics

- Organisational Resilience
- Empowering Communities
- Financial Performance

SDGs



Capitals Impacted

FC MC IC NC

FY 2024-25 Progress

- Capital expenditure stood at ₹3,513 crore for FY 2024–25, with growth capex comprising 76% of the total. The Company maintained a strong balance sheet, with a net debt/equity ratio of 0.13x and a net debt/EBITDA of 2.4x.

Future Plans

- The Chemicals business will introduce new products catering to high-growth markets such as pharmaceuticals, agrochemicals, water treatment, food and feed, plastic additives, industrial applications, etc.
- The first phase of the Lyocell project, with a capacity of 55 KTPA (out of a total planned capacity of 110 KTPA), has been announced and is expected to be commissioned by mid-2027.

5 Cost Leadership

Sustained cost leadership is central to our strategy for margin expansion, market share gains, and long-term profitability. We continue to drive operating efficiency through disciplined cost management, reinforcing our ability to compete and grow across cycles.

Material Topics

- Resource Efficiency
- Responsible Supply Chain
- Stakeholder Engagement

SDGs



Capitals Impacted

FC MC IC

FY 2024-25 Progress

- Chlorine integration reached a record high of 65%.
- The Cellulosic Fibres business is improving consumption norms through in-house innovations.
- Paints plants have started integrated manufacturing of key inputs: emulsions and resins

Future Plans

- Commencement of the Epichlorohydrin (ECH) and Lubrizol projects will enhance chlorine integration
- Chlorine integration is expected to reach 70% upon commissioning of planned projects
- Growing share of renewable power capacity is driving a reduction in power costs

Approach to Governance

Governance that Leads with Purpose

At Grasim, corporate governance is central to our commitment to ethical conduct, transparency and long-term value creation. We operate under a robust framework that upholds the highest standards of integrity, accountability, and fairness across all aspects of the business.

Our governance practices go beyond regulatory compliance to build trust, manage risks, and support sustainable performance. With defined roles, strong oversight, and active stakeholder engagement, we ensure sound decision-making and effective risk management.

By embedding ESG considerations into our governance framework, we align sustainability with strategic priorities, enhancing resilience, strengthening stakeholder confidence, and driving responsible, inclusive growth.

Core Tenets of our Corporate Governance Framework

- **Accountability and Interests:** Towards all Key Stakeholders
- **Control:** Prudent Management
- **Monitoring:** Strategic Guidance and Effective Supervision
- **Ethics:** Protection of Minority Interests and Rights
- **Transparency and Disclosures:** Timely and Accurate
- **Review:** Maintain Compliance and Governance of the Highest Standards



Governance and Ethics

Business Values and Ethics

Code of Conduct for Board Members and Senior Management

Establishes the guiding principles to ensure consistent adherence across the organisation

Policies

Ensure alignment with regulatory requirements, commitments, and stakeholder expectations

Systems and Standards

Internal directives that shape day-to-day activities across the organisation

Transparent Leadership Anchored in Integrity and Accountability

Grasim's Code of Conduct (CoC) serves as the foundation for ethical and responsible behaviour across the organisation. It sets clear expectations for integrity, transparency, and professionalism and applies to Directors, senior management, employees, and key external stakeholders, including vendors and partners. The Code promotes independent judgement, accountability and responsible leadership, embedding these values into daily operations to strengthen stakeholder trust and reinforces Grasim's reputation as a value-driven organisation. A key focus of the CoC is managing conflicts of interest. All covered individuals are required to avoid situations where personal, financial, or other interests could conflict or appear to conflict with the interests of the Company.

Our Anti-Bribery and Anti-Corruption Policy reinforces our zero-tolerance stance on unethical conduct. It sets clear standards and responsibilities for employees, management, and business partners to prevent bribery, corruption, and conflicts of interest. The policy ensures compliance with applicable laws and promotes a culture of integrity, accountability and responsible behaviour across the organisation.

Board of Directors

The Board of Directors plays a central role in shaping our governance framework and providing strategic oversight. Comprising 14 members with diverse expertise, the Board ensures informed, transparent decision-making. It oversees key areas including risk management, financial integrity, and regulatory compliance, reinforcing a strong culture of ethics and accountability. These efforts strengthen stakeholder trust and support inclusive and sustainable value creation.

Board Evaluation

We conduct an annual evaluation of the Board, its committees, and individual Directors to enhance governance effectiveness. The structured review assesses strategic guidance, quality of decisions, risk oversight, and the effectiveness of communication and participation.

Board Diversity

Our Board Diversity Policy reflects our commitment to inclusive and balanced governance. By promoting diversity in gender, expertise, and background, we strengthen strategic insight and ensure fair, equitable leadership.

Board and CEO Compensation

The Board Remuneration Policy complies with applicable laws and aligns with the Aditya Birla Group's Executive Remuneration Philosophy. It is built on the principles of fairness, transparency, and alignment with strategic and ESG goals. The policy aims to strike an appropriate balance between key components:

(i) Fixed Cash Compensation (Basic Salary and Allowances)

(ii) Annual Incentive Plan

(iii) Long-term Incentives

(iv) Perks and Benefits

Key Components of Annual Incentive Plan

- Financial and operational metrics achievement
- ESG performance

Approach to Governance

Board of Directors



Mr. Kumar Mangalam Birla
Chairman, Non-executive and Non-independent Director

M



Mrs. Rajashree Birla
Non-executive and Non-independent Director

C



Mr. Harikrishna Agarwal*
Executive Director, Managing Director

C M M M M M M



Ms. Anita Ramachandran
Independent Director

C C M



Mr. N. Mohan Raj
Independent Director

C C



Ms. Ananyashree Birla
Non-executive and Non-independent Director



Mr. Aryaman Vikram Birla
Non-executive and Non-independent Director



Mr. Yazdi Piroj Dandiwala
Independent Director

M M M



Mr. V. Chandrasekaran
Independent Director

C M M M M



Mr. Adesh Kumar Gupta
Independent Director

M M M



Mr. Sushil Agarwal
Non-executive and Non-independent Director

M



Mr. Himanshu Kapania#
Executive Director, Managing Director

M M M M M



Mr. Ashvin Dhirajlal Parekh
Independent Director

M



Mr. Haigreve Khaitan
Independent Director

M



Mr. Mukkavilli Jagannath
Non-executive and Non-independent Director

Nomination & Remuneration Committee
Audit Committee
Stakeholders' Relationship Committee
Corporate Social Responsibility Committee
Risk Management & Sustainability Committee
PIT Regulation Committee
Finance Committee
Rights Issue Committee$
C – Chair **M – Member**

*Ceased to be Executive Director, Managing Director and the member of Committee w.e.f 31st March 2025.
#Appointed as the Executive Director, Managing Director and the member of the Committee w.e.f. 1st April 2025.
$Dissolved w.e.f. 31st March 2025.

Approach to Governance

Board Snapshot

Board Diversity



Board Age Profile



Board Experience*



Independent Directors



Tenure

62 years
Average Age of Board Members

7 years
Average Tenure of Board

92%
Average Attendance Rate in Board meetings

Board Competencies

- **Corporate Governance, Legal & Compliance**
- **Financial Literacy**
- **Industry Knowledge**
- **Technology, Digitisation & Innovation**
- **Strategic Expertise**
- **Sustainability**
- **General Management**
- **Human Resource Development**
- **Marketing**
- **Risk Management**

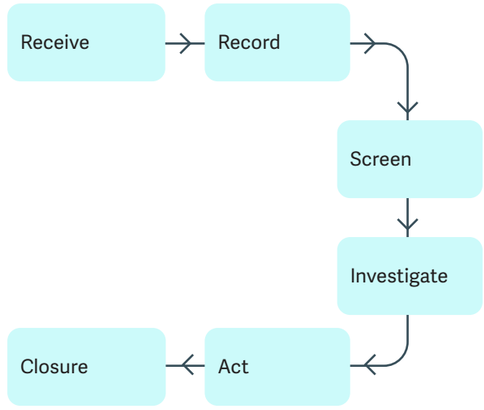
Note: Number and percentage of representation of women in the Board of Directors data is covered under limited assurance.

*On the Board of Grasim Industries Limited

Grievance Redressal Mechanism

Grasim maintains a transparent grievance redressal mechanism that enables stakeholders to raise concerns without fear of retaliation. Grievances can be submitted through a designated phone number or email. The Admin and Liaison Officer oversees timely resolution in line with defined protocols, with formal communication of outcomes to the complainant. We actively promote awareness of this mechanism across stakeholder groups, reinforcing our commitment to ethical conduct and responsive engagement.

Grievance Redressal Process



Roles and Responsibilities

Grievance Committee

Functional Heads - HRM, F&C, and Environment

- Investing grievances and engaging with relevant external stakeholders
- Developing strategies for effective grievances resolution
- Monitoring and tracking the progress of grievance redressal

Stakeholder Contact Officer

Admin and Liaison Officer

- Collect and document grievances in accordance with the established grievance redressal mechanism
- Maintain records of all grievances, correspondences, and interactions with external stakeholders
- Monitor grievances and trends over time and report key insights to the Committee
- Escalate relevant grievances to the Grievance Committee for appropriate action

Employees

CSR, IR, Admin, and Environment Officers

- Address grievances in person and submit the Grievance Lodgement Form to the Stakeholder Contact Officer
- Provide support and guidance in formulating a response and facilitating resolution of the grievance

Cyber and Information Security

We prioritise cyber and information security to protect business continuity, safeguard stakeholder trust, and meet regulatory requirements. A comprehensive Information Security Policy governs data classification, usage, and protection across all platforms and devices, including those managed by third parties.

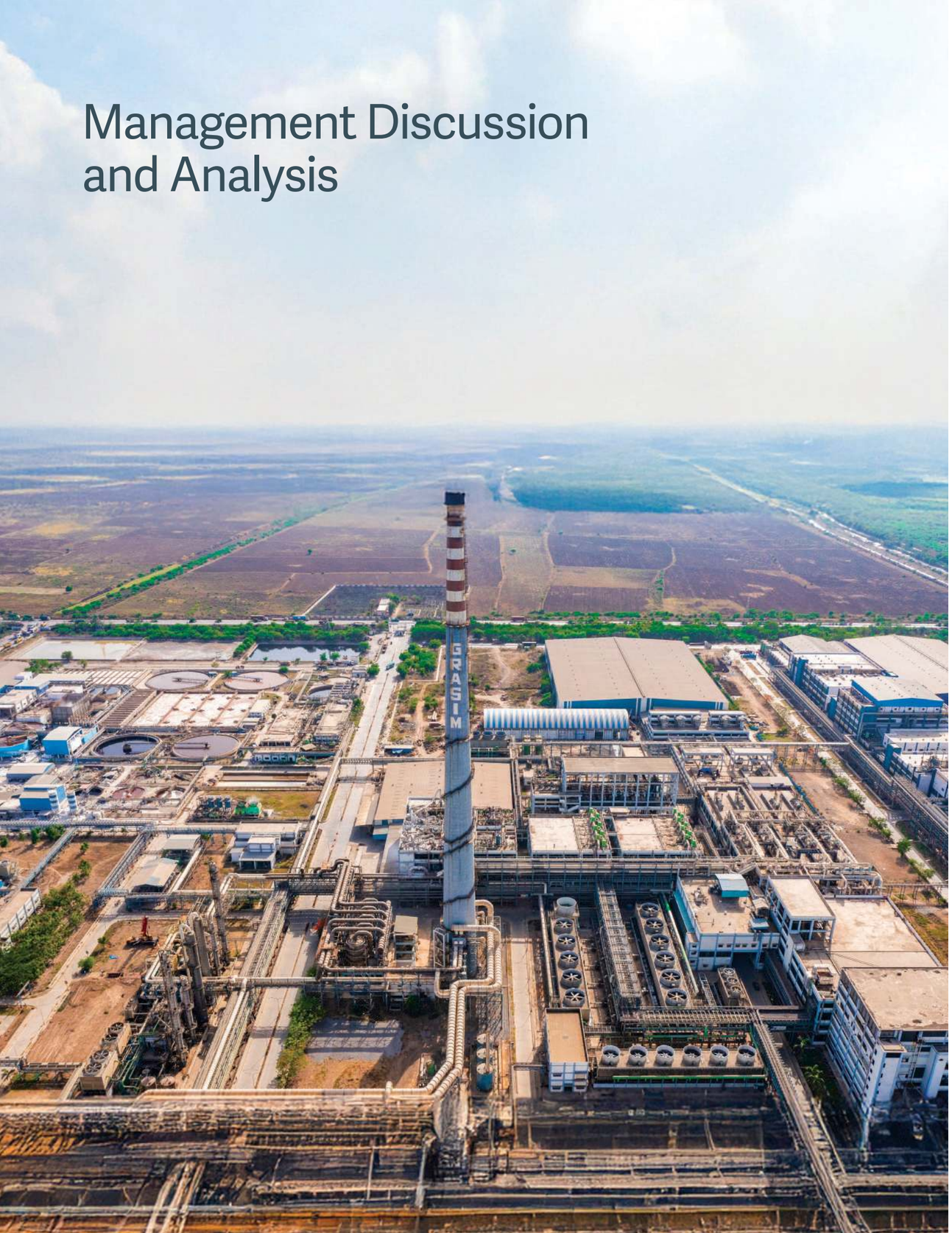
We implement strong security measures such as access controls, encryption, data backups, and continuous system monitoring. Business continuity and contingency plans are in place and regularly tested to ensure operational resilience against cyber threats.

Regular third-party vulnerability assessments and internal audits of IT systems and Information Security Management Systems (ISMS) help evaluate control effectiveness and compliance with internal policies and global standards. All employees undergo mandatory training to identify threats, follow best practices, and report incidents promptly.

100%
ISO 27001 certification across our units*

*This excludes three newly commissioned Paints sites, where the certification process is currently underway.

Management Discussion and Analysis



Overview

Global Economy: Tariffs, Tensions and Transformation

The world economy demonstrated some stability in calendar year 2024 — a year of elections that saw as many as 60+ countries going to polls to choose their governments and respective fiscal roadmaps. The 'super election year', which included major economies like India, France, the UK and the US, had a notable impact on policy responses and structural reforms, providing room for economic stability and growth.

In the second half of the year, the global economy navigated through the dynamic interplay of geopolitical tensions and shifting trade flows. However, growth and inflation remained divergent across geographies. Global headline inflation is expected to decline to 4.2% in 2025 and to 3.5% in 2026, with advanced economies expected to reach their inflation targets sooner than emerging markets and developing economies (EMDEs). Due to ongoing geopolitical tensions and global tariff uncertainties, the world is bracing for a period of turbulence, at least in the short to medium term. In addition, if the geopolitical tensions intensify, this could lead to spikes in commodity prices.

In 2024, global interest rates experienced significant shifts as central banks responded to evolving economic conditions, including moderating inflation, geopolitical tensions, and changing growth dynamics. In September, the US Fed initiated a rate-cutting cycle with a 50-basis point reduction, marking the beginning of a gradual easing approach. Likewise, several developed and developing market central banks implemented rate cuts in 2024 to support growth as inflation pressures eased.

On the growth front, the World Economic Outlook of the International Monetary Fund (IMF) projects a landscape marked by divergent growth trajectories across regions. Escalating trade tensions have led the IMF to revise its global growth forecast downwards by 50 bps to 2.8% for 2025 and by 30 bps to 3.0% for 2026.

Global GDP Growth Trend (%)

Regions	2024	2025F	2026F
World	3.3	2.8	3.0
Advanced Economies	1.8	1.4	1.5
EMDE	4.3	3.7	3.9

Source: World Economic Outlook (WEO), April 2025; F = Forecast

India: Leading Global Growth in a Slowing World

India's economic trajectory in fiscal FY 2024-25 reflects a resilient yet moderating growth pattern, influenced by both domestic dynamics and global uncertainties. The National Statistical Office (NSO) projects real GDP growth at 6.5%, a deceleration from the 9.2% recorded in the previous fiscal.

This slowdown is attributed to factors such as a dip in government capex, sluggish private investments, and overall weak private consumption growth. The share of Gross Fixed Capital Formation (GFCF), a key indicator for infrastructure investments, is estimated to fall to 30.1% of GDP in FY 2024-25 from 30.8% in FY 2023-24 in nominal terms, according to NSO, while growth in investment demand, in real terms, is projected to slow to 6.4% from 9%. This moderation could be linked to the general elections overhang and the government's emphasis on fiscal consolidation. However, it should not be seen as a shift away from the broader push for infrastructure-led growth.

The Union Budget 2025-26 introduced a series of measures aimed at accelerating infrastructure development, enhancing ease of doing business, promoting green growth, empowering states through targeted capital outlays, and providing tax incentives to boost private consumption. These initiatives focus on stimulating domestic demand, enhancing infrastructure and promoting inclusive development.

India GDP Growth Trend (%)

	FY 2024	FY 2025F	FY 2026F
Real GDP growth	9.2#	6.5	6.7*

Source: CSO, *RBI; *Revised

Concerted Push to Boost Discretionary Consumer Spending

Private consumption is expected to emerge as the primary driver of growth (7.3% YoY in FY 2024-25 vs. 4.0% in FY 2023-24), spurred by a recovery in rural demand attributable to better agricultural prospects. To provide relief to the middle class and, in turn, boost private consumption, the government increased exemption limits and lowered tax rates for various income slabs. The Reserve Bank of India (RBI) complemented the fiscal moves with two successive 25 bps cuts in its policy rate (repo), reversing its earlier stance of raising rates and keeping it steady to rein in inflation. To further enhance liquidity, the RBI lowered the Cash Reserve Ratio (CRR) by 50 bps to 4%, effective from December 2024. With inflation already easing below target, the central bank could continue to focus on addressing demand slowdown, adopting an accommodative stance. This coordinated effort is key to stimulating private consumption.

Private consumption is expected to emerge as the primary driver of growth.

7.3% YoY
in FY 2024-25
vs. 4.0% in FY 2023-24

Government's Continued Thrust on Infrastructure

India's infrastructure growth remains strong, driven by steady government capex, with a focus on roads, railways, ports and aviation. The National Highway network has expanded to 1,46,145 km, with the construction pace increasing to 33.8 km/day in 2024. In the railway sector, the Amrit Bharat Station Scheme is transforming 1,337 stations into modern transit hubs with enhanced passenger amenities and multimodal connectivity. India's port infrastructure is undergoing significant expansion in alignment with the Maritime Amrit Kaal Vision 2047. The government plans to develop six mega port clusters to enhance cargo handling capacity and bolster maritime trade. The aviation sector is also witnessing significant developments, with plans to develop 50 more airports over the next five years and connect 120 new destinations in the next decade. These concerted efforts across various infrastructure domains underscore India's commitment to fostering inclusive and sustainable economic growth.

India's infrastructure growth remains strong, driven by steady government capex, with a focus on roads, railways, ports and aviation.

Real Estate Remains Buoyant

India's real estate market had yet another strong year, driven by surging demand in the residential market and record leasing demand in the commercial/office segment. Further, improving private consumption is providing a boost to the retail and hospitality sectors. Rapid urbanisation and government initiatives like Pradhan Mantri Awas Yojna (PMAY), and Atal Mission for Rejuvenation and Urban Transformation (AMRUT) are driving demand for residential, commercial, and social infrastructure projects. PMAY-U 2.0, which was launched in August 2024, aims to construct one crore houses for urban poor and middle-class families over five years.

PMAY-U 2.0, aims to construct one crore houses for urban poor and middle-class families over five years.

Progressing Well on Clean Energy Transition

India's renewable energy sector is on a transformative growth path. During the period under review, India added a record 24.5 GW of solar capacity and 3.4 GW of wind capacity in a single year, taking its non-fossil fuel-based energy capacity to 218 GW. The rooftop solar sector also experienced significant growth, with the installation of 4.59 GW of new capacity, led by the PM Surya Ghar: Muft Bijli Yojana. Further, domestic solar PV and wind turbine production was scaled up, in alignment with India's ambition to become a global RE manufacturing hub. These efforts are part of India's broader strategy to achieve 500 GW of non-fossil fuel-based energy capacity by 2030, positioning the country as a global leader in renewable energy.

India's renewable energy sector is on a transformative growth path.

~218 GW
India's non-fossil fuel-based energy capacity

Accelerating our Growth Engines for *Viksit Bharat*

Grasim is well-positioned to capitalise on opportunities across diverse sectors of India's fast-growing economy, backed by its strong presence and sustained investments in scaling up its businesses. Our businesses are aligned with the government's vision for 'Viksit Bharat' with a focus on infrastructure and housing, manufacturing, financialisation and inclusive economic prosperity.

Cellulosic Fibres

Cellulosic Staple Fibre (CSF) • Cellulosic Fashion Yarn (CFY)

Read more on Page 46

Chemicals

Caustic Soda • Chlorine Derivatives • Specialty Chemicals

Read more on Page 52

Building Materials

Cement • Paints • B2B E-commerce

Read more on Page 57

Financial Services

NBFC • Housing Finance • Investing and Insurance

Read more on Page 76

Other Businesses

Textiles • Renewables • Insulators

Read more on Page 81

Financial Performance

Grasim's strong performance reflects the power of its diversified portfolio, disciplined execution, and long-term strategic focus. We closed the year on a strong note and are well-placed to sustain this momentum in the years ahead.

₹1,48,478 crore
Highest-ever Consolidated Revenue

₹31,563 crore
Highest-ever Standalone Revenue

₹20,023 crore
Consolidated EBITDA



"Despite recent macroeconomic volatility, our consolidated revenues have nearly doubled, and EBITDA has grown nearly by 1.5 times since FY 2019-20. Focused execution of business plans by each of the businesses of the Company, underpinned by responsible business practices, has enabled the consistent growth. By leveraging the collective strengths of our businesses, we continue to drive consistent value creation while maintaining financial prudence."

Pavan Kumar Jain
CFO, Grasim Industries



Sailesh Kumar Daga*
Company Secretary



Hemant Kadel
Senior President



Saugata Chakravarty
Chief Legal Officer



Rahul Desai
Joint President



Mahendra Bhandari
Joint President

Financial Performance

Consolidated	Standalone
Revenue from Operations	
Consolidated revenue from operations crossed its highest ever levels, up by 13% YoY to ₹1,48,478 crore in FY 2024-25 compared to ₹1,30,978 crore in FY 2023-24. The growth in consolidated revenue was led by superior performance across key business segments. Specifically, Building Materials and Financial Services businesses delivered a robust performance	For FY 2024-25, revenue from operations stood at ₹31,563 crore, up 22% from ₹25,847 crore in FY 2023-24. Cellulosic Staple Fibre (CSF) and Caustic Soda business achieved sales volumes of 844 KT (up 4% YoY) and 1,168 KT (down 3% YoY), respectively, for the year.
EBITDA	
Consolidated EBITDA stood at ₹20,023 crore in FY 2024-25 compared to ₹20,837 crore in FY 2023-24. EBITDA was lower mainly due to the soft performance in Cellulosic Fibres and initial investments in building a strong consumer-facing Decorative Paints business.	Standalone EBITDA for FY 2024-25 stood at ₹2,857 crore, compared to ₹3,573 crore for FY 2023-24. EBITDA was lower mainly on account of investments in brand building and marketing activities for the newly launched decorative paints business coupled with initial operating losses.
Finance Cost	
Finance cost increased to ₹2,802 crore in FY 2024-25 from ₹1,655 crore in FY 2023-24 on account of higher borrowings due to growth capex. The consolidated Gross Debt (excluding borrowing related to Financial Services business) stood at ₹46,000 crore as on 31st March 2025 compared to ₹26,780 crore as on 31st March 2024.	Finance cost for FY 2024-25 stood at ₹684 crore compared to ₹440 crore in FY 2023-24. Investments in new high-growth businesses resulted in increase in gross debt to ₹11,121 crore as on 31st March 2025 from ₹9,453 crore as on 31st March 2024. The average cost of borrowings stood at 7.40% in FY 2024-25 compared to 7.50% in FY 2023-24.
Depreciation	
Increased capacities in Building Materials and Chemicals businesses resulted in 29% YoY increase in depreciation to ₹6,454 crore in FY 2024-25 compared to ₹5,001 crore in FY 2023-24. Capital Expenditure for FY 2024-25 stood at ₹3,513 crore, of which ₹2,659 crore was on new growth businesses.	Depreciation increased by 38% YoY to ₹1,676 crore in FY 2024-25 from ₹1,215 crore in FY 2023-24, on account of increased capitalisation, mainly in the Building Materials and Chemicals businesses.
Profit After Tax (PAT)	
Profit after Tax (after exceptional items) attributable to the owners of the Company was at ₹3,706 crore in FY 2024-25 compared to ₹5,624 crore in FY 2023-24. Adjusted PAT for the year was ₹3,902 crore, down by 37% YoY.	Reported PAT stood at ₹212 crore in FY 2024-25 compared to ₹945 crore in FY 2023-24 due to higher interest and depreciation charges on account of investments in the Building Materials business. Before exceptional cost of ₹164 crore, PAT stood at ₹376 crore.

*Ceases to be Company Secretary of the Company w.e.f 15th July 2025 (closing business hours).

Cellulosic Fibres

Grasim is a leading global and Indian producer of Cellulosic Staple Fibre (CSF) and Cellulosic Fashion Yarn (CFY). As a key segment within the broader man-made textile fibre industry, Cellulosic Fibres represents Grasim's commitment to innovation, sustainability, and excellence in the evolving world of textiles.

₹15,897 crore
Highest-ever Revenue

844 KTPA
Highest-ever CSF Sales Volumes

21%
Share of Specialty Fibres



"Cellulosic Fibres is proactively shaping global standards for ethical and sustainable business by collaborating across the MMCF value chain. From responsible sourcing to innovative fibre solutions, we are committed to creating lasting value for our stakeholders while safeguarding our planet. Our purpose is clear: to lead with responsibility and grow with integrity."

Vadiraj Kulkarni
Business Head



Suresh Kodali
Chief Operating Officer



Manmohan Singh
Chief Marketing Officer



Dr. Aspi Patel
Chief Technology Officer



Satyaki Ghosh
Chief Executive Officer CFY



Anil Rustogi
Chief Financial Officer



Anupama Mohan
Chief Human Resources Officer

Business Overview

Grasim is one of the leading CSF players globally. In India, we have constantly expanded the CSF market through indigenously developed second and third-generation fibres, known as Birla Modal and Birla Excel (Lyocell), respectively. The success of brand 'LIVA' can be attributed to our relentless focus on customer centricity over the years. Through Liva Accredited Partner Forum (LAPF), a consortium of spinners, weavers, knitters, and processors committed to quality and innovation using fibres from Grasim, we work with the textile value chain partners to improve processes and products, and offer eco-friendly fashionable clothing. Brand Liva is fuelling demand across the textile value chain.

Grasim is also India's prominent and one of the world's leading manufacturer of CFY, a premium offering known for its silk-like sheen, softness, and fluid drape. CFY is a preferred choice for high-end fashion, home textiles and traditional wear across global and Indian markets. Raysil® is a well-known brand renowned for its luxurious texture and sustainable origins, crafted from 100% natural wood pulp, offering a biodegradable and eco-friendly alternative to synthetic fibres.

Birla Cellulose redefines comfort by uniting the rich feel of natural fibres with the precision of advanced manufacturing. Made from sustainably sourced wood pulp, it is the world's first viscose to meet the highest global benchmarks for safety and purity, offering a biodegradable and eco-conscious choice without compromising on luxury.



Cellulosic Fibre Value Chain



Competitive Strengths

Large manufacturing capacity and **global** technical know-how

Strong **sustainability** credentials

Integrated tracer technology enables **end-to-end value chain transparency**

Well-established **global supply network and partnerships** with leading fashion and textile brands

State-of-the-art **R&D** centres enabling in-house development of proprietary specialty fibres

Integration across the value chain, from raw material sourcing (forest plantations) to fibre production

Our Brands

Operating Context

Strong Domestic and Export Demand

India is experiencing strong demand for cellulosic fibres, supported by rising consumption and export opportunities. Viscose, valued for its superior blendability, remains a preferred choice in blended yarns. Lyocell, a next-generation cellulosic fibre, is seeing rapid capacity expansion, with demand growing at more than twice the rate of India's GDP. The enforcement of the Quality Control Order (QCO) on Cellulosic Staple Fibre (CSF) by the Government of India, in consultation with the Bureau of Indian Standards (BIS) has limited low-quality imports, as domestic products offer higher value through consistent quality, innovation and deep integration across the value chain. Globally, CFY consumption continues to be dominated by India, China, Pakistan and Turkey, who together constitute ~85% of the total volume.

>2X
India's Cellulosic Fibre growth over other fibres

6%
Cellulosic Fibre's share in Textiles' Fibre Basket

Increased Preference for Sustainable Products

Growing consumer and regulatory preference for sustainable products is accelerating the shift towards eco-friendly fibres. CSF, a biodegradable and renewable alternative to cotton, meets this demand with a lower environmental footprint. Birla Cellulose fibres offer consistent quality and versatility, used on their own or blended, to deliver enhanced comfort, making them ideal for conscious fashion and home textile applications.

Volatility in Global Fibre Prices

Global fibre markets remain volatile, marked by price fluctuations and uneven demand. Cotton price swings and weak downstream demand have made consistency in pricing and quality a key customer priority. Cellulosic fibres are the fastest-growing fibre category globally and in India. The business continues to leverage its integrated model, backed by captive access to dissolving-grade wood pulp, caustic soda, carbon disulphide, power, and steam, to maintain cost competitiveness and supply assurance.



Strategic Focus Areas

Specialty Fibres

Specialty fibre continues to be a key strategic growth area. Over the past decade, the cellulosic fibres industry has grown at nearly twice the rate of competing textile fibres such as cotton and polyester. The Company had developed specialised cellulosic fibres for applications in fire retardant textiles, flushable wipes and other hygiene applications. Within these segments, Lyocell, a third-generation specialty fibre, has emerged as the fastest-growing cellulosic fibre, known for its exceptional softness, breathability and strength. Produced through eco-friendly process, it offers excellent moisture management and durability while being fully biodegradable.

Given the growth opportunities and the current capacities being fully utilised, the Cellulosic Fibres division is setting up Lyocell fibre capacity of 110 KTPA at Harihar, Karnataka. The first phase of 55 KTPA will be executed by mid-2027.

110 KTPA
Lyocell Fibre Brownfield Capacity Expansion

Innovation

Grasim's Cellulosic Fibres business is anchored in sustainability, with a strong R&D backbone driving future-ready solutions. Aditya Birla Science & Technology Centre (ABSTC) serves as the backbone of Grasim's Cellulosic Fibres innovation pipeline. Our in-house research centres serve as innovation hubs, continuously developing versatile, eco-conscious products that align with evolving market needs and environmental expectations. 'GreenTrack' is our proprietary technology that embeds a unique molecular tracer or digital fingerprint into the fibres during the manufacturing process. This tracer allows multiple stakeholders i.e. brands, retailers, and consumers to verify the origin, authenticity, and sustainability of the fibre used in finished garments or textiles.

4
R&D Centres

Sustainability

Sustainability is embedded across every stage of the value chain, from responsible forestry to pulp production and fibre innovation to compliance. We are focused on enhancing process efficiency through closed-loop systems, low-carbon technologies, and adoption of sustainable and alternative raw materials, while actively working to eliminate hazardous chemicals from our value chain. Our new generation products like Livaeco by Birla Cellulose, Liva Reviva, Birla Excel and Birla Spunshades are designed with superior sustainable credentials which contribute towards a greener environment.

We commercially launched Saxcell fibre, produced from pre-consumer textile waste using advanced chemical recycling. Our continued focus on sustainable raw material sourcing and responsible processing was also recognised by Canopy, where we retained the industry-leading Dark Green Shirt rating, reaffirming our commitment to environmental stewardship.

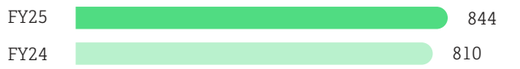
Highest category, 5 years in a row
in Canopy's Hot Button Report 2024



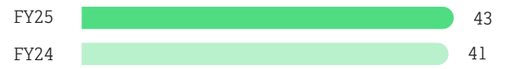
Operating and Financial Performance

Domestic sales volume of CSF grew 5% YoY, supported by resilient, India-focused consumption. Profitability was impacted by elevated input costs, particularly for dissolving-grade pulp, caustic soda and sulphur. CFY volumes were higher by 10% YoY, though realisations remained under pressure due to continued low-priced imports from China.

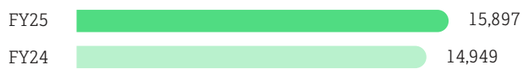
CSF Sales (KT)



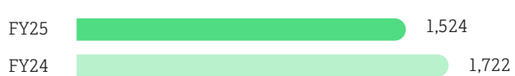
CFY Sales (KT)



Revenue (₹ crore)



EBITDA (₹ crore)



Outlook

Cellulosic Fibres would continue to see consistent growth driven by global cotton supply constraints and a strong shift in customer preferences towards products with enhanced sustainability credentials. Driven by innovation-led applications, Lyocell is well positioned for continued robust growth. The fibre's environmental advantages, combined with its versatility across high-performance and premium applications, makes it a compelling platform for future investment and expansion.

Chemicals

Established in 1972, Grasim manages a strategically diversified Chemicals portfolio across three distinct segments: Caustic Soda, Chlorine Derivatives and Specialty Chemicals, reinforcing its premier position in India's Chlor-Alkali and Specialty Chemicals markets.

₹8,648 crore
Revenue

15%
EBITDA growth YoY

27%
Revenue contribution from Specialty Chemicals



"The Company is prioritising growth in high-potential Specialty Chemicals, especially Epoxy Resins and Curing Agents. It plans to boost Chlorine integration to 70% through investments and partnerships. In the core Caustic Soda segment, the focus remains on sustainability and efficiency, with targets of over 25% renewable energy usage, reduced water consumption, and enhanced cost competitiveness to drive long-term profitability."

Jayant Dhobley
Business Head



Mayank Sharma
Chief Executive Officer
Chlor-Alkali



Rajesh Balakrishnan
Chief Executive Officer
Specialty Chemicals



Manoj Kedia
Chief Financial Officer



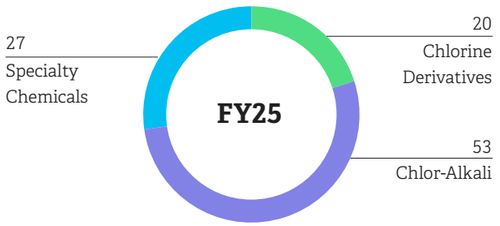
Shefali Kohli
Chief Human Resources Officer

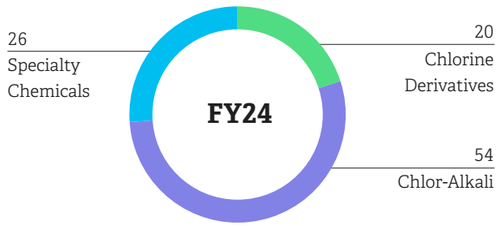
Business Overview

Grasim is India's largest Chlor-Alkali manufacturer with a strong production base of 1,505 KTPA for caustic soda and 1,029 KTPA for chlorine derivatives. The business benefits from a diverse end-user base, enhancing demand stability. Grasim also holds a prominent position in high-margin Specialty Chemicals, particularly epoxy polymers and curing agents with a capacity of 246 KTPA. Epoxy polymers and curing agents are used across key industries such as automotive, construction, electronics and packaging, offering strong growth potential and broad market relevance.

Our Specialty Chemicals division holds the esteemed position of being one of the leading domestic producers. Moreover, our substantial production capacity in chlorine derivatives enables us to serve high-growth sectors such as Pharmaceuticals, Agrochemicals, Water Treatment, Food and Feed, Plastic Additives, and other industrial applications.

Revenue Mix (%)





Competitive Strengths

Pan-India presence, with nine plants across the country, providing strategic access to major industrial centres

Integrated chlorine value chain with established capacity in derivatives serving Chemicals high-growth markets

Cost leadership, enabling resilience across commodity cycles

Prominent player in specialty chemicals, with increasing relevance in construction, coating, renewables, and electronics sectors

Our Brands

twist

SHAKTIMAN
SAAF • SAPHED • SURAKSHA

epotec
Innovating epoxies for a better world

Strategic Focus Areas

Growth in Specialty Chemicals (Epoxy)

Grasim is a prominent producer of specialty chemicals in India, particularly epoxy polymers and curing agents. With rising demand from high-growth sectors such as construction chemicals, coatings, renewables, and electronics, the Company has expanded its epoxy capacity. This expansion is backed by integrated Epichlorohydrin (ECH) production, enhancing both market position and cost competitiveness.

2 out of 3
Cars in India use Grasim's epoxy resins in their coating

Chlorine Integration

We continue to evaluate additional downstream chlorine chemistries to further enhance chlorine integration. Phase I of the 100 KTPA Lubrizol CPVC resin project at Vilayat (50 KTPA) is progressing as planned. Epichlorohydrin (ECH) production remains on track for commencement in calendar year 2025. These strategic initiatives will increase overall chlorine integration, which is expected to reach 70% upon completion of the ongoing projects.

~70%
Chlorine integration by 2027

Operating Context

Diverse Applications Driving Growth

Grasim is well-positioned in a resilient and growing market. Caustic soda demand in India remains stable across key sectors like textiles (17%), chemicals (24%), and alumina (15%) growing at 5.3% in FY 2024-25 to 4.36 million MT. India has become a net exporter of caustic soda, highlighting domestic capacity strength. Meanwhile, the epoxy polymers market is expected to grow at a 6.1% CAGR through 2030, supported by strong demand in construction, packaging, and electronics, reinforcing long-term growth potential in Specialty Chemicals.

Favourable Environmental and Economic Realisation

Caustic soda is gaining prominence for its eco-friendly applications in water treatment and wastewater neutralisation, aligning with global sustainability goals. In India, supportive government policies, infrastructure investments, and the push for local manufacturing are strengthening production capabilities and ensuring reliable supply to meet rising domestic demand, creating a favourable environment for long-term growth and investment stability.

Global Price Recovery Boosting Margins

Global prices for key products have rebounded by 30–40% following a period of correction, signalling a favourable shift in market conditions. This recovery is primarily driven by improved demand across Asia-Pacific and Europe. As a result, integrated producers are expected to benefit from stronger realisations and improved margin outlooks, supporting a more optimistic earnings trajectory in the near term.

Power Cost Reduction

We continue to prioritise energy efficiency and cost optimisation through a balanced energy mix. In FY 2024–25, renewable power accounted for 14% of our total energy consumption, with the remainder sourced from coal, natural gas, and grid electricity. As part of our transition strategy, we are actively working to scale up the share of renewables to over 25% in the medium term, aligning with our sustainability and cost efficiency goals.

>25%
Renewable energy share by 2027



Operating and Financial Performance

In FY 2024–25, the Chemicals business delivered a strong performance driven by higher caustic soda realisations, improved chlorine integration, and enhanced profitability in chlorine derivatives. Average international caustic soda prices (CFR–SEA) rose 15% YoY to US$495/MT, supporting domestic pricing. Despite ECU pressure from weaker chlorine realisations, Chemicals EBITDA grew 15% YoY, underpinned by scale, integration, and cost efficiency. Specialty Chemicals also performed well, contributing 27% to the segment's revenue, reinforcing our strategic focus on value-added products.

Caustic Volumes (KT)

↓ 3%



Revenue (₹ crore)

↑ 5%



EBITDA (₹ crore)

↑ 15%



Outlook

Building on global momentum, India has emerged as a key player in the global chemicals landscape. As the sixth-largest chemical producer globally and third in Asia, India's chemical sector contributes ~7% to the country's GDP, valued at around US$ 300 billion in 2025 and is expected to reach US$ 1 trillion by 2040. Key drivers for the industry include increasing domestic demand, export opportunities under the China+1 strategy, and favourable policy frameworks. Initiatives like Make in India, production-linked incentives (PLI), and customs duty exemptions aim to enhance manufacturing competitiveness and attract investment.

Rising consumption across end-user sectors such as textiles, construction, and automotive is further fuelling demand, particularly in specialty chemicals. While the industry enjoys strong growth and policy support, challenges remain in terms of infrastructure, raw material volatility, and environmental compliance. Nonetheless, with innovation, sustainability, and export-oriented strategies at its core, India is on a trajectory to become a global manufacturing and R&D hub for chemicals, significantly influencing global supply chains in the decades to come. Caustic soda continues to be a vital input across a wide range of industrial and commercial applications, underscoring its enduring importance. Despite temporary headwinds from global macroeconomic challenges such as geopolitical tensions and elevated energy costs that have affected downstream chlorine-consuming sectors like PVC and agrochemicals, domestic demand has remained robust and stable. Grasim is confidently reinforcing its pan-India presence by driving operational excellence, accelerating renewable energy adoption, and ensuring consistent supply across key markets. Strong mega-trends in construction, coatings, wind composites, and electrical & electronics are set to fuel sustained growth in the epoxy resins segment. Proactively expanding capacity and broadening its product portfolio with polyamide hardeners and polyester resins, Grasim is well-positioned to deepen its reach into high-value, value-added applications, strengthening its competitive edge.



Building Materials

Grasim's Building Materials business comprises Cement, Paints, and B2B E-commerce, which are crucial pillars supporting India's drive for infrastructure development and housing.

Cement

Read more on Page 58

Paints

Read more on Page 62

B2B E-commerce

Read more on Page 70

Cement

Our subsidiary, UltraTech Cement Limited, is a leading cement and Readymix manufacturer in India and ranks as the third largest cement player globally (ex-China). UltraTech is also one of the leading players of white cement and cement-based putty in India.

₹75,955 crore
Revenue

188.8 MTPA
Total grey cement capacity (India + Overseas)

14%
Sales volume growth (Consolidated)





"As the industry leader, UltraTech is driving the sustainability agenda for the Indian cement sector and is fully committed to achieving Net Zero by 2050. As India's chosen partner in nation-building, UltraTech strives to be a catalyst for responsible progress by helping build sustainable structures, be it infrastructure or homes. With a steadfast focus on quality, and a product portfolio spanning the needs of discerning customers, UltraTech is well placed to capitalise on India's next phase of growth. With strategic investments in place, UltraTech is well-positioned to unlock value in multiple areas of business operations, which will, in turn, drive sustained growth."

K C Jhanwar
Managing Director – UltraTech Cement Ltd.



Vivek Agrawal
Chief Marketing Officer



E.R. Raj Narayanan
Chief Manufacturing Officer



Atul Daga
Chief Financial Officer



Chandrashekhar Chavan
Chief Human Resources Officer

Business Overview

UltraTech operates 34 integrated manufacturing units, 34 grinding units, one clinkerisation unit, and 10 bulk packaging terminals. It also has 395 RMC plants across 155 cities. The Company has two white cement units and three wall care putty units. Its robust logistics network includes daily dispatch of 50+ rakes and 13,000+ trucks, serving 1,40,000+ channel partners. As of 31st March 2025, UltraTech's total grey cement capacity (India + Overseas) reached 188.8 MTPA, marking an addition of 42.6 MTPA during the year. This includes 16.3 MTPA from organic growth and 26.3 MTPA from strategic acquisitions of Kesoram and India Cements, demonstrating UltraTech's strong execution and commitment to growth. The Company plans to increase its total capacity to 215 MTPA by 2027.

Growing beyond cement and concrete solutions for large infrastructure projects, UltraTech now offers an expansive portfolio of contemporary building products for aspirational home builders.

Competitive Strengths

- **Trusted** cement brand
- **Strong manufacturing capability** with integrated operations
- **Pan-India player** with strong logistics presence
- **Extensive technical support** to the distribution network
- **Robust customer connect**, powered by digital



Our Brands

UltraTech CEMENT – The Engineer's Choice

UltraTech CONCRETE – The Engineer's Choice – INDIA'S NO.1 RMC

Birla White

UltraTech Building Solutions

Operating Context

Strong Demand Driven by Infrastructure-led Growth Push

India is the second-largest producer and consumer of cement in the world. The Central Government's thrust on fuelling economic growth through infrastructure-led capex push, housing for all, and buoyant investment sentiment, among others, continue to bode well for domestic cement demand. In fact, India's cement demand growth is expected to mirror GDP growth to reach ~625 MnT by FY 2029-30 from 435 MnT in FY 2024-25, at a CAGR of 7-8%.

Buoyant Housing Demand, Aided by Rural and Urban Recovery

Rural housing will continue to dominate cement consumption, with an estimated share of 32-34%, as a heathy monsoon season is expected to boost agricultural income, which will create housing demand. In addition, schemes such as Pradhan Mantri Gram Sadak Yojana (PMGSY) and MGNREGA targeted towards rural segment will also support consumption due to higher budgetary allocation. The urban housing segment, which faced headwinds in FY 2024-25, is expected to receive a boost with the launch of PMAY-U 2.0.

Low Per Capita Cement Consumption Provides Headroom for Growth

Despite being the second largest producer and consumer of cement globally, India's per capita cement consumption at 303 kg remains significantly below the global average of 550 kg and China's 1,000 kg. As developed economies saw cement consumption peak at 600-700 kg per capita before settling near 500 kg, the Indian cement industry has a long runway for growth as it moves toward similar levels of maturity.

Strategic Focus Areas

Expansion – Core & Adjacencies

UltraTech is strategically positioning itself for long-term growth through a balanced mix of organic and inorganic expansion, with total capacity, domestic and international, projected to reach 215 MTPA by FY 2026-27. UltraTech is expanding its footprint into adjacent segments under the Building Products Division. In line with this strategy, UltraTech has forayed into the Cables & Wires (C&W) segment, with a planned investment of ₹1,800 crore. The proposed C&W manufacturing facility, to be established in Gujarat, will have a capacity of 35-40 lakh km.

215 MTPA
Capacity by FY27

Operating Leverage

UltraTech is consistently reducing its operating costs through several strategic initiatives. These include a steady increase in the use of green power and alternative fuels, improved clinker conversion, and optimisation of primary lead distances. Furthermore, better utilisation of newer capacities is expected to enhance operating leverage. These ongoing sustainable cost-efficiency measures aim to achieve savings of ₹300 per metric tonne by FY 2026-27, with ₹86/MT already realised in FY 2024-25.

₹300/tonne
Cost savings by FY27

Green Growth

UltraTech remains on track to achieve its sustainability goals, with a clear decarbonisation roadmap towards Net Zero by 2050. UltraTech aims to use 85% clean power (25% WHRS and 60% renewables) in the total mix by 2030, and 100% by 2050. The Company has doubled its energy productivity from the 2021 base year, ahead of its 2035 target year.

85%
Renewables to total energy mix by FY30

Operating and Financial Performance

For FY 2024-25, consolidated volumes grew 14% YoY to 135.83 MT, with capacity utilisation at 78%. Revenue grew 7% YoY to ₹75,955 crore. EBITDA marginally declined by 2% YoY to ₹13,302 crore. Capital expenditure during the year stood at ₹9,428 crore, of which 70% was related to growth capex.

Revenue (₹ crore)

↑ 7%



EBITDA (₹ crore)

↓ 2%



Outlook

India's cement consumption is likely to remain buoyant, driven by strong demand from the infrastructure and housing segments. With planned capacity additions aligned with the nation's growth ambitions, UltraTech is well positioned to capitalise on the existing and emerging opportunities across the country with presence in 82 locations. For the C&W business, it plans to start production/launch by December 2026.

Paints

Interior Paints • Exterior Paints • Enamel Paints Waterproofing Solutions • Wood Finishes • Wallpaper • Designer Finishes

1,096 MLPA
Existing capacity

176/1,250+
Products/SKUs launched

6,600+/137
Towns covered/Depots





"Birla Opus has become the #3 decorative brand in India as per FY 2024-25 exit run rate, within 6 months of pan-India operations. We have made significant strides by launching 5 out of 6 plants with a capacity of the 1,096 MLPA out of total planned capacity of 1,332 MLPA, which is already available for commercial production. With the sixth plant expected to be commissioned in H1FY26, Birla Opus will have ~24% of the organised industry capacity. In the medium term, we remain committed to delivering sales revenue closer to our capacity share."

Himanshu Kapania
Managing Director
and Business Head



Mr. Rakshit Hargave
Chief Executive Officer



Mr. Ajith Kumar
Chief Operating Officer



Inderpreet Singh
Head – Marketing



Ashish Jajoo
Head – Sales



Shantilal Dugar
Chief Financial Officer



Gautam Sinha
Chief Human Resources Officer

Business Overview

Birla Opus announced its commercial production on 30th April 2024. At the launch event in Panipat plant, Aditya Birla Group Chairman Shri Kumar Mangalam Birla unveiled the business strategy through a comprehensive 5D framework – "Design, Develop, Distribute, Disrupt, Delight" to meet the needs of all stakeholders. The business has delivered an exceptional performance in the first year and is preparing itself to become a significant player and create a difference in decorative paints.

Birla Opus continues to believe that market share recalibration, industry capacity expansion and increased brand awareness could enable the industry to grow in double digits, led by infrastructure development and rising consumer aspirations.

Competitive Strengths

- **Manufacturing prowess**
- **Pan-India** distribution and reach
- **Wide** and **superior** product range
- **Competitive pricing** with unmatched quality
- Industry-leading **warranty protection**
- Cutting-edge **R&D**

Operating Context

Housing Demand and Urbanisation

India's Decorative Paints industry is valued at over ₹72,000 crore, with the organised segment comprising nearly 75%. The industry is estimated to grow at a CAGR of >10% over the next decade. India's real estate sector demonstrated robust growth across residential, commercial, and alternative asset classes, driven by urban migration, infrastructure investments, and evolving consumer preferences. Government initiatives, including the Pradhan Mantri Awas Yojana Urban 2.0, aim to address housing demands for urban poor and middle-class families, further stimulating the sector.

Growing Aspirations and Premiumisation

Consumers are shifting toward premium, performance-oriented paints. Demand for aesthetic finishes and guided services is rising. While traditional dealers dominate, digital platforms, modern retail, and painter-led influence are reshaping how paints are discovered and purchased. India's per capita paint consumption at 3.5 kg remains well below the global average of approximately 10 kg per capita, indicating substantial headroom for further market penetration and long-term expansion opportunities. Evolving consumer preferences have led to shorter repainting cycles, as people increasingly prioritise aesthetics and choose to refresh their spaces regularly, even if the existing paint remains intact. This is likely to further fuel demand for decorative paints.

Capacity Expansion to Meet Decadal Demand

During the current financial year, the Indian Decorative Paints industry recorded its highest-ever capacity additions, with the organised sector expanding by ~40% YoY. An additional ~25% capacity is expected to be added over the next three years. The industry is also undergoing consolidation through mergers and acquisitions, which are likely to reshape the competitive landscape. Meanwhile, aggressive pricing strategies and a push for low-end products by incumbents have contributed to subdued growth rates. However, given the structural demand expected over the next decade, Birla Opus remains confident that market share realignment, capacity expansion, and rising brand awareness will support a return to double-digit growth, driven by infrastructure development and evolving consumer aspirations.

Birla Opus One Timeless Beauty – Sandstone



Birla Opus One Timeless Beauty – Metallic Moon



Strategic Focus Areas

Design Widest Range of Superior Quality Products

Birla Opus is offering the entire range of decorative paints in the industry, with 176 products and 1,250+ SKUs across water-based paints, enamel paints, wood finishes, waterproofing, distemper and wallpapers etc. The products cater to various consumer segments - economy, premium, luxury, designer finishes and institutional clients. This is the fastest launch of such a wide range of decorative paints product within the first year of operations by any paint player globally.

The primary reason that Birla Opus has been able to deliver several innovative and path-breaking products in the water-based paints is due to pioneering development of inhouse emulsions with molecular structure that exploits high performance outcomes such as multi-stain resistance, spotless finish, scuff & mar resistance and better cleanability. Similarly, in the solvent-based paint category, Birla Opus has developed inhouse resins with exquisite designer molecules for corrosion resistance coatings and tailor-made molecular structure for high-end applications. This macro molecular architecture imparts better durability and mechanical-chemical resistance, faster drying and superior gloss.

This innovative chemistry has its roots in Birla Opus' state-of-the-art R&D centre in Taloja, near Mumbai. In 2021, the Company assembled an elite team of over 120 seasoned scientists and chemical technologists. This hub of innovation, equipped with a comprehensive pilot plant, has been the birthplace of the expansive range of high-quality products. Unique polymer synthesis process innovation and hybrid composite polymer design through inorganic modification have helped Birla Opus create outstanding dirt resistance, crack bridge-ability, film integrity, excellent durability, high scrub, highest whiteness and substrate adhesion.

The products have undergone multiple tests for different product features and a third party has certified that Birla Opus products have differentiated features over leading competition products. Birla Opus products have been certified by NABL-accredited GVM Test House and Research Centre Limited.

9 out of 10
painting contractors recommend Birla Opus for its superior product quality#

98% Products Ranked #1*



#1 in Lab tests on Scuff resistance

Interiors - One Pure Elegance



#1 in Lab tests on Dust pick up resistance and Algal resistance

Exterior - Calista Neo Star



Superior Whiteness and Brightness compared to competition in Lab tests

Distemper - Style Super Bright



#1 by Painters on Opacity and Coverage

Enamels - Sparkle Gloss Enamel



#1 by Painters on Superior Gloss

Wood Finish - Allwood Soft Touch



10-20% better Crack bridging and Film elongation compared to competition in Lab tests

Water Proofing - Wall N Roof 10

*As per third-party survey; *As per third-party assessment based on pan-India study with over 500 painters across 10+ cities

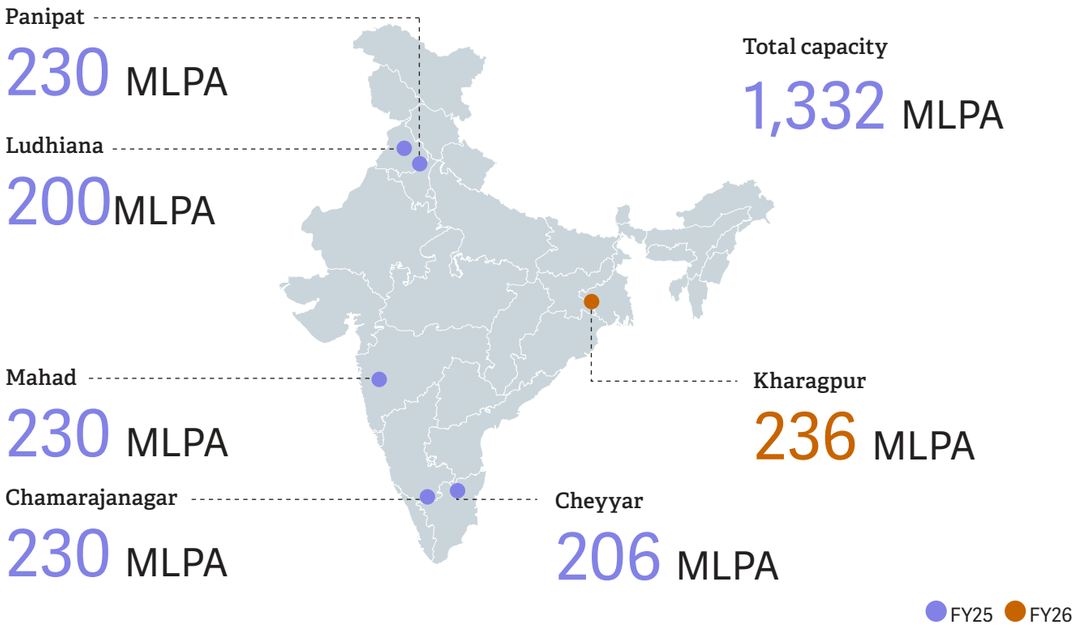
Develop Manufacturing Prowess

Birla Opus has six strategically located, integrated, and global scale manufacturing plants with high level of automation and total commercial production capacity of 1,332 MLPA (million litres per annum), making it the second largest Indian decorative player by installed capacity. As on 31st March 2025, commercial production commenced at five locations namely Ludhiana (Punjab), Panipat (Haryana), Cheyyar (Tamil Nadu), Chamarajanagar (Karnataka) and Mahad (Maharashtra) with total installed capacity of 1,096 MLPA. The project work at Kharagpur (West Bengal) is progressing well and trial production run is expected to start in H1FY26. Birla Opus has its own wallpaper manufacturing facility to cater to the demands of Indian consumers.

Birla Opus is amongst the few players in India with fully backward integrated plants producing its own emulsions and resin products. The business has manufacturing capacity of over 375 MLPA of emulsion and 90 MLPA of resins from its plants that are capable of taking care of their own needs and surplus for the Indian market. Sustainability is inherently integrated into the design of Birla Paint Manufacturing Facility. Birla Opus has installed and commenced the operations with Zero Liquid Discharge Systems (ZLDS), with close to ~24,000 KL being recycled back into the process.

Birla Opus has adopted an Industry 4.0 IoT-driven approach for end-to-end factory automation. This includes advanced infrastructure such as an automated storage and retrieval system (ASRS) for packing materials (PM), seamless PM transfer to fully automated, high-speed, and high-precision packing lines via an electro monorail system, as well as the use of de-nesters, de-palletisers, and automated guided vehicles (AGVs). This is followed by robotic palletisation of finished goods (FG) and transfer of FG to FG ASRS through sortation transfer vehicle and dispatch of FG through the same system based on dynamic delivery requirement. This high level of factory automation is governed through MES and EWM system.

Birla Opus Manufacturing Locations



Delight Consumer Engagement and Brand Love

The 'Make Life Beautiful' campaign, launched in June 2024, marked a defining moment for Birla Opus Paints. This was the first thematic communication, and it beautifully embodied the brand philosophy, encapsulated by the tagline 'Make Life Beautiful'. Birla Opus reached a large Indian audience through the World Cup, and by mid-July, the Out-Of-Home (OOH) presence spanned 189 cities across the nation, reaching over 1.6 lakh trade partners, including dealers, contractors, and AID members, digitally.

Following the memorable 'Duniya Ko Rang Do' launch campaign, Birla Opus rolled out its second advertising campaign, 'Naye Zamane Ka Naya Paint', highlighting innovative features such as scuff resistance, advanced dirt pickup technology, high coverage, a 10% extra paint promotion, and warranties of up to 16 years across the entire product range. The campaign not only generated significant brand awareness but also successfully encouraged trials, particularly during the festive season. Resonating with customers across diverse touchpoints, brand Birla Opus has established itself as a paint brand of choice for today's discerning customers. In addition to the television media, digital media campaigns on YouTube and other social media platforms have been launched and greatly appreciated by consumers. Birla Opus has built record brand awareness through 360-degree integrated campaigns with consistent presence on air from June 2024 onwards. Birla Opus bagged 5 EMVIES award in different categories for its innovative and integrated media campaign and ranked overall 6th brand in terms of best client of the year 2025.

Birla Opus has got excellent product and applicability feedback about quality and services across the entire product range from consumers, dealers, franchisees, contractors, painters, architects, and interior designers. For consumers to experience this, Birla Opus has taken on itself the responsibility to transform the decorative paints retailing industry by building its own experience stores (known as Birla Opus Paint Studio) in the metros and franchising mid-sized stores across India called Birla Opus Paint Gallery. Birla Opus has built retail footprint across 300+ towns, company-owned Paint Studios in 11 major cities, creating flagship experience centres. This network is critical to build brand salience and drive both throughput and premium products sale.

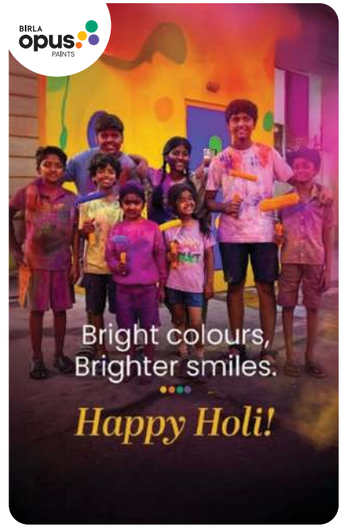
Launch Thematic



Product Superiority



Holi Festive Film



Distribute

Pan-India Reach

In FY 2024-25, Birla Opus reached a broad spectrum of dealers, building a large distribution set up across 6,600+ towns in less than 12 months. These towns cover 100% of the urban population and serve as feeder hubs for surrounding rural areas. Birla Opus also established a pan-India sales depot network of 137 depots by March 2025. This enables it to serve dealers nationwide, with delivery within 4 hours in depot towns and next-day delivery in upcountry towns. All these depots are equipped with the latest warehouse automation technology. The Birla Opus tinting machine has achieved great acceptance both due to its smaller size and the proprietary easy-to-use software and tablet. Most of the Birla Opus dealers have installed the new-age compact tinting machines which has 40% reduced footprint, enabling easier colour adoption and delivery to consumers. These tinting machines are connected on a real-time basis with the business enabling data analytics and support for secondary sales. Birla Opus has the fastest distribution network reach established in first year of operations.

Disrupt

Partnering with Influencers

Birla Opus offers a democratised loyalty programme, Signature Club, inviting all dealers to join within the first three years of operations. Dealers earn points based on the revenue they generate, and the programme has already received strong participation from across metros, large cities, and even mid- and small-town dealers in its first year. Complementing this, the UDAAN painter partnership programme has actively engaged lakhs of contractors and painters registered with the business through 'Birla Opus ID', an exclusive, user-friendly mobile app designed for seamless interaction. In a pioneering industry move, Birla Opus has also implemented a QR-based system on paint cans, enabling end-to-end traceability from production to application. This ensures authenticity, prevents counterfeiting, and allows for batch-level traceability in the event of a customer complaint, marking the first digital tracking system of its kind in the sector to assure customers of product quality and integrity.

Complementing the dealer-led services, Birla Opus has launched Paint Craft, an exclusive company-operated painting service. This initiative guarantees the highest quality of service, delivered by fully trained and certified professionals. A dedicated Design Partnership Team brings to the market a comprehensive range of services (both physical and digital) that will help the AID community tackle the challenges they face in the world of surface coatings. Birla Opus has a holistic programme, Birla Opus Creative Connect, which creates awareness and mindshare for Opus. The team has reached 60+ cities and connected with thousands of designer firms.



Winning Dealers and Contractors

& their families at Birla Opus event

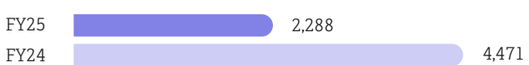


Birla Opus offers an exclusive product range under the 'Birla Opus Prime' brand, tailored for institutional and project sales. A dedicated Institutional Projects team focuses on key segments such as builders, co-operative housing societies (CHS), government, education, commercial spaces, factories, hospitality, healthcare, and religious institutions. In the past year, Birla Opus commenced work at over 10,000 sites across 650+ towns.

Operating and Financial Performance

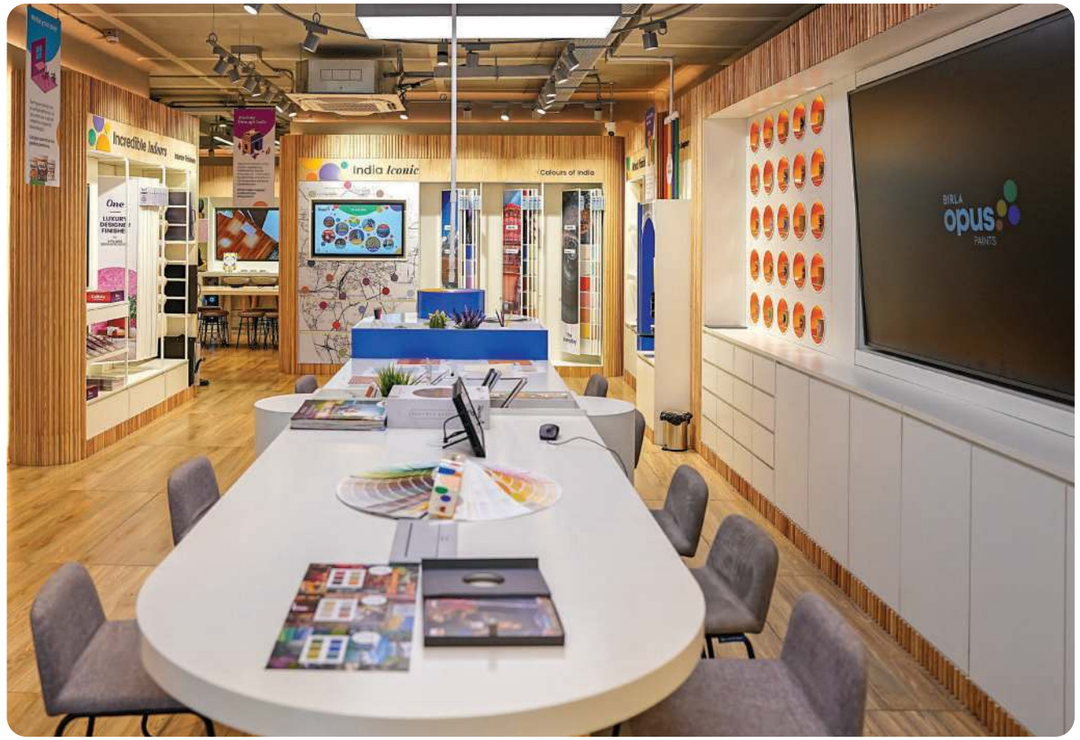
Birla Opus spent capex of ₹2,288 crore during FY 2024-25 and cumulatively ₹9,352 crore in FY 2024-25, accounting for ~94% of the total project outlay. Our pan-India dealer and franchise onboarding remains on track, with 137 depots already operational across India, creating the second biggest depot network in the industry, supporting quick serviceability to dealers.

Capex Spend (₹ crore)



Outlook

FY 2025-26 will be a defining year for Birla Opus, with the Kharagpur plant becoming fully operational in H1. This will unlock major efficiencies in logistics and operations, enhancing our ability to meet market demand swiftly. Birla Opus will command ~24% of the organised decorative paints industry capacity at 1,332 MLPA, positioning it to achieve double-digit market share, aligned with our scale. We plan to expand our distribution to over 9,000 towns, with franchised retail stores set to more than double. On the brand front, exciting campaigns and innovative, industry-first offerings are in the pipeline. Buoyed by strong momentum in FY 2024-25, we are on track to achieve our ₹10,000 crore revenue target within three years of full-scale operations, solidifying our role as a key force shaping the future of the Indian Decorative Paints industry.



B2B E-commerce

BIRLA PIVOT

Birla Pivot, our B2B E-commerce platform, serves as the one-stop destination for raw material procurement and financing solutions, delivering a seamless experience to MSME buyers.

₹5,000+ crore
Annualised Revenue Run-rate (ARR) basis Q4FY25

4,000+ Pin Codes

375+ Cities
Our coverage in terms of orders delivered so far

40,000+ SKUs

300+ Brands
Assortment on the Birla Pivot Platform



"It is now one of the fastest growing startups in the country to have crossed ₹5,000+ crore ARR within two years of inception. We focused on the core building blocks in FY 2024-25 and laid down an architecture that is scalable and efficient over the long term. Our commitment is unwavering, to build scale with purpose and deliver an exceptional experience in every transaction we fulfil. Our vision is to become the most trusted B2B E-commerce platform in India."

Sandeep Komaravelly
Chief Executive Officer



Abhilash Pillai
Chief Operating Officer



Vivek Gupta
Chief Technology Officer



Shathanand Rao
Chief Product Officer



Mohana Sundaram
Chief Financial Officer



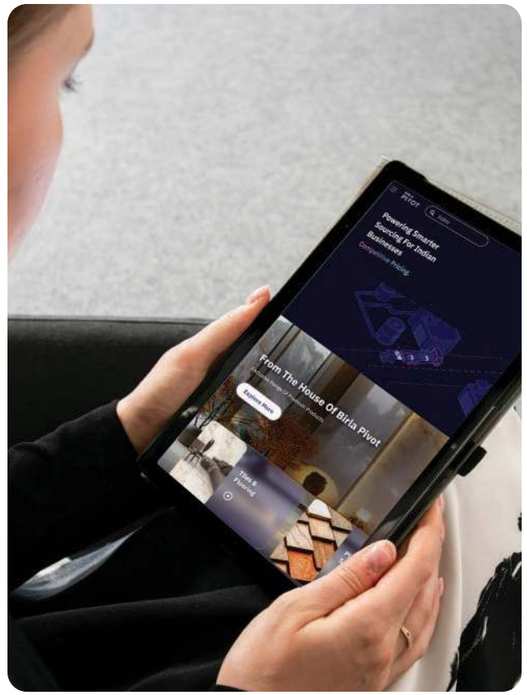
Anurag Saxena
Head Human Resources

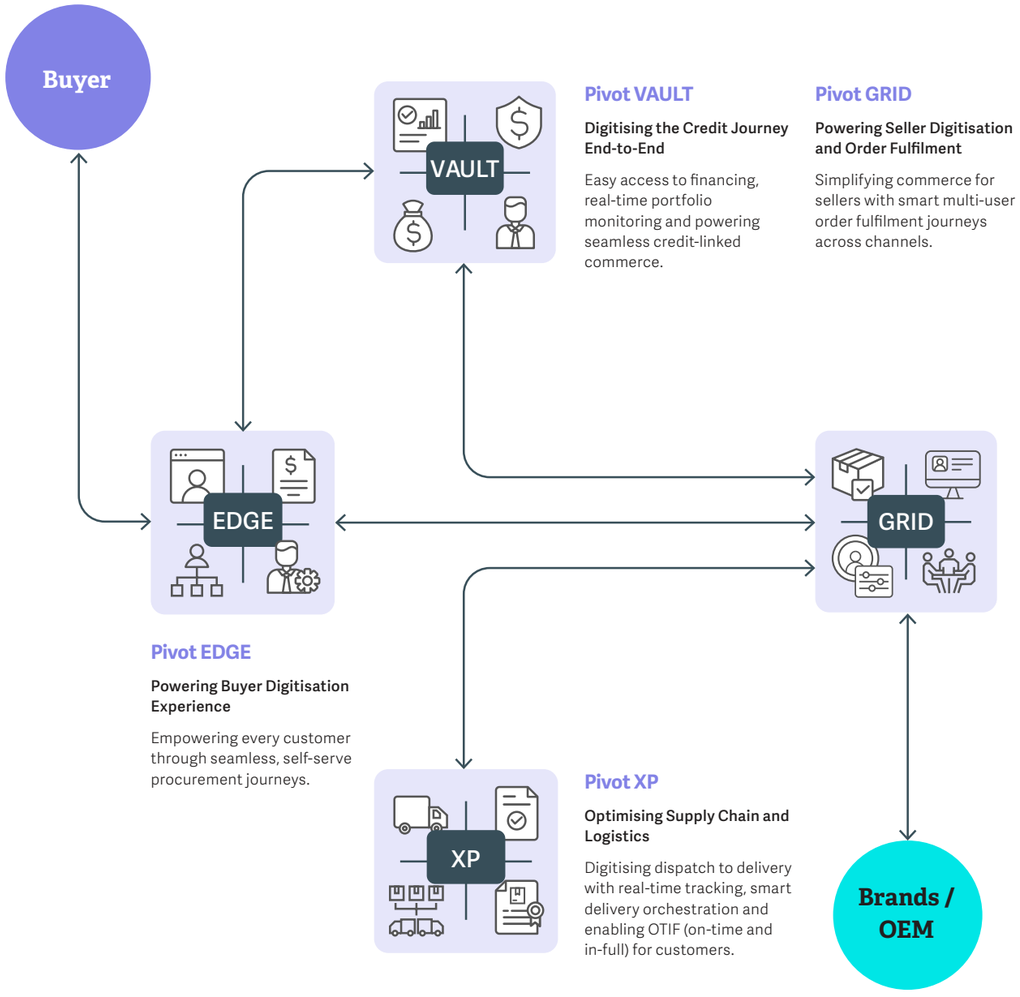
Business Overview

Birla Pivot is a full-scale B2B E-commerce platform that provides integrated procurement with financing solutions for MSME customers. We are helping businesses streamline their procurement by making every step of the procurement process transparent and efficient, and helping them grow.

Birla Pivot has expanded its product offerings across 35 product categories comprising 40,000+ SKUs sourced from 300+ Indian and International brands. Birla Pivot continues to expand its geographical reach with delivery to 375 cities across 26 states and Union Territories.

Birla Pivot's customer base spans top-tier EPC companies, civil contractors, real estate developers, OEMs, fabricators, dealers, and retailers. Birla Pivot has established a robust network of suppliers and logistics providers, ensuring seamless operations, and a pan-India reach.





Pivot VAULT

Digitising the Credit Journey End-to-End

Easy access to financing, real-time portfolio monitoring and powering seamless credit-linked commerce.

Pivot GRID

Powering Seller Digitisation and Order Fulfilment

Simplifying commerce for sellers with smart multi-user order fulfilment journeys across channels.

Pivot EDGE

Powering Buyer Digitisation Experience

Empowering every customer through seamless, self-serve procurement journeys.

Pivot XP

Optimising Supply Chain and Logistics

Digitising dispatch to delivery with real-time tracking, smart delivery orchestration and enabling OTIF (on-time and in-full) for customers.

Product Categories

Infra and Building Materials

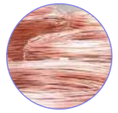

Steel & Allied


Cement & Allied


Plumbing, Pipes & Related Fittings


Doors & Windows


Bricks & Blocks


Electrical Wires, Cables & Switches

Base Metals

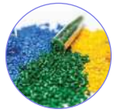

Copper


Zinc


Aluminium

Chemicals and Polymers


Bitumen & Allied


Polymers


Monomers


Solvents


Water Treatment Chemicals


Textile Chemicals

Competitive Strengths

Integrated Project & Retail Servicing: Unique ability to cater to both large-scale construction projects and retail buyers, supported by tech and tailored service models.

Phygital Service Experience: Blend of digital convenience and dedicated human support across the entire customer journey.

Tech-enabled Fulfilment: Real-time tracking, on-time delivery, and digital-first assisted ordering for seamless procurement.

Quality Products at Competitive Pricing: Curated range of 40,000+ SKUs across categories with assured quality and savings on overall procurement costs per project.

Integrated Financing Solutions: Proprietary credit system offering tailored lending solutions in collaboration with Banks and NBFCs.

Operating Context

A US$200 Billion Growth Trajectory Underway

Indian B2B market is one of the largest and the fastest growing globally and is estimated to be US$4 trillion by 2030E. Online first, tech-enabled B2B marketplaces represent a remarkable US$200 billion market opportunity within that. Digital penetration today in B2B commerce is still under 2%, indicating massive headroom for scalable digital-first platforms. While businesses have embraced digital tools like GST filing and UPI payments, procurement remains largely offline, localised, and dependent on intermediaries.

Structural Inefficiencies Limit MSME Growth

Despite rising demand, MSMEs that power India's B2B sector, remain constrained by fragmented supply chains, opaque pricing, credit bottlenecks, and low digital adoption. The ecosystem remains intermediary-heavy, offline-first, and hyper-localised, with limited presence of scaled distributors or digital platforms. These frictions erode margins, reduce competitiveness, and inhibit scale. However, this complexity also presents white space for full-stack, tech-led solutions to manage end-to-end needs of buyers and sellers.

Platform Shift is Inevitable

Just as B2C evolved from unstructured marketplaces to integrated platforms, B2B is expected to move from listing-based models to full-stack procurement ecosystems with embedded credit, tech-enabled fulfilment, and category expansion. A unified, end-to-end digital experience will be a game changer.

Our Brands from the House of Birla Pivot

BIRLA PIVOT Tiles

BIRLA PIVOT Ply

BIRLA PIVOT Bathware





Strategic Focus Areas

With the ambition to scale to ₹8,500 crore (US$1 billion) in revenue in two years, Birla Pivot aims to become India's most trusted B2B E-commerce platform. The focus is on building networked scale across price, assortment, and experience, while creating platform-led solutions for credit, fulfilment, and last-mile support. The evolution and adoption of digital first solutions by India's 70 million+ small businesses provide the perfect foundation for this shift.

Our strategic focus areas continue to be around building scale and delivering a great experience across every single transaction. To build scale, we will continue to expand into newer customer segments and grow the width and depth of the assortment that we have on the platform. To deliver a great experience, we will continue to invest in scaling our personalised credit solutions and build a stronger logistics and fulfilment infrastructure that is required to serve customers of all sizes.

Operating and Financial Performance

In FY 2024-25, Birla Pivot has built the capability to provide a wide assortment of products across Building Materials (Foundational, Interior, and finishing categories), Non-Ferrous metals and Chemicals. We have launched and scaled up private labels in three key categories: Tiles, Ply and Bathware under the Birla Pivot brand name. With a robust network of suppliers and transport partners, we have deliveries spanning more than 4,000 pin codes across 375 cities and serve customers across the country.

Our competitive pricing is driven by demand aggregation across categories and strategic partnerships with OEMs and regional brands. To further support ecosystem efficiency, we offer customised, end-use-restricted financing solutions that optimise working capital for both buyers and sellers. These are powered by Pivot Vault, our custom-built intelligent workflow system that connects with multiple lenders and actively monitors portfolio health.

To enable seamless, scalable operations, we have developed unassisted journeys for buyers, sellers, and internal teams, ensuring digitisation and end-to-end visibility across the value chain. Our buyer interface, Pivot Edge, provides a self-serve platform with features like an orders dashboard, real-time tracking, and automated proof-of-delivery. On the seller side, Pivot Grid acts as a one-stop dashboard with self-invoicing and performance analytics. Fulfilment is further strengthened by Birla Pivot Logistics, which ensures a reliable delivery experience improving on-time, in-full (OTIF) rates and reducing freight costs. Consignments routed through Birla Pivot XP, our custom logistics solution enhances stickiness and drives repeat purchases.

Outlook

India's B2B commerce, valued at over US$200 billion, remains largely fragmented and under-served by digital platforms (~2% digital penetration). As we step into FY 2025-26, our focus is clear: scaling our core and seeding future growth. We will continue to strengthen our foundation by scaling up our customer base, expanding credit programmes, driving sourcing efficiency, and accelerating digitisation. Our B2B E-commerce revenue continues to grow in line with the plan and remains on track to achieve revenue of US$1 billion (₹8,500 crore) by FY 2026-27.

Financial Services

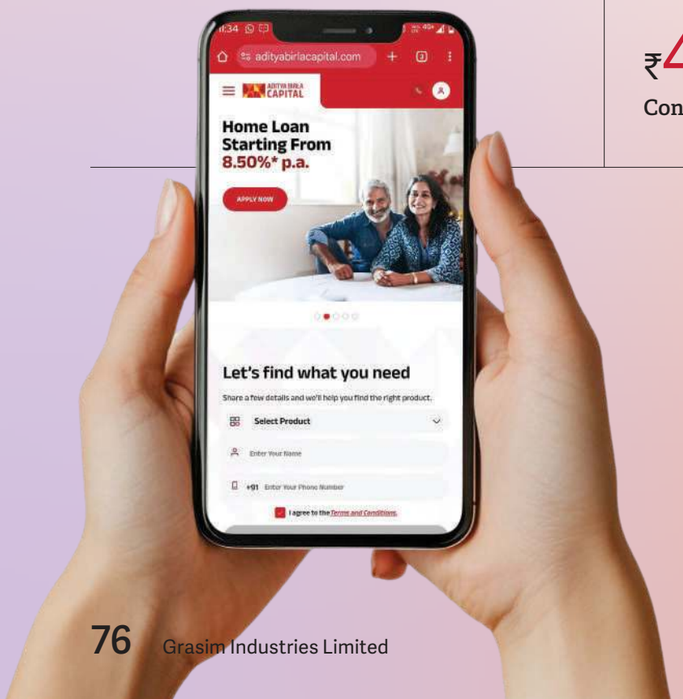
We operate our financial services business through our subsidiary, Aditya Birla Capital Limited (ABCL). We offer a comprehensive suite of financial solutions across loans, investments, insurance, and payments.

NBFC • Housing Finance • Asset Management • Insurance

₹5,11,260 crore
Assets Under Management (AUM)

₹1,57,404 crore
Combined lending book (NBFC+Housing)

₹40,651 crore
Consolidated Revenue





"We are focused on delivering quality and profitable growth by harnessing data, digital, and technology. With a customer-first approach, we develop deep insights to offer simple, integrated financial solutions that meet evolving needs. Our omnichannel architecture across digital platforms, branches, and virtual relationship managers enables seamless engagement, driving customer satisfaction, loyalty, and scalable growth."

Vishakha Mulye
Managing Director & Chief Executive Officer (Designate), Aditya Birla Capital Limited



Rakesh Singh
Executive Director
Chief Executive Officer
NBFC (Designate)



Ramesh Narayanswamy
Chief Technology Officer



Vijay Deswal
Chief Strategy Officer and Head of Investor Relations



Pinky Mehta
Chief Financial Officer



Subhro Bhaduri
Chief Human Resources Officer

Business Overview

Aditya Birla Capital Limited (ABCL) is a listed systemically important non-deposit taking Non-Banking Financial Company (NBFC) and the holding company of the financial services businesses. Through its subsidiaries/JVs, ABCL provides a comprehensive suite of financial solutions across loans, investments, insurance, and payments to serve the diverse needs of customers across their lifecycles. Through its integrated brand and service platforms, ABCL delivers a seamless and consistent customer experience across diverse touchpoints.

In March 2024, ABCL had announced the scheme of amalgamation of its wholly owned subsidiary, Aditya Birla Finance Limited with itself in line with its objective of simplifying the corporate structure, enhancing stakeholder value, increasing operational efficiency, and improving financial stability. The amalgamation process was successfully completed in FY 2024-25, following requisite approvals from shareholders, creditors and other statutory and regulatory bodies. The amalgamation creates a large, unified operating NBFC under ABCL, unlocking the potential for long-term value creation through scale, streamlined governance, and improved resource allocation.

Post-amalgamation, ABCL will operate across two distinct business segments, the NBFC lending business and the investment business, through which it will continue to hold and manage its portfolio of subsidiaries, joint ventures, and associate companies.

ABCL's businesses have a strong nationwide footprint, with over 1,623 branches, more than 200,000 agents and channel partners, multiple bank partnerships, and a dedicated team of over 60,000 employees powering our reach and impact. The Company is leveraging digital technology, data, and analytics to deliver personalised solutions to its customers across the entire spectrum of their financial journey.

Management Discussion and Analysis

Competitive Strengths

Strong parentage which allows us seamless access to debt and equity capital

Extended ABG and ABC ecosystem provides us large opportunities to grow

Comprehensive suite of financial solutions
(loans, mutual funds, life insurance, health insurance and payments) manufactured under one roof

Omnichannel architecture providing complete flexibility to customers to choose preferred channels

Our Platforms

ABCD
Omnichannel D2C platform

Udyog Plus
B2B platform for MSMEs

Stellar
B2D platform for channel partners

Operating Context

Accelerated Financial Inclusion

India has been on a transformative path in its financial inclusion journey, with significant progress made in expanding banking access, enabling digital transactions, and improving credit availability. Technology has been a key enabler of financial inclusion, with UPI driving digital payments, data and analytics leading to innovative credit assessment and underwriting, thereby expanding access to the underserved and unserved segments.

Growing Financialisation

With growing disposable income and increasing financial awareness, Indians are exploring multiple options beyond the traditional avenues of savings and investments to create a secure financial future. This change in consumer preferences is increasing demand for diverse solutions across savings, investments, protection, and payments needs. Further, relatively low penetration of mutual funds as well as insurance provides significant headroom for growth, as reflected in the emergence of new age fintech companies and platforms that are reimagining the last mile delivery.

Huge Credit Gap

MSMEs have emerged as a key growth engine in India's economic development, with the sector accounting for 30% of the nation's GDP. However, despite improvements in credit access, there exists a significant addressable credit gap in the market, especially for those with limited credit history. The Expert Committee on MSMEs, constituted by the RBI, estimates credit gap in the sector at ₹20-25 lakh crore, which provides a large addressable market for the Financial Services industry.

Strategic Focus Areas

Customer Centricity and Growth

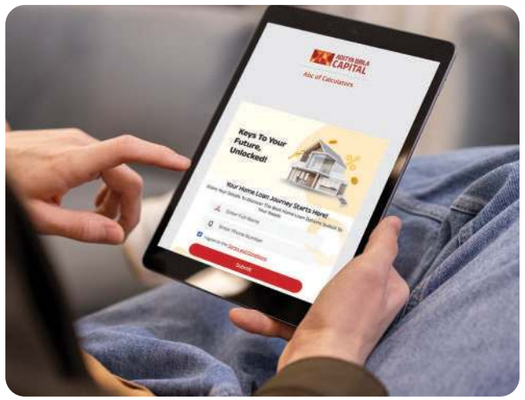
Customer-centricity is a key element of our strategy to grow the business, with a focus on building a granular franchise. We are scaling up our Udyog Plus platform, to provide differentiated offerings for MSMEs, acquire new customers, tap into the ABG ecosystem, focus on E-commerce partnerships, and integrate with public infrastructures such as OCEN (Open Credit Enablement Network) and ONDC (Open Network for Digital Commerce). We also plan to increase the share of secured loans and grow wallet share through newly launched products in the small-ticket emerging income segments.

Data, Digital and Technology

ABCL continues to focus on leveraging data, digital and technology to build a deep understanding of customer profiles, provide simplified and holistic financial solutions, superior underwriting, and drive cross-sell and upsell. This has helped the Company to increase the sourcing from the Aditya Birla Group and Aditya Birla Capital ecosystem, enhance customer engagement and drive quality, profitable growth.

Omnichannel Distribution Network

ABCL follows an omnichannel architecture for distribution and provides complete flexibility to customers for choosing the channel of interaction. The comprehensive B2B platform for MSME ecosystem, Udyog Plus, offers seamless, paperless digital journey for business loans, supply chain financing and a host of other value-added services. The Company's D2C platform ABCD offers a comprehensive portfolio of more than 25 products and services such as payments, loans, insurance, and investments along with comprehensive personal finance tracking.



Risk Management and Sustainable Returns

Prudent risk management practices form the bedrock of our approach, which has enabled ABCL to protect capital and deliver risk-calibrated and sustainable returns across businesses. During FY 2024-25, ABCL made several proactive interventions and tightened its underwriting norms to improve customer selection. These practices have held ABCL in good stead in the current environment. The gross stage 2 and stage 3 ratio of the NBFC portfolio declined by 71 basis points YoY to 3.78% and in the HFC portfolio, it declined by 152 basis points YoY to 1.39% as of 31st March 2025.

Operating and Financial Performance

For FY 2024-25, revenue stood at ₹40,651 crore compared to ₹34,008 crore in FY 2023-24, largely driven by ABCL's NBFC and insurance businesses. The combined lending book (NBFC and HFC) grew 27% YoY to ₹1,57,404 crore in FY 2024-25. Total Asset Under Management of AMC, Life and Health Insurance grew by 17% YoY at ₹5,11,260 crore.

The Company's D2C platform, ABCD offers a comprehensive portfolio of more than 25 products and services such as payments, loans, insurance, and investments. It helps customers to fulfil their financial needs and serves as an acquisition engine for the Company. The platform has witnessed a strong response with about 5.5 million customer acquisitions till date.

Revenue*

↑ 20%



*Revenue as per Ind AS accounting

PAT^ (Owners' share)

↑ 8%



^PAT adjusted in accordance with Ind-AS 103 for Grasim Consolidation

Outlook

Looking ahead, ABCL will continue to focus on driving quality and profitable growth while sustaining its growth momentum. Strategic investments in technology and digital platforms will further enhance customer experience, improve turnaround times, and support expansion across an integrated branch network. Risk management will remain central to all business operations. In the NBFC segment, credit growth is expected to be propelled by rising retail consumption, MSME formalisation, deeper financial penetration, and increased investment in India's manufacturing sector. In the HFC business, ABCL has made significant investments in distribution, data, digital and emerging technologies to sustain the growth momentum in the future. The asset management business will focus on scaling its retail franchise, expanding alternative assets (AIF, PMS, real estate), and leveraging digital channels for efficient delivery. In life insurance, the Company will drive growth through traditional retail products, credit life solutions in group segments, and a diversified, productivity-driven distribution strategy. In health insurance, ABCL will continue to differentiate through its health-first, data-driven approach, enhancing risk selection and pool management while scaling proprietary distribution channels.

Official Sponsor of the Indian Olympic Team – Paris 2024 Games





Other Businesses

Grasim's other businesses comprise Textiles, Renewables, and Insulators, with each being a prominent player in its respective industry. Textiles business has linen, wool and cotton fabric as its key offerings. Renewables business provides clean energy solutions - solar, floating solar, hybrid, wind, and battery storage. Insulators business produces porcelain insulators and composite polymer insulators used in power transmission, railway electrification and other applications.

Textiles

Read more on Page 82

Renewables

Read more on Page 86

Insulators

Read more on Page 90



Textiles

Grasim is a pioneer in India's linen and worsted yarn manufacturing landscape, with a strong presence across three strategically located production facilities. Its operations span the entire value chain, from linen spinning and fabric production to wool combing and worsted spinning, making it the country's only fully integrated linen manufacturer. Equipped with cutting-edge technology, Grasim's facilities set a benchmark in quality and innovation in the textile sector.

Linen • Wool • Premium Cotton Fabrics

₹2,222 crore
Revenue

₹605 crore
B2C Revenue

23
New EBOs opened (Linen Club)





"At Grasim, we take pride in being a global supplier of choice for wool and linen, and in our pivotal role as the pioneer of linen in India. Over the years, we have not only transformed the Indian fashion landscape but also evolved our business model, moving beyond manufacturing to building iconic, consumer-loved brands."

Kapil Agrawal
Business Head



Jasvinder Kataria
Chief Executive Officer



Ashok Machher
Chief Financial Officer



Chandra Bhattacharjee
Chief Human Resources Officer

Business Overview

Grasim's Textiles business is structured around three strategic business units (SBUs), each focused on natural fibres and integrated across key stages of the textile value chain. The largest of these is the Linen segment, which stands out for its premium sourcing and end-to-end capabilities. We procure the finest flax fibres from France, Belgium, and the Netherlands, renowned for their superior quality, and transform them into high-grade linen yarn, fabric, and apparel. While our linen yarn and fabric are supplied to downstream partners, our apparel segment operates on an outsourced garmenting model, allowing us to scale efficiently while maintaining a strong brand presence in the premium fashion space.

Expanding our portfolio of natural fibre offerings, we also operate 'Cavallo', a contemporary brand that blends natural fabrics such as linen and cotton, catering to evolving consumer preferences for comfort and sustainability. In our Wool segment, we produce high-quality wool tops and worsted yarn sourced from fine Merino wool, which are eventually supplied to leading downstream apparel manufacturers. Our premium cotton fabric division further strengthens our presence in the luxury fabric market, with products sold under globally recognised brands such as 'SOKTAS' and 'Giza House.'

The retail arm of Grasim's Textiles business, led by our flagship brand 'Linen Club', has established one of the largest single-brand franchise networks in India. With a presence in over 240 exclusive brand outlets (EBOs) and more than 9,000 multi-brand outlets (MBOs), Linen Club continues to set the benchmark in premium linen retail.

Management Discussion and Analysis

Competitive Strengths

Largest single local integrated linen manufacturing facility

Wide customer base with renowned brands like **'Linen Club', 'SOKTAS'** and **'Cavallo'**

End-to-end presence in linen cloth material

Our Brands

Operating Context

The textile sector in India presents an attractive opportunity for investment, driven by strong consumer dynamics. Apparel accounts for the second-largest share in the retail basket, nearly 10%, trailing only food, groceries, and general merchandise. This share is expected to grow, underpinned by India's favourable demographics. A young and increasingly affluent population, coupled with greater exposure to media and digital platforms, is more inclined to adopt emerging fashion trends. This shift in consumer behaviour is fuelling demand for lifestyle and premium products, making the textile sector a compelling space for long-term investment.

Strategic Focus Areas

Retail Presence

We remain committed to positioning 'Linen Club', 'SOKTAS', and 'Giza House' as cornerstone retail brands in the Indian textile landscape. Over the past five years, we have significantly expanded our retail footprint, adding 60+ exclusive brand outlets (EBOs) and scaling up our presence to over 9,000+ multi-brand outlets (MBOs). This strategic growth reflects our focus on deepening market reach, enhancing brand visibility, and strengthening our connection with consumers nationwide.

Innovation and Sustainability

We are driving innovation in sustainable textiles by developing blends of linen with natural fibres like cotton and viscose under our brand Cavallo, making premium fabrics more accessible and versatile. Our recent launches include Silk Touch, a biodegradable, cellulosic fabric with a luxurious silk-like feel, and our Circular Solutions line, which uses recycled linen from pre-consumer waste. These initiatives reflect our commitment to reducing environmental impact, managing raw material costs, and creating future-ready, eco-conscious textile solutions.

Operating and Financial Performance

In line with our business strategy to shift from pure manufacturing to establishing iconic brands in some of these categories, the B2C revenues for the segment grew by 4% YoY. Textiles segment revenue stood at ₹2,222 crore in FY 2024-25 against ₹2,217 crore in FY 2023-24. Linen performance was severely impacted due to demand slowdown and exceptionally high flax prices. EBITDA for FY 2024-25 stood at ₹1 crore as against ₹168 crore in FY 2023-24.

Revenue (₹ crore)

0.2%

Outlook

Market sentiment toward premium clothing remains subdued, with dealers holding elevated inventory levels. Geopolitical tensions, particularly in Europe, are impacting demand in global markets. Meanwhile, India is emerging as one of the world's most dynamic fashion markets, driven by rising disposable income, growing E-commerce penetration and strong demand from Tier 2/Tier 3 cities. Our Linen business is a trusted name in premium natural fabrics. We are also transforming from pure manufacturing to building iconic consumer brands, deepening retail footprint and entering fast-growing categories.





Renewables

Aditya Birla Renewables is a growing clean energy solutions provider in India, backed by over a decade of experience in executing large-scale and complex renewable projects across the country. We are helping power the nation's transition towards a greener tomorrow. We are committed to building a dynamic, responsible, and future-ready business that earns the trust of our partners and customers alike. Our solutions cover the gamut of renewable power from solar, wind, and hybrid power to battery storage.

1.5 GW
Cumulative renewable energy capacity

38%
Capacity for Group companies

49
Projects operated across 10 states





"Aditya Birla Renewables is driving India's transition towards a greener future by offering a diverse range of renewable energy solutions, including solar, floating solar, hybrid, wind, and battery storage. We are committed to building reliable, durable renewable plants using state-of-the-art technology and maintaining a customer-centric approach to ensure high performance and maximum uptime."

Jayant Dua
Business Head



Amit Jain
Chief Executive Officer



Piyush Maheshwari
Chief Financial Officer

Business Overview

At Aditya Birla Renewables, we generate clean energy using solar, wind, hybrid, and floating solar systems. Our main clients include state discoms and central utilities, and we are rapidly expanding into captive C&I markets, serving both Group companies and external businesses. Our installed capacity rose to 1.5 GW, and we aim to add up to 1 GW every year. By selecting the most resource-rich locations across India, we build efficient energy facilities that feed power to our high-quality customers.

India has emerged as one of the world's leading markets for solar energy, underpinned by strong government support, abundant solar resources, and ambitious climate targets. Through its actions today, ABReL is laying the foundation for a greener, more resilient India, and playing its part in the Group's collective transition to a sustainable energy future.

Parameters	March 24	March 25
Total cumulative installed capacity (MWp)	894	1,470
- No. of Projects	42	49
- Capacity with Group companies (MWp)	404	564
- No. of Projects with Group companies	29	35

Competitive Strengths

Decade of experience in executing large-scale and complex projects across India

Serve several **state power utilities** and **private-sector corporate customers**

Anchor demand from Group Companies

Operating Context

India remains the third-largest energy consumer, following China and the United States. With a population exceeding 1.4 billion and an economy on the track to become the third-largest globally by 2030, nation's energy demand is projected to grow at an annual rate of 6.0–6.5% through FY 2029-30. This surge is driven by rapid urbanisation, industrialisation, digitalisation, and the electrification of transportation and industrial sectors.

In the summer of 2025, India's peak power demand is expected to reach 277 GW, up from over 250 GW in 2024. This increase underscores the need for robust infrastructure and diversified energy sources to meet the growing demand.

India has made significant strides in renewable energy, with installed capacity reaching 232 GW by May 2025, tripling from 75.52 GW in March 2014. Solar energy plays a pivotal role, accounting for approximately 48% of the renewable mix, with an installed capacity of 107.95 GW. The country aims to achieve 500 GW of non-fossil fuel capacity by 2030, aligning with its commitment to net-zero emissions by 2070.



Strategic Focus Areas

Commercial & Industrial (C&I) Segment

We continue to expand our presence in the C&I segment, serving both Aditya Birla Group companies and external clients. Our strategy involves establishing centralised renewable energy (RE) plants comprising solar and wind connected to the Inter-State Transmission System (ISTS) at strategic locations. This approach ensures high capacity utilisation factors (CuF) and delivers competitively priced power to our customers.

Round-the-Clock (RTC) Renewables Energy

To provide uninterrupted clean energy, we are investing in solar-wind hybrid projects. These initiatives enhance CuF compared to standalone solar or wind plants, ensuring a stable and reliable power supply around the clock.

Supporting the Group's Net-Zero Aspirations

Aditya Birla Group's major manufacturing entities Grasim, UltraTech, Hindalco, and Birla Carbon have committed to achieving net-zero emissions by 2050. We play a crucial role in this journey by supplying clean and sustainable energy solutions, thereby reducing carbon footprint across our operations.



Operating and Financial Performance

For FY 2024-25, our revenue stood at ₹509 crore, marking a 35% YoY increase from ₹377 crore in FY 2023-24. This growth was propelled by the commissioning of additional operating capacities. EBITDA for FY 2024-25 reached ₹400 crore (including ₹54 crore from treasury income), up from ₹231 crore in the previous fiscal year.

Revenue (₹ crore)

35%



EBITDA (₹ crore)

73%



*Including treasury income of ₹54 crore

Outlook

India's renewable energy sector is poised for continued growth, driven by government initiatives and technological advancements. The National Green Hydrogen Mission aims to position India as a global leader in green hydrogen production. This will further increase the demand for solar power, as green hydrogen production relies heavily on clean electricity.

Under the Production-Linked Incentive (PLI) scheme, the government is bolstering domestic manufacturing of solar PV modules, cells, and wafers, reducing import dependence and strengthening the local supply chain.

The solar market is projected to grow at a CAGR of over 13.35% through 2033, with significant investments in utility-scale solar parks, rooftop installations, and floating solar projects.

As India advances towards its ambitious energy goals, Aditya Birla Renewables remains committed to driving sustainable progress. Through strategic foresight and innovative solutions, we aim to power not just businesses but the nation's transition to a greener and more resilient energy future.

Insulators

Grasim is one of India's leading producers of high-performance insulators, offering a comprehensive portfolio that spans both ceramic and composite technologies. These insulators are engineered to meet the critical requirements of transmission and distribution (T&D) lines, substations, power equipment, and railway electrification projects.

₹479 crore
Revenue from operations

₹7 crore
EBITDA

~30%
Share of exports in total revenue



"The demand for insulators in India is poised for sustained growth, driven by the country's expanding power infrastructure and increasing electrification needs. With a strong emphasis on quality, durability, and advanced manufacturing, we play a key role in supporting India's power infrastructure with reliable and efficient insulation insulators that meet international standards."

Ajit Rajagopalan
Chief Executive Officer

Business Overview

Aditya Birla Insulators (ABI) is a key pillar of India's power infrastructure, renowned for its scale, technical excellence, and global reach. With an impressive installed capacity of 41,727 tonnes per annum (TPA), ABI is India's largest manufacturer of electrical insulators and ranks among the top four insulator manufacturers globally. The business specialises in both ceramic and composite insulators, catering to a wide spectrum of applications like power transmission, railway electrification and other applications.

ABI's comprehensive portfolio includes solutions for high-voltage transmission lines and substations up to 1200 kV, as well as insulators for electrical equipment and railway electrification.

With an enduring focus on quality, innovation, and operational reliability, Aditya Birla Insulators plays a pivotal role in strengthening power transmission infrastructure, both in India and in international markets, ensuring efficient, safe, and uninterrupted flow of electricity across geographies.

Competitive Strengths

Global Leadership and **Extensive Product Range**

Advanced Manufacturing Facilities

Strategic Diversification and **Partnerships**

Operating Context

As India advances towards its vision of providing reliable electricity access to all, significant investments are being made in the upgrade and expansion of transmission and distribution (T&D) networks, including high-voltage corridors and substation capacity enhancements. Government initiatives such as Revamped Distribution Sector Scheme (RDSS) and ongoing rural and urban electrification projects are further accelerating demand. Additionally, the rapid pace of renewable energy integration, which requires robust grid infrastructure for long-distance power evacuation, and the electrification of railways are key growth drivers.

Management Discussion and Analysis

Strategic Focus Areas

Increase Revenue from Exports

To drive growth and resilience, the business is adopting strategic focus on increasing exports by targeting high-potential international markets, customising products to meet global standards, and building strong distribution networks.

Product Innovation

Develop next-generation insulators (e.g., polymeric, composite, hybrid materials) with improved performance (e.g., higher thermal resistance, lighter weight, or better mechanical strength). The new product would aid market differentiation, higher margins, and access to premium segments (like high-voltage or harsh working environments).

Operating and Financial Performance

Revenue for FY 2024-25 stood at ₹479 crore compared to ₹477 crore in FY 2023-24. Exports for FY 2024-25 stood at ~30% compared to 20% in FY 2023-24. EBITDA for FY 2024-25 stood at ₹7 crore compared to ₹36 crore in FY 2023-24.

Revenue (₹ crore)

↑ 0.4%



EBITDA (₹ crore)

↓ 81%





Outlook

As India embarks on a massive upgrade of its power transmission and distribution (T&D) infrastructure, demand for high-quality, reliable insulators is set to rise sharply. With India set to invest ₹6.5 lakh crore in T&D over the next seven years (NEP 2032), the electric insulator market is projected to grow at a healthy pace. As India's largest and one of the world's leading manufacturers of high-voltage insulators, we are strategically positioned and well equipped to play a pivotal role in this growth story. Leveraging its advanced manufacturing capabilities, certified product range and proven track record in serving both domestic utilities and global OEMs, ABI is well-equipped to meet the evolving demands of India's expanding T&D landscape.

Stakeholder Engagement

Listening Closely, Acting Responsibly

Our stakeholder engagement has evolved into a structured process that guides strategic decisions. We engage actively with shareholders, employees, customers, regulators, suppliers, and communities to ensure their perspectives inform our priorities.

Through dialogues, surveys, and digital platforms, we gather insights that shape our approach to risk and sustainability. This proactive process helps us identify emerging challenges, address concerns, and align with stakeholder expectations. We will continue to enhance our engagement by leveraging technology and adopting leading frameworks to deliver long-term, meaningful impact.

Employees

Capitals

FC MC IC NC HC

Strategic Priorities



Frequency of Engagement: Ongoing

Key Areas of Interest
- Job security, career growth and skill development
- Gender equality, diversity and inclusivity
- Equitable remuneration packages, performance-based incentives, and other benefits
- Work-life balance
- Human and labour rights
- Employee health safety and wellness
- Grievance redressal

Methods of Engagement
- Team meetings
- Satisfaction survey
- Newsletters
- Townhall meetings
- Annual performance reviews
- Forums
- One-to-one meetings
- Briefings
- Portal/intranet
- Social events and family get-together

Propositions
- We leverage technology to upskill employees, streamline processes, and boost efficiency.
- Our web-based portal reinforces work structures and ensures a safe, secure environment for all employees.
- We promote teamwork, embrace diversity, and support employee well-being through targeted programmes.

Local Communities

Capitals

FC MC NC HC SRC

Strategic Priorities



Frequency of Engagement: Ongoing

Key Areas of Interest
- Socio-economic upliftment
- Implementation of CSR programmes
- Environmental impact, waste disposal and water & affluent management
- Ethical business conduct
- Potential local impact
- Grievance redressal

Methods of Engagement
- One-to-one meetings
- Site tours
- Participation in local events
- Leadership community engagement
- CSR events and interventions

Propositions
- We strengthen community relationships by creating local employment, involving employees in community initiatives, supporting our supply chain, and upholding social trust and legitimacy.

Shareholders

Capitals

FC IC NC

Strategic Priorities



Frequency of Engagement: Ongoing

Key Areas of Interest
- Achieving revenue growth, EBITDA growth, and improved return on invested capital
- Business performance
- Managing corporate governance and minimising non-compliance risk
- Ensuring sustainable operations
- Regular disclosure of economic, social, and environmental performance
- Ethical business conduct

Methods of Engagement
- Annual General Meeting
- Annual Reports
- One-to-one meetings
- Quarterly conference calls
- Surveys
- Rating agency notes

Propositions
- We aim to provide transparent disclosure on financial and non-financial performance, including sustainability progress on key performance indicators. By sharing timely and accurate data, we enable stakeholders to make informed decisions that support long-term value creation.

1 Leadership across Businesses 2 Innovation 3 Sustainability 4 Capital Allocation 5 Cost Leadership

FC Financial Capital MC Manufactured Capital IC Intellectual Capital NC Natural Capital HC Human Capital SRC Social and Relationship Capital

Stakeholder Engagement

Customers

Capitals
FC MC IC NC SRC

Strategic Priorities
2 3 5

Frequency of Engagement: Ongoing

Key Areas of Interest
- Competitive Pricing
- Right quality of product
- Sustainable and innovative products
- Grievance redressal
- Timely delivery as per commitment
- Customer relations and contracts
- Product innovations
- Proactive communication
- Product safety

Methods of Engagement
- Satisfaction and feedback surveys
- In-person meetings
- Social media
- Company and corporate websites
- Product information on packaging
- Customer relationship development
- Customer conferences

Propositions
- We build strong customer relationships by understanding their needs and delivering sustainable, innovative, and differentiated products through a reliable, efficient supply chain.
- Mission Happiness serves as an effective platform for capturing feedback from over 95% of our customers.

Suppliers and Value Chain Partners

Capitals
FC MC IC NC HC SRC

Strategic Priorities
1 2 3 5

Frequency of Engagement: Ongoing

Key Areas of Interest
- Fair vendor selection process
- Transparent terms and conditions
- Timely payment
- Capacity building on ESG aspects
- Grievance redressal

Methods of Engagement
- Supplier evaluation
- Questionnaires
- Contractual meetings
- Tender quotations
- Information requests
- Visit to sites
- Supplier grievance redressal
- Supplier meets
- Recognition programmes

Propositions
- We optimise opportunities across our value chain and incorporate sustainability into our purchasing decisions.
- Our suppliers adhere to a structured Code of Conduct (CoC), and we conduct regular assessments to ensure compliance.
- We strengthen supplier capabilities through capacity building, knowledge sharing, and collaborative efforts to improve sustainability practices.

Government and Regulators

Capitals
FC MC NC HC SRC

Strategic Priorities
1 3 4 5

Frequency of Engagement: Ongoing

Key Areas of Interest
- Legal and Regulatory Compliance
- Prompt resolution of inquiries
- Potential impact on local communities
- Safety and health measures
- Environmental and climate considerations
- Corporate governance
- Tax Compliant

Methods of Engagement
- Briefings and direct meetings
- Multi-stakeholder forums
- Industry associations
- Regulatory, legal compliances and reporting

Propositions
- We meet our obligations to the government by remitting taxes on time and through full compliance with regulations.
- Engage with tax authorities, based on mutual respect, professionalism, transparency and trust.
- We maintain active dialogue with government bodies to address industry challenges, and support the development of policies that foster a stable business environment and improve operational efficiency.

Media

Capitals
FC SRC

Strategic Priorities
1 2 3

Frequency of Engagement: Ongoing

Key Areas of Interest
- Sustaining connections with external stakeholders
- Enhancing brand reputation

Methods of Engagement
- Press releases
- Social media platforms
- Interviews

Propositions
- Share accurate and timely information using traditional/social media channels

NGOs/Other Groups

Capitals
NC SRC

Strategic Priorities
2 4

Frequency of Engagement: Need-based

Key Areas of Interest
- Organisation's influence on the community
- Interaction with benefactors, cooperation with external parties and public relations
- Respect for human and labour rights

Methods of Engagement
- One-to-one meetings, presentations
- Joint execution of CSR programmes

Propositions
- Partnering with experienced NGOs to implement programmes.

Materiality Assessment

Staying Aligned, Relevant, and Responsive

At Grasim, we adopt the double materiality approach, integrating financial and non-financial factors to identify what truly matters for long-term value creation. On regular intervals, we continue to conduct a comprehensive materiality assessment that combines internal priorities with feedback from stakeholders, peer benchmarks, regulatory changes, and sustainability trends.

This disciplined process keeps us aligned with evolving risks and opportunities, enabling confident, informed decisions. It strengthens risk management and drives sustainable value across economic, environmental, and social dimensions, ensuring our strategy remains relevant, transparent, and resilient in a changing world.

Assessment Process

Review and Prioritise Material Topics

↓

Stakeholder Engagement Survey

↓

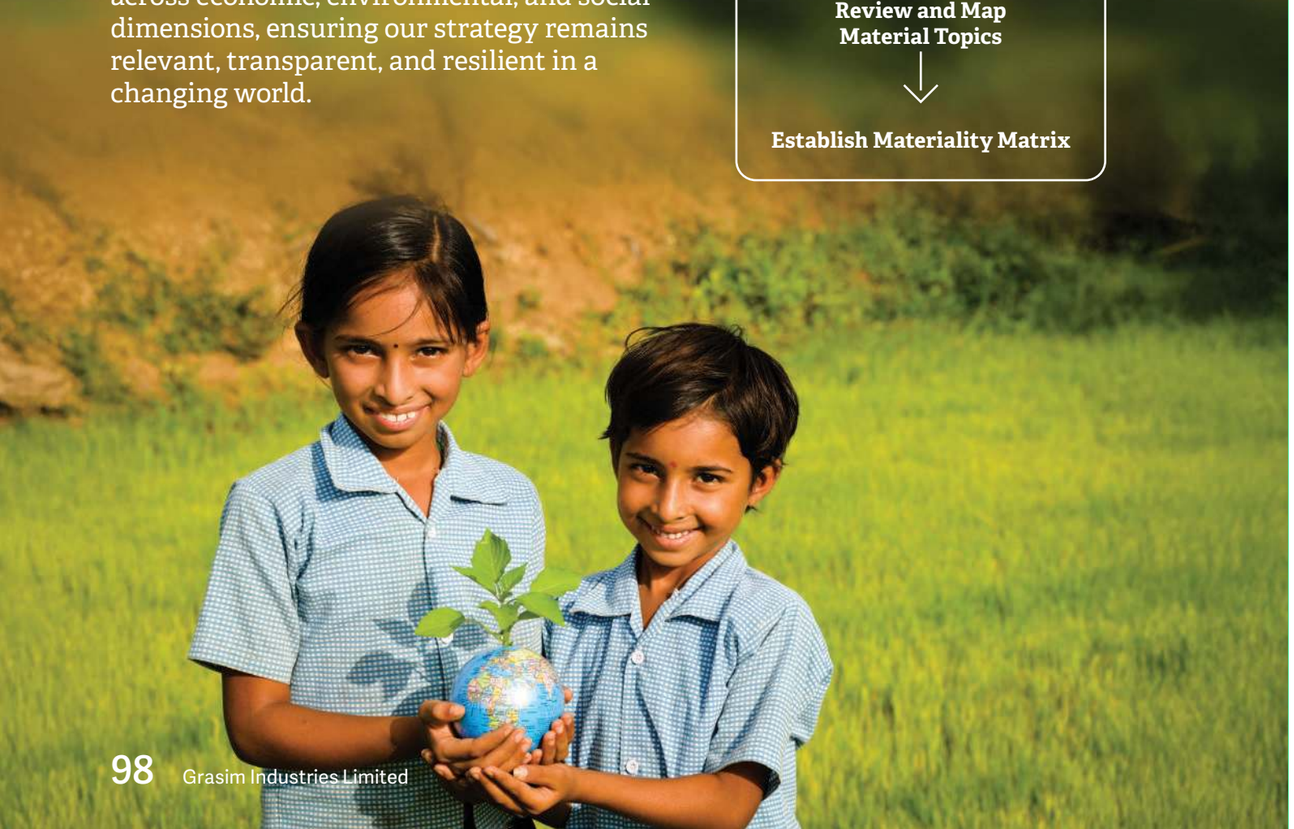
In-depth Analysis

↓

Review and Map Material Topics

↓

Establish Materiality Matrix



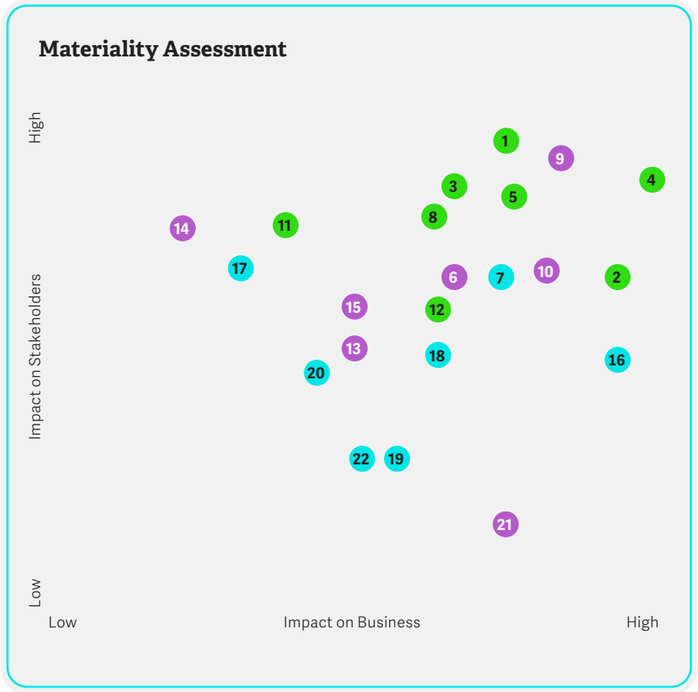
Double Material Topics

1. Energy Consumption and GHG Emissions
2. Water and Effluents
3. Waste Management
4. Climate Change Adaptation
5. Product Stewardship
6. Responsible Supply Chain
7. Innovation and R&D

Other Priority Topics

8. Resource Efficiency
9. Occupational Health and Safety
10. Human Rights
11. Air and Soil Pollution
12. Biodiversity and Land use
13. Customer Health and Safety
14. Diversity and Inclusion
15. Empowering Communities
16. Quality and Customer Satisfaction
17. Digitalisation, Data Privacy and Security
18. Financial Performance
19. Business Ethics and Compliance
20. Stakeholder Engagement
21. Employee Training and Skill Development
22. Organisational Resilience

Materiality Matrix



Environment **Social** **Governance**

Key Double Materiality Topics

Energy Consumption and GHG Emissions

Stakeholders Impacted: Employees, Government and Regulators, Suppliers, Customers and Local Communities

Business Case
Energy consumption and GHG emissions directly impact Grasim's operational costs, regulatory compliance, and sustainability performance. Efficient management reduces costs, lowers risks, aligns us with global climate goals, and boosts both competitiveness and stakeholder confidence.

Our Approach
We prioritise energy-efficient technologies, resource optimisation, and regulatory compliance. Our focus includes transitioning to renewable energy, upgrading infrastructure, and implementing energy management systems to reduce environmental impact, build resilience and meet global sustainability targets.

Materiality Assessment

Key Double Materiality Topics

Water and Effluents

Stakeholders Impacted: Employees, Government and Regulators, Suppliers, Local Communities, NGOs and Other Groups

Business Case
Water usage and effluent management are vital to Grasim's operations, affecting costs, compliance, and sustainability. Effective management lowers expense, ensures regulatory compliance, and advances our commitment to global sustainability goals.

Our Approach
We prioritise water conservation, invest in advanced wastewater treatment, and implement zero liquid discharge systems where feasible. By optimising water use and ensuring regulatory compliance, we minimise environmental impact and improve operational efficiency.

Waste Management

Stakeholders Impacted: Employees, Government and Regulators, Suppliers, Local Communities, Customers

Business Case
Waste management is critical to Grasim's cost efficiency, operational performance, and environmental sustainability. Effective handling lowers disposal costs, reduces environmental impact, and ensures compliance with industry standards for sustainable resource use.

Our Approach
We focus on reducing waste generation, promoting recycling, and embedding circular economy principles. Our efforts include improving segregation, adopting sustainable disposal practices, and exploring innovative ways to convert waste into resources, thereby minimising environmental impact.

Climate Change Adaptation

Stakeholders Impacted: Employees, Government and Regulators, Suppliers, Customers, Local Communities

Business Case
Adapting to climate change is essential for long-term operational resilience, asset protection, and mitigating risk from extreme weather. Proactive climate action ensures business continuity, advances sustainability and reinforces our leadership in environmental stewardship.

Our Approach
Our approach focuses on strengthening infrastructure and adopting climate resilient technologies. We assess climate risks, address vulnerabilities, and implement targeted strategies to enhance resilience against climate-related impacts.

Product Stewardship

Stakeholders Impacted: Employees, Government and Regulators, Suppliers, Customers

Business Case
Product stewardship is essential for building customer trust, meeting market expectations, and ensuring lifecycle responsibility. By integrating sustainability into product design, sourcing, usage, and end-of-life, we drive innovation while reducing environmental and reputational risks.

Our Approach
We focus on using sustainable raw materials, designing for durability and recyclability, and promoting responsible use and disposal. We collaborate with suppliers and customers to ensure transparency, safety, and compliance throughout the product lifecycle.

Responsible Supply Chain

Stakeholders Impacted: Employees, Government and Regulators, Suppliers, Local Communities, Customers

Business Case
A responsible supply chain is essential for ethical sourcing, brand reputation, and meeting stakeholder expectations. Sourcing FSC-certified timber reflects our commitment to sustainable forest management, supports biodiversity, and mitigates deforestation-related risks, which are key concerns for global customers and investors.

Our Approach
Key efforts include using sustainable raw materials and prioritising suppliers who follow responsible sourcing practices, such as FSC certification. We conduct due diligence and audits, integrate ESG criteria into procurement, and strengthen supplier engagement, capacity building, and traceability to align with our sustainability goals and improve supply chain resilience.

Innovation and R&D

Stakeholders Impacted: Employees, Suppliers, Customers

Business Case
Innovation and R&D are core to driving operational efficiency, long-term value, and competitive advantage. By developing sustainable products and technologies, and securing patents, we stay ahead of market shifts and regulatory changes while reinforcing our industry leadership.

Our Approach
We are increasing R&D investments, promoting a culture of innovation, and aligning product development with sustainability goals. Cross-functional collaboration and patenting of impactful solutions enable us to adapt quickly and advance both environmental and business objectives.

Risk Management

Managing Uncertainty, Enabling Growth

We operate in an increasingly dynamic and interconnected global environment. Our diverse businesses are exposed to a broad spectrum of risks. The Indian economy continues to witness structural changes, accelerated digital transformation, and evolving stakeholder expectations, all of which demand a proactive and integrated approach to risk management.

Effective enterprise risk management is essential not only for safeguarding value but also to capitalise on emerging opportunities responsibly and sustainably. We have institutionalised a robust Enterprise Risk Management (ERM) framework, grounded in the core principles of being Predictive, Proactive, and Prepared. This approach enables us to anticipate risks, respond swiftly to evolving scenarios, and build resilience across our operations.

Risk Management Process

Risk Identification
- Identifying risks across the organisation through a common risk language
- Risk identification is a consistent, ongoing process throughout the organisation

Risk Assessment
- Risk assessment is done by rating risks based on their probability and impact, enabling prioritisation of risks and understanding their potential impact on business objectives, strategy, and performance.
- Owner is assigned to each risk for effective monitoring of mitigation plans

Risk Mitigation
- Selecting appropriate risk mitigation strategies (Avoid, Reduce, Share or Accept) and developing suitable action plans
- Measuring the effectiveness of mitigation plan implemented and establishing Internal control systems and processes to manage identified risks
- Ensuring a robust Business Continuity Plan is in place and effectively implemented

Risk Monitoring and Reporting
- Effective monitoring and reporting the outcomes of risk identification, assessment and mitigation efforts to relevant stakeholders for review, feedback and ongoing oversight

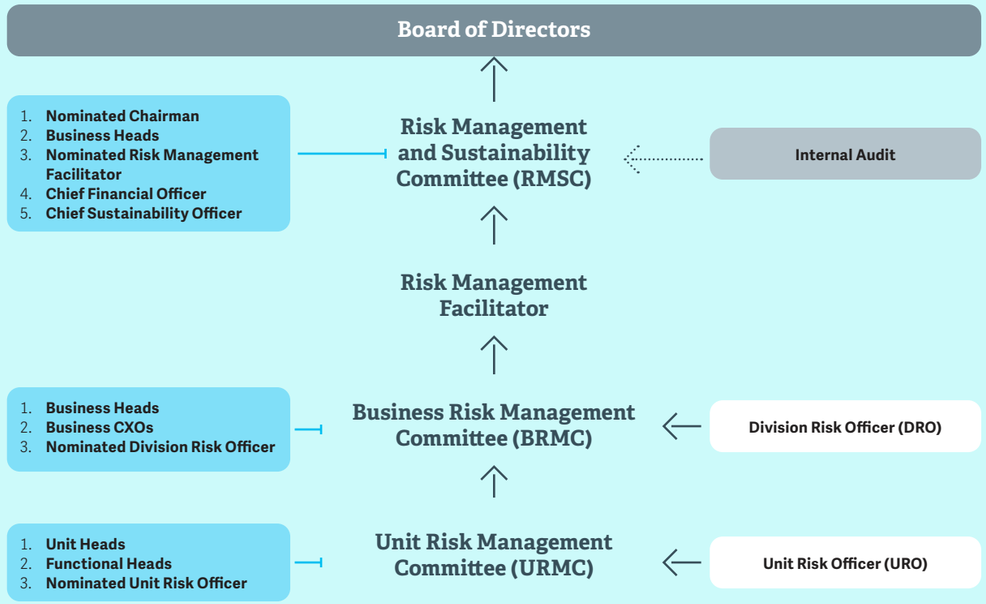
We have institutionalised a structured, multi-tiered risk governance framework to ensure comprehensive oversight and management of risks across all organisational levels. This structure enables both top-down and bottom-up identification and management of risks.

The Board of Directors is supported by the Risk Management & Sustainability Committee (RMSC), which includes a nominated Chairman, Business Heads, the Risk Management Facilitator, Chief Financial Officer, and Chief Sustainability Officer. The RMSC defines the risk management policy and oversees the implementation of the Enterprise Risk Management (ERM) framework.

At the Corporate level, the Risk Management Facilitator acts as the central coordination point between the RMSC and operational committees. The ERM framework also supports Internal Audit in adopting a risk-based approach, enabling a sharper focus on areas with the greatest potential impact on business objectives.

At the business level, the Business Risk Management Committee (BRMC), comprising Business Heads, CXOs, and a nominated Division Risk Officer, convenes meeting at least twice a year to address business-specific risks. At the unit level, the Unit Risk Management Committee (URMC), consisting of the Unit Head, Functional Heads, and Unit Risk Officer, meets quarterly to focus on operational risks. Division Risk Officers (DROs) and Unit Risk Officers (URO) play a critical role in implementing the risk policy and are responsible for maintaining risk registers.

Risk Governance Structure



Risk Management

Risk Assessment

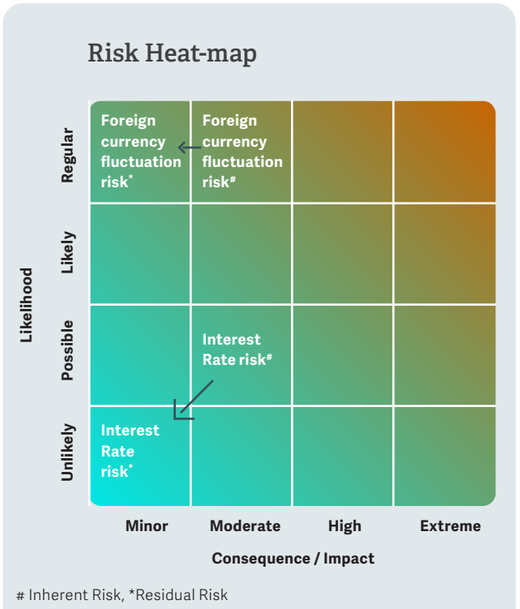
At Grasim, risk assessment and prioritisation form a critical component of the ERM framework, enabling the organisation to focus on significant threats to its strategic and operational objectives while capitalising on opportunities. We employ a structured Risk Assessment Matrix to evaluate risks across two key dimensions:

Impact (Consequence): Assessed based on the potential impact on the business, including operational disruption, safety outcomes, compliance breaches, reputational damage, EBITDA impact etc.

Probability (Likelihood): Evaluated according to the estimated frequency or likelihood of the risk materialising.

Risk Tolerance

Grasim defines risk appetite as the level of residual risk the organisation is willing to accept in pursuit of its strategic and operational objectives, after implementing appropriate risk mitigation measures.



Inherent Risk, *Residual Risk

Note: Above is for illustrative purpose only

Risk Culture

Building a strong risk culture is essential for informed decision-making and long-term business resilience. Our approach extends beyond compliance, emphasising proactive understanding, ownership, and integration of risk management principles at all organisational levels. This includes education and training programmes for Directors, senior executives, employees, and others.

At Grasim, risk management is integral to every decision. Risk considerations are embedded early in the product and service development process to ensure sustainability, compliance, and market relevance. Once risks are identified and mitigation plans defined, each risk is assigned an owner. Key risk indicators are identified and monitored, incorporated into the KRAs of the respective managers, and factored into performance evaluations and financial incentives.

Key Risks and their Mitigation Plans

We have systematically identified and assessed a spectrum of risks inherent in our operations, encompassing strategic, operational, knowledge, compliance, financial, and sustainability risks. By anticipating potential threats and addressing emerging challenges, we enhance operational resilience and safeguard shareholder value. Each risk is managed through tailored, comprehensive mitigation strategies.

FC Financial Capital MC Manufactured Capital IC Intellectual Capital NC Natural Capital SRC Social and Relationship Capital HC Human Capital

Risk	Mitigation Plan
R1 Strategic Risk	
Rising import volumes may affect demand and exert downward pressure on prices, potentially affecting profit margins. **Capitals Impacted** FC IC	– Exploring new markets and deepening penetration in existing ones through a targeted, customer centric approach – Driving demand via consumer and trade education, supported by focused branding and communication – Expanding the specialty products portfolio to cater to diverse applications – Maintaining a strong focus on R&D, application development, and product innovation – Pursuing safeguard measures and policy support through active engagement with Industry Associations
Intensifying competition could lead to reduced market share and pressure on margins. **Capitals Impacted** FC MC IC	– Expanding capacity to meet growing demand and sustain market share – Investing in R&D, product quality, cost efficiency, timely delivery and customer service – Implementing customer connect initiatives to engage directly with end-users – Developing customised product solutions tailored to specific customer needs – Securing sales volumes through long-term contractual agreements
R2 Operational Risk	
Limited water availability could disrupt operations, particularly in the Cellulosic Fibre and Chemicals businesses. **Capitals Impacted** FC IC NC SRC	– Continually reducing freshwater consumption by applying the 3R Principles: Reduce, Reuse, Recycle – Implementing Zero Liquid Discharge (ZLD) systems across all plants to minimise water discharge – Constructing new reservoirs closer to plant locations to improve water storage and availability
An imbalance in chlorine demand and supply may adversely affect caustic soda production and overall plant efficiency. **Capitals Impacted** FC MC IC	– Maximising capacity utilisation of chlorine derivatives – Increasing existing chlorine derivatives capacities and focusing on the development of new products – Enhancing pipeline supply and fostering growth in ancillary industries
High attrition or challenges in sourcing and retaining skilled professionals may hinder overall business performance. **Capitals Impacted** FC HC	– Continuously benchmarking industry best practices and implementing improvements to attract and retain talent – Regular reviewing, monitoring and engaging on personal development plans for high performers and high-potential employees – Proactively strengthening technical and functional bench strength through talent mapping and accelerated hiring from internal and external talent markets – Enhancing talent development initiatives and retaining critical talent through rewards, recognition and career growth opportunities
Significant fluctuations in global prices of raw materials and finished goods could impact cost structures and profitability. **Capitals Impacted** FC MC IC SRC	– Diversifying the supplier base and centralising procurement to strengthen negotiation leverage – Increasing the share of value-added and specialty products – Exploring new markets and deepening penetration in existing markets – Optimising sourcing of key raw material from both captive and external sources – Securing coal linkages and increasing the share of renewable power – Improving cost competitiveness through operational efficiencies – Entering long-term contracts with bulk manufacturers to ensure supply stability

Risk Management

Risk	Mitigation Plan
Manufacturing operations carry inherent safety risks, including potential injuries from machinery and operational failures. The Chemicals business particularly faces heightened exposure due to handling and production of hazardous substances. **Capitals Impacted** MC HC SRC	– Developing and implementing safety standards and SOPs across all units and project sites – Conducting structured training need assessments, regular safety awareness campaigns, training sessions, and mock drills to build preparedness and reinforce a strong safety culture and behaviour across units covering the entire workforce – Ensuring adequate insurance coverage to manage financial exposure from potential incidents – Incorporating safety-related KRAs for all line managers and executives to drive accountability – Performing periodic internal and external safety audits to support continuous improvement – Organising transporter safety meeting to sensitise third-party logistics partners – Carrying out structural audits to identify and address potential vulnerabilities in infrastructure
R3 Knowledge Risk	
System vulnerabilities or cyberattacks may lead to financial loss, disruptions, or reputational harm. **Capitals Impacted** FC IC HC SRC	– Implementing a Group-level Information Security policy across the organisation to ensure consistency and alignment with global standards – Performing regular data backups and establishing disaster recovery systems to enable swift restoration of operations – Upgrading systems and applications regularly in line with the latest security standards, policies and procedures while prioritising user education to eliminate potential data leakages – Enhancing end-user awareness through e-learning modules, classroom programmes; and phishing simulation campaigns to strengthen vigilance and user behaviour – Conducting annual security assessments of IT and OT networks – Performing vulnerability assessments and penetration testing to evaluate and address security risks in critical IT systems – Ensuring regular patching, anti-virus updates, and enforcing stringent access control protocols – Maintaining a cyber insurance policy to mitigate financial exposure from cyber incidents
R4 Compliance Risk	
Potential legal claims, regulatory actions, or instances of non-compliance may result in financial penalties, operational disruptions, and reputational damage. **Capitals Impacted** MC IC NC HC	– Ensuring compliance with all applicable laws, regulations, and contractual obligations – Implementing a robust legal compliance monitoring system across the organisation – Effectively managing legal proceedings before relevant authorities, adhering to due legal process – Leveraging in-house legal expertise and consulting with external legal advisors as required – Conducting regular compliance audits to identify gaps and ensure adherence
R5 Financial Risk	
Underperformance of subsidiaries or investee companies may lead to impairment losses, thereby affecting overall profitability. **Capitals Impacted** FC	– Regularly reviewing investments to identify underperformance and taking timely corrective actions – Conducting periodic impairment testing and recording impairment charges as required, in line with applicable accounting standards
Volatility in currency exchange rates may adversely impact revenues, input costs, and overall financial performance. **Capitals Impacted** FC	– Following comprehensive forex hedging guidelines consistently to mitigate currency fluctuation risks
Fluctuations in interest rates or limited access to funding could affect the Company's liquidity position and increase the cost of capital, thereby impacting financial flexibility and planned investments. **Capitals Impacted** FC	– Maintaining the best possible credit rating and a strong balance sheet to ensure continued access to capital on competitive terms – Keeping sufficient unutilised credit limits to meet operational and strategic requirements – Conducting regular reviews of cash flows and optimising working capital management to strengthen financial efficiency – Diversifying funding sources through a mix of debt instruments – Utilising short-term funding through competitive commercial paper issuance – Raising long-term capital and term loans to support growth initiatives
Delays in collections or non-payment by customers may lead to bad debts and potential write-offs, impacting cash flows. **Capitals Impacted** FC	– Implementing a Credit Policy system to govern customer credit assessment, setting of credit limits and periods, and defining the nature of credit security – Establishing a robust collection tracking mechanism with clearly defined actionables – Deploying automated systems to issue payment reminders both before and after due dates – Developing process for both soft collections (Post due letters, RM visits, legal notices) and hard collections (Section 138, NCLT) – Offering incentives to encourage timely customer payments
R6 Sustainability Risk	
Climate Change: Physical risk may arise from both sudden and long-term shifts in the climate and environment. Acute risks like floods, cyclones, and heatwaves can disrupt operations immediately. Chronic risks such as water scarcity, rising temperature or sea levels may build over time but are equally dangerous. **Capitals Impacted** FC MC IC NC HC SRC	– Identifying and implementing green technologies and developing sustainable products – Increasing the share of renewable energy to reduce reliance on non-renewable resources – Committing to global environmental and sustainability standards and regulations – Conducting vulnerability assessments for natural calamities and implementing protective infrastructure and measures – Ensuring adequate insurance coverage to mitigate financial losses from natural calamities – Embracing circular economy practices by reducing waste, recycling materials, and sourcing responsibly – Reducing water consumption and expanding renewable energy use across operations – Developing and maintaining disaster recovery plans, complemented by regular preparedness drills – Early Warning Systems: Implementing real-time weather monitoring and alert systems to enhance responsiveness to extreme events – Heat-resistant Infrastructure: Upgrading buildings and equipment to withstand heat stress and heavy rainfall – Improved Heat Stress Protocols: Introducing work-rest cycles, hydration stations, and shaded areas to protect workers during heatwaves

Risk Management

Emerging Risks

ER1 Adverse Outcomes of Artificial Intelligence (AI) Technologies

Description

Grasim is increasingly adopting latest technologies, including use of AI in its manufacturing, planning and review processes. AI is transforming industries with unprecedented speed, offering automation, predictive analytics, and decision-making capabilities. However, alongside these benefits, AI introduces a range of emerging risks that can adversely affect the organisation. These risks stem from the misuse, misalignment, or malfunction of AI systems, and they are becoming increasingly relevant as AI adoption accelerates across sectors.

The consequences of adverse AI outcomes include data breaches, reputational damage, regulatory penalties, and loss of stakeholder trust. The misuse of generative AI tools can lead to intellectual property violations, misinformation, or internal security breaches. AI systems, especially those powered by machine learning and large language models, can behave unpredictably when exposed to new data or environments. They may generate biased outputs, make opaque decisions, or be exploited through adversarial attacks. Moreover, the lack of clear regulatory frameworks, ethical standards, and internal governance can amplify these risks.

Impact

- **Operational and Security Risks:** AI systems can be exploited through adversarial inputs or manipulated to leak sensitive data. Poorly secured AI tools may become entry points for cyberattacks, threatening business continuity.
- **Reputational Damage:** Biased or harmful outputs from AI systems such as discriminatory hiring algorithms or offensive chatbot responses can lead to public backlash and a loss of customer trust.
- **Regulatory and Legal Exposure:** Misuse of AI may violate data protection laws, intellectual property rights, or emerging AI regulations. Non-compliance can result in fines, lawsuits, or restrictions on AI usage.
- **Workforce Disruption and Ethical Concerns:** Over-reliance on AI without proper oversight can lead to job displacement, employee dissatisfaction, and ethical dilemmas, particularly when AI decisions lack transparency or fairness.

Mitigation Action

- **Establish AI Usage Policies**: Define clear internal policies for AI deployment, covering acceptable use, data handling, and ethical guidelines. Ensure that all AI tools used within the organisation are formally approved and consistently monitored.
- **Adopt Private AI Models**: Use secure, private AI models instead of public or open-access tools to strengthen data privacy, protect intellectual property, and maintain greater control over model behaviour.
- **Upskilling and Training**: Provide regular training to employees on responsible AI usage, associated risks, and best practices. Empower teams to identify and report AI-related concerns at an early stage.
- **Continuous Monitoring and Governance**: Establish governance framework to monitor AI developments, assess risks, and update controls. Stay informed about regulatory changes and evolving industry standards.

ER2 Geo-economic Confrontation and Reciprocal Tariffs

Description

As a diversified conglomerate, Grasim faces growing exposure to geo-economic confrontation, global trade tensions, and the imposition of reciprocal tariffs. These factors can result in increased raw material and other input costs, directly affecting operational margins.

Higher tariffs may increase inflation, dampen consumer sentiment, and reduce discretionary spending, leading to lower demand and pressure on finished goods prices. This creates a dual impact for Grasim: increased input costs and shrinking market demand, both of which can adversely affect overall business performance.

Impact

- **Operational Costs:** Increased tariffs raise the cost of imported raw materials, impacting input costs and profit margins.
- **Market Demand:** Inflation-driven consumer price increases can suppress demand for end products.
- **Revenue Pressure:** Reduced sales volumes with competitive pricing pressure can negatively affect profitability.
- **Global Competitiveness:** Trade barriers may limit market access and disrupt global supply chain dynamics.

Mitigation Action

- **Supply Chain Diversification:** Grasim explores alternative sourcing strategies and local procurement to reduce dependency on high-tariff regions.
- **Cost Optimisation:** Operational efficiencies and lean manufacturing practices are implemented to mitigate cost pressures.
- **Policy Engagement:** Active dialogue with industry bodies and government stakeholders helps anticipate regulatory changes and align business strategies accordingly.

Internal Control System

Grasim has a robust internal control system, commensurate with the nature, size, scale, and complexity of its operations. These controls cover all key business processes and are supported by a well-defined organisational structure with clearly assigned roles and responsibilities. The system is regularly reviewed to ensure alignment with the Company's growth.

The Audit Committee evaluates the Internal audit programme at the beginning of each year to ensure adequate coverage of key risk areas. Internal audits are conducted across all units and functions by reputed internal auditors, who report directly to the Audit Committee, ensuring independent oversight and accountability.

Internal Audit plays a critical role in strengthening the organisation's governance framework by providing independent assurance on the effectiveness of risk management, internal controls, and compliance processes. Through periodic, risk-based audits across various business functions and operations, the internal auditor identifies and addresses control gaps proactively.

The Audit Committee periodically reviews audit findings, management's responses, and undertakes corrective action. It also provides necessary guidance to ensure that adequate internal controls are in place and operating effectively.

Sustainability Framework

Growth Rooted in Responsibility

Grasim's sustainability framework is fully aligned with this year's theme, *Force for Growth.* We embed environmental stewardship, social responsibility, and robust governance into our core business strategy and daily operations. This integration drives innovation, improves resource efficiency, builds stakeholder trust, and unlocks new opportunities for sustainable growth.

Guided by five strategic priorities, we ensure our growth is inclusive, responsible, and future-ready. Sustainability is not treated as a compliance requirement, but a catalyst for long-term value creation, business resilience, and competitive strength. It reinforces our Group's purpose: to enrich lives by building dynamic, responsible businesses and institutions that inspire trust.

Sustainability Governance and Oversight

We have a clear and accountable structure to oversee our sustainability agenda. The Board of Directors provides strategic guidance, with implementation led by senior leadership and functional teams across businesses. Defined roles, regular performance reviews, and strong internal controls ensure ESG priorities are embedded into decision-making. Cross-functional coordination supports effective risk management and keeps us aligned with stakeholder expectations, enabling responsible growth and long-term value creation.

Sustainability Governance

Board of Directors

Risk Management and Sustainability Committee

- Overseeing the ESG strategy, including KPIs related to climate risks and opportunities, water, waste, emissions, energy, and the overall sustainability framework
- Monitoring and reviewing ESG -related risks, opportunities, targets and performance
- Ensuring integration of sustainability in business planning and growth
- Providing insights to enhance ESG governance
- Supporting cross -functional alignment and oversight

Chief Sustainability Officer

Role & Responsibilities:

- Board extends it support in formulating the ESG strategy
- Coordinating cross -functional ESG initiatives
- Managing sustainability -related risks and performance metrics

Group Sustainability Cell

Looks after the Group sustainability initiatives and challenges

- Set, review, and drive ESG targets such as emissions reduction, water and waste management, and energy efficiency, ensuring alignment with corporate sustainability goals
- Work with the sustainability team to allocate resources such as personnel, budget, and tools and ensure smooth execution across all business units

Business Heads

Cellulosic Fibres

Chemicals

Building Materials

Other Businesses

Business SPOCS

Role & Responsibilities:

- Driving implementation of sustainability initiatives within the business unit
- Track ESG KPIs, identify risks and opportunities, and report performance to the CSO
- Ensuring alignment of business-level strategies with Grasim's overall ESG goals

- Unit Heads facilitate monthly sustainability reviews to assess progress against ESG targets and ensure alignment with organisational sustainability objectives
- Functional Heads oversee ESG-related KPIs, ensuring timely data collection, reporting, and departmental alignment with the Company's broader ESG goals

Unit Heads

Operations

Finance and Accounts

Information Technology

Marketing

Supply Chain and Logistics

Environmental Sustainability

Occupational Health and Safety

Human Resources

Corporate Social Responsibility

Engineering

Unit SPOCS

Role & Responsibilities:

- Executing the sustainability strategy at the unit level
- Tracking ESG performance against set goals
- Ensuring alignment with corporate ESG objectives
- Conducting monthly reviews to assess progress and address issues
- Escalating significant matters to higher-level governance for timely decision-making

Sustainability Framework

Effective Governance for Climate Responsibility

The Risk Management and Sustainability Committee of the Board oversees climate-related matters and monitors the implementation of mitigation and adaptation actions. It reviews progress against climate goals and holds the management accountable for delivery.

Climate considerations are embedded into strategic planning processes, including risk assessments, budgeting, capital allocation, mergers and acquisitions decisions, and performance evaluations. Directors receive regular climate updates from designated personnel during Board and Committee meetings, ensuring informed oversight.

Sustainability Policies

Our sustainability policies outline clear actions to minimise environmental and social impact, ensure regulatory compliance, and uphold fair labour practices, human rights, resource efficiency, and the health and safety of our people.

Link to Policies

Code of Conduct	Safety Policy
Risk Management Policy	Responsible Supply Chain Policy
Environmental Policy	Privacy Policy
Biodiversity Policy	Whistle Blower Policy
Occupational Health Policy	CSR Policy
POSH Policy	Water Stewardship Policy
Information Security Policy	Stakeholder Engagement Policy
Anti-Corruption and Anti-Bribery	Policy on Board Diversity
Grievance Handling Policy	Supplier Code of Conduct
Energy & Carbon Policy	Wood Fibre Sourcing Policy
Human Rights Policy	

For additional information on our policies, please visit https://www.grasim.com/investors/policies-and-code-of-conduct

Our Strategic Pillars

Our sustainability framework is anchored to three core pillars: Environmental Stewardship, Social Responsibility and Resilient Business. These pillars guide the integration of sustainability across our business model and operations.

The framework supports our focus on environmental protection, health and safety, ethical governance, transparency, community empowerment, and stakeholder value creation. It enables us to identify and manage ESG risks and opportunities that influence, or are influenced by our operations, aligning directly with our business strategy and commitment to sustainable development.

PILLAR 1

Environmental Stewardship

- Climate Change
- Energy and Emissions Management
- Water Stewardship
- Waste Management
- Product Stewardship
- Resource Management
- Biodiversity
- Environmental Compliance

PILLAR 2

Social Responsibility

- Talent Management
- Learning and Development
- Diversity and Inclusion
- Employee Well-being
- Health and Safety
- Community Development
- Suppliers and Business Partners
- Responsible Supply Chain
- Customer Relations

PILLAR 3

Resilient Business

- Corporate Governance
- Economic Performance
- New Product Development
- Automation and Digitisation



PILLAR 1

Environmental Stewardship

We take a proactive approach to environmental responsibility by focusing on resource efficiency, emissions reduction, and circular economy practices. Our initiatives across energy, water, waste, and biodiversity are designed to minimise environmental impact and support sustainable growth. By leveraging innovation, technology, and continuous monitoring, we align with global sustainability standards and build low-impact, future-ready operations.

Focus Areas

Climate Change

Advancing towards Net Zero to combat climate change and ensure a sustainable future

Read more on Page 152

Energy and Emissions Management

Transitioning to renewable energy and reducing our carbon footprint by adopting sustainable practices across our operations

Read more on Page 156

Water Stewardship

Reducing and reusing water while enhancing conservation measures to promote water stewardship across our operational facilities

Read more on Page 161

Waste Management

Fostering circularity by applying the 3R principles – Reduce, Reuse, and Recycle – to minimise landfill waste and conserve valuable natural resources

Read more on Page 163

Product Stewardship

Offering environmentally sustainable products across all categories, integrating eco-friendly principles into design, sourcing and production

Read more on Page 130

Resource Management

Ensuring optimum resource utilisation by enhancing operational efficiency, minimising waste, and maximising the value derived from every input

Read more on Page 131

Biodiversity

Protecting and enhancing biodiversity in and around our operations by preserving natural habitats, promoting native species, and integrating biodiversity considerations into project planning and land use

Read more on Page 166

Environmental Compliance

Ensuring compliance with environmental regulations and standards to support sustainable and responsible operations

Read more on Page 169

Sustainability Framework

PILLAR 2



Social Responsibility

People are central to Grasim's growth. We prioritise inclusive development, employee well-being, and community progress. We are committed to building safe, respectful, and empowering workplaces, while engaging meaningfully with local communities to drive lasting socio-economic impact across our operating locations.

Focus Areas

Talent Management

Creating a workplace culture that recognises, rewards and values employee performance

Read more on Page 172

Health and Safety

Prioritising employee safety and cultivating a culture of safety through proactive measures and continuous awareness

Read more on Page 178

Learning and Development

Providing continuous learning and development opportunities to empower employees' growth and capacity building

Read more on Page 173

Community Development

Cultivating community development initiatives that drive positive change and empower local communities

Read more on Page 184

Diversity and Inclusion

Building a diverse and inclusive workspace that values different perspectives and fosters a sense of belonging for all employees

Read more on Page 175

Supply Chain Management

Building trusted relationships with suppliers and business partners while encouraging them to adopt and integrate ESG standards into their practices

Read more on Page 194

Employee Wellbeing

Nurturing a positive work environment that prioritises employee well-being and supports their physical, mental, and emotional health

Read more on Page 177

Customer Relations

Building and maintaining strong, trust-based relationships with our customers to ensure long-term satisfaction and loyalty

Read more on Page 197

PILLAR 3



Resilient Business

Grasim is committed to building a resilient business capable of navigating dynamic markets and evolving stakeholder expectations. Our strategy is anchored in agile operations, robust risk management, and innovation-led growth. By embedding sustainability into core decision-making and long-term planning, we are future proofing the business. Digital transformation, supply chain resilience, and strategic investments further strengthen our adaptability and support sustained value creation.

Focus Areas

Corporate Governance

Focusing on enhancing internal controls, strengthening performance measurement and improving corporate disclosures for greater transparency and accountability

Read more on Page 32

Automation and Digitisation

Advancing automation and proactively driving innovation to develop new products and processes that enhance efficiency and sustainability; leveraging digital and technology-driven initiatives to drive sustainable development across all our operations.

Read more on Page 147

Economic Performance

Promoting sustainable products to drive economic growth while minimising environmental impact and meeting evolving market demands

Read more on Page 44

New Product Development

Developing innovative, more sustainable products that align with market needs and contribute to environmental and social well-being

Read more on Page 140

Shift to Company Sustainability Targets – A Strategic Milestone for Grasim

Grasim's journey towards responsible growth has consistently been guided by a deep commitment to environmental stewardship, social equity, and strong governance. Over the past three years, we have articulated our sustainability agenda through business-specific targets, enabling each of our key businesses, Cellulosic Fibres, Chemicals, and Textiles, to define ESG goals aligned with their unique operational contexts and priorities.

Business	Metric	Goals	FY 2024-25 Status
Energy and Emissions			
Chemicals	GHG Emissions (Scope 1 and Scope 2)	30% reduction in GHG emissions of the main product by FY 2029-30 (Base Year - FY 2016-17)	Achieved 26% reduction
	Renewable Power Share	Achieve up to 25% renewable power share by FY 2024-25	Achieved 12.3% renewable power share
CSF	GHG Emission Intensity	Reduce GHG emission intensity by 50% by FY 2029-30	Reduced by 9%
Textiles	Renewable power share	Achieve up to 70% renewable power share by FY 2029-30	Achieved 8.9% renewable power share
Waste Management and Circularity			
CSF	Circular Product Development	Grow circular products to 100,000 tonnes per year by FY 2024-25 using pre- and post-consumer and alternate feedstock	Global circularity uptake is taking longer than anticipated. The business has invested in capacity building and is ready to deliver the targeted volume as market readiness improves.
CFY	Waste Utilisation	Achieve 100% utilisation of ETP sludge (as Gypsum) and cellulosic waste in co-processing for cement industries by FY 2024-25	Presently 33% of the ETP sludge and 100% of cellulosic waste is being diverted from disposal to co-processing in cement plants
Diversity and Inclusion			
CFI (Chemicals, Fashion Yarn & Insulators)	Women in Workforce	Increase number of woman employees threefold by FY 2024-25 (Base Year - FY 2018-19)	Increased from 142 in FY 2018-19 to 449 in FY 2024-25
CSF	Women in Manufacturing	Increase women representation in manufacturing units to 15% by FY 2024-25	Currently, women represent 3.5% of the total workforce in manufacturing units. Efforts to enhance participation to continue.
Sustainable Supply Chain			
CSF	Supplier Sustainability Performance	Assess the sustainability performance of key suppliers by FY 2024-25	Developed a Supplier Assessment Framework and completed sustainability assessments covering 70% of procurement spend
Biodiversity			
All businesses	Biodiversity Assessment	Businesses to undertake assessment studies over the next three years	Biodiversity assessments in progress for four Grasim units in FY 2024-25: two units from CSF and one each from CFY and Chlor-Alkali businesses
Reduce Water Footprint			
CSF	Water Consumption	Reduce water consumption in the CSF manufacturing process by 50% in FY 2024-25 (Base year: FY 2014-15)	Reduced water consumption by approximately 73% by end of FY 2024-25
Chemicals	Specific Freshwater Consumption	Reduce specific freshwater consumption of the main product by 30% by FY 2024-25 (Base Year – FY 2016-17)	Multiple levers of reducing water consumption are being evaluated and achieved 18% reduction in freshwater consumption by end of FY 2024-25
Textiles	Effluent Discharge and Water Recovery	Reduce effluent discharge and maximise water recovery	Treated effluent recycling and reused has increased from 36.42 % in FY 2021-22 to 56.2 % in FY 2024-25 vs water uses. Out of 3 units, two units (JST, VW) have installed ZLD plants

Sustainability Framework

Introducing our First Group-Level Sustainability Targets

In response to escalating environmental challenges and evolving stakeholder expectations, Grasim is committed to embedding sustainability into its core operations. This strategic integration addresses global imperatives while aligning with long-term value creation and risk mitigation.

To effectively navigate this transition, we are developing comprehensive sustainability targets that are:

- **Strategically Aligned:** Our sustainability objectives are seamlessly integrated into the Company's overarching business strategy, ensuring coherence between environmental goals and financial performance.
- **Materially Relevant:** The target-setting process draws the most relevant ESG themes across our operations identified from the materiality assessment process. This focus allows us to implement impactful initiatives that resonate with our stakeholders.
- **Measurable and Transparent:** Clear, quantifiable targets enable us to track progress, demonstrate accountability, and build trust with our stakeholders.
- **Inclusive and Collaborative:** By engaging with both internal and external stakeholders, we enhance our collective commitment to sustainable practices, thereby increasing the reach and effectiveness of our initiatives.
- **Innovative and Adaptive:** Embracing innovation and remaining adaptable ensure that our environmental efforts stay relevant and effective in the face of changing circumstances and emerging challenges.

By establishing robust sustainability targets, Grasim aims to contribute meaningfully to global sustainability efforts while simultaneously enhancing its resilience and competitiveness in an increasingly conscientious marketplace.

Description	Targets*	FY 2024-25 Progress
Water		
Total water requirement includes both input water and recycled water reused in the process.	**38%** of total water requirement is met through recycled water	**31%**
Energy Consumption		
The total energy mix includes both electrical and fuel-based energy.	**16%** share of renewable energy in the Total energy mix	**6.5%**
Power		
The total installed capacity comprises captive thermal and renewable energy capacity along with purchased power.	**25%** of total installed electrical capacity sourced from renewable power	**11%**
GHG		
The emission data covers both direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions.	**45%** reduction in emission intensity per unit of production**	**11%**
Biodiversity		
Biodiversity risk assessments will be conducted across all 27 operational sites, followed by the development of site-specific Biodiversity Management Plans (BMPs).	**100%** of operational sites to be assessed for biodiversity-related risks	**Biodiversity assessments are underway at 6 Sites**
Gender Diversity		
The representation of women among permanent employees will be enhanced across all levels of the organisation.	**14%** representation of women among total permanent employees	**9%**

*Target Year: FY 2029-30, **Base Year: FY 2023-24



FC

Financial Capital



At Grasim, financial success is not just about meeting shareholder expectations; it reflects our philosophy of being a *Force for Growth*. We operate in a dynamic environment where resilience and agility are essential. Our financial strength enables us to invest in capacity expansion, sustainability, and innovation, while aligning with the evolving needs of our customers and the broader manufacturing and digital ecosystems. By doing so, we ensure our growth is inclusive, responsible, and future-ready.

Alignment with SDGs

8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
17 PARTNERSHIPS FOR THE GOALS

Stakeholders Impacted

- Government and Regulators
- Suppliers and Value Chain Partners
- Media
- Shareholders
- Customers
- Employees
- Local Communities

Material Issues

- Financial Performance
- Stakeholder Engagement
- Resource Efficiency
- Business Ethics and Compliance

Strategic Priorities



Supporting Policies

- Corporate Tax
- Dividend Distribution
- Related Party Transactions
- Risk Management
- Stakeholder Engagement

Key Risks

- R1 Strategic
- R2 Operational
- R4 Compliance
- R5 Financial
- R6 Sustainability
- ER Emerging

FY 2024-25 Highlights

₹31,563 crore
Revenue

₹3,500+ crore
Capital Expenditure

₹2,857 crore
EBITDA

2.4x
Net Debt/EBITDA

Our Approach

Our approach is driven by strategic diversification, operational excellence, and disciplined financial management. We drive innovation across our product portfolio, expand into new markets, and embed sustainability into core operations. This is supported by prudent capital allocation, efficient working capital practices, and a strong focus on maintaining a healthy balance sheet. Together, these efforts help us deliver consistent, value-accretive returns and build long-term financial resilience.

Focus Areas

1 Return-based Approach
2 Prudent Cash Flow Management
3 Optimal Capital Structure
4 Value Creation
5 Cost-focused Structure

Financial Capital

Focus Area 1

Return-based Approach

We have adopted a disciplined, return-focused approach that prioritises investments in high-growth, value-accretive businesses. We assess opportunities based on scalability, capital efficiency, market potential, and strategic alignment. Increased investments in verticals such as Decorative Paints, B2B E-commerce, Specialty Chemicals, and Specialty Fibres are expected to accelerate standalone revenue, supported by strong margins and favourable market trends.

Birla Pivot has started unlocking value in the fragmented construction materials space by digitally connecting MSMEs, contractors, and retailers to a portfolio of products across cement, steel, chemicals, paints, bathware, etc. These new businesses are not only capturing untapped market potential but are also enabling us to diversify its revenue base, enhance margin resilience, and strengthen its future-ready portfolio, aligning with the Grasim's long-term vision of scalable, sustainable growth.

RoACE (Core Businesses) (%)



Revenue (₹ crore)

Revenue from New Businesses

Our strategic foray into high-growth, consumer and digital-led sectors is beginning to contribute meaningfully to incremental revenue growth. Paints business, launched with one of the largest-ever greenfield investments in the sector, has seen strong traction in its early phase, driven by a differentiated brand proposition, rapid distribution ramp-up, and robust manufacturing infrastructure. It has enabled the Company to enter over 6,000 towns within in its first year, translating into growing volumes and revenue momentum.

Focus Area 2

Prudent Cash Flow Management

At Grasim, prudent cash flow management underpins financial discipline and resilience, ensuring sufficient liquidity for operations while supporting strategic investments. A major focus is on growth capital expenditure, directed toward capacity expansion, new product development, and entry into emerging markets. Over the past five years, we have undertaken one of our largest capital expenditure programmes, deploying ₹17,784 crore, with 75% allocated to growth capital expenditure. These investments were backed by stable cash flows from core businesses (Cellulosic Fibres and Chemicals), equity raised through a rights issue, and external funding such as sustainability-linked bonds, maintaining a balanced capital structure.

Total Capex & Growth (%)

The capital expenditure for FY 2024-25 declined as capital investments in Paints business is nearing completion. During the year, we announced a 110 KTPA brownfield expansion of its high-growth Lyocell fibre business at Harihar, Karnataka, with Phase 1 (55 KTPA) scheduled for completion by mid-2027. We also maintain strong working capital discipline through faster receivables collection, efficient inventory management, and strategic timing of payables.

Focus Area 3

Optimal Capital Structure

To support its next phase of growth, Grasim has adopted an optimal capital structure that balances equity, debt, and innovative financing. The Company's recent capital expenditure programme, focused on high-growth businesses, capacity expansion, and capability enhancement has been strategically funded through internal accruals, a successful rights issue, and prudent borrowing. It has also leveraged development-linked instruments from institutions such as the International Finance Corporation (IFC), aligning its financing strategy with long-term sustainability goals. This diversified approach enhances financial flexibility, optimises the cost of capital, and strengthens the balance sheet, enabling Grasim to consistently create value for its stakeholders.

Net Equity (₹ crore)

Net Debt (₹ crore)

0.13x
Net Debt to Equity - FY25

0.11x
Net Debt to Equity - FY24

Financial Capital

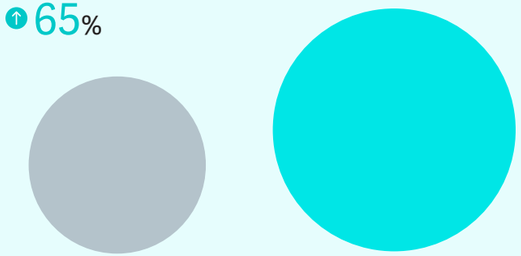
Focus Area 4

Value Creation

Grasim has a strong legacy of delivering sustained total shareholder return (TSR), marked by appreciation and over six decades of uninterrupted dividend payouts. Our disciplined capital allocation across high-potential businesses has consistently supported robust financial performance and long-term growth. In FY 2024-25, Grasim's market capitalisation reached ~₹1,77,000 crore, reflecting a 29% CAGR since FY 2022-23. This achievement stems from top-line growth, improved operational efficiency, prudent cash flow management, and a consistent focus on value creation.
By reinvesting in scalable businesses and strengthening core capabilities, we continue to build a resilient foundation for value generation across economic cycles.

Market Capitalisation

↑ 65%



₹1,07,502
31st March 2023

₹1,77,710
31st March 2025

The Company has created significant value for its stakeholders through its businesses at standalone level as well as the subsidiaries as detailed below. The Company's investment in the other group companies has also contributed to the overall value creation.

Value Creation in Subsidiaries

Our value creation ability is further strengthened through our subsidiaries, which act as key engines of growth and innovation across diverse sectors. Each subsidiary has delivered strong performance, contributing to both revenue growth and strategic diversification. Backed by our strategic investments, operational synergies, and robust governance oversight, these entities have scaled efficiently, unlocked new opportunities, and enhanced stakeholder value.

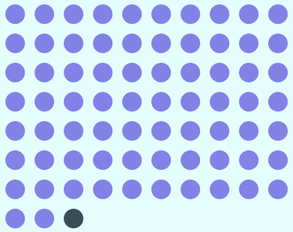
Investments in Key Listed Subsidiaries

UltraTech Cement

Value
₹1,90,293 crore

Investment
₹2,636 crore

Returns



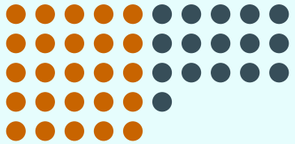
72x

Aditya Birla Capital

Value
₹25,351 crore

Investment
₹18,847 crore

Returns



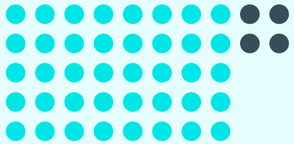
1.4x

Total

Value
₹2,15,644 crore

Investment
₹21,483 crore

Returns



10x

Other Listed Investments

Value
₹10,882 crore

Fair Value of Grasim liquid investments in other Aditya Birla Group listed companies such as Hindalco, Aditya Birla Fashion and Retail, Thai Rayon and Vodafone Idea is ₹10,882 crore as on 31st March 2025.



Focus Area 5

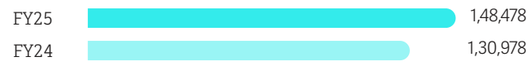
Cost-focused Approach

At Grasim, we have established a cost-focused manufacturing structure that drives operational excellence and competitive advantage. Through scale, process innovation, backward integration, and continuous efficiency improvements, the Company has established itself as one of the lowest-cost producers in its key businesses, including Cellulosic Fibres and Chemicals. This cost leadership is further strengthened by digitalisation, energy optimisation, and strategic sourcing practices that effectively reduce input costs without compromising quality. Our ability to maintain a lean cost structure has not only safeguarded margins in volatile environments but also supported market share gains and long-term value creation across our manufacturing portfolio.

Financials

Consolidated

Revenue (₹ crore)

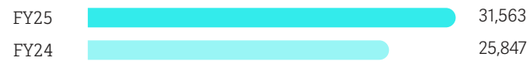


EBITDA (₹ crore)

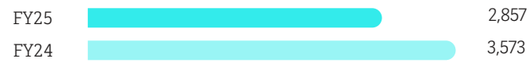


Standalone

Revenue (₹ crore)



EBITDA (₹ crore)





MC

Manufactured Capital

Grasim's integrated operations serve as a true *Force for Growth*, delivering scale with precision while adapting to an evolving industry landscape. Ongoing upgrades across facilities, streamlined workflows, and the efficient use of resources drive higher productivity and reduced downtime. From introducing high-performance products to adopting safer, cleaner manufacturing methods, our attempt is to ensure that all initiatives are aligned with the requisite quality and safety benchmarks. Our plants are designed for responsiveness and reliability, supported by a resilient supplier ecosystem and a skilled workforce equipped with the right tools and training. Collectively, these levers strengthen our ability to deliver consistent value, responsibly, efficiently, and at scale.

Alignment with SDGs



Stakeholders Impacted

- Employees
- Suppliers
- Customers
- Government and Regulators
- Local Communities

Material Issues

- Resource Efficiency
- Responsible Supply Chain
- Occupational Health and Safety
- Business Ethics and Compliance
- Product Stewardship
- Energy Consumption and GHG Emissions
- Quality and Customer Satisfaction

Strategic Priorities



Supporting Policies

- Environmental
- Energy and Carbon
- Water Stewardship
- Quality
- Occupational Health Safety
- Suppliers Code of Conduct
- Responsible Supply Chain

Key Risks

- R1 Strategic
- R2 Operational
- R4 Compliance
- R6 Sustainability

FY 2024-25 Highlights

844 KT / 96%
Cellulosic Staple Fibre Production / Utilisation

1,159 KT / 77%
Caustic Soda Production / Utilisation

1,096 MLPA
Capacity Commenced of Paints Business

65%
Chlorine Integration

Our Approach

Across our manufacturing network, we continuously seek opportunities to enhance efficiency, elevate product quality, and manage resources with greater care. We make strategic investments in capacity expansion where the potential for impact is the highest, while also improving the productivity of existing assets. Our teams are empowered to take ownership, challenge inefficiencies, and implement enhancements that deliver tangible outcomes.

Focus Areas

1 Operational Efficiency
2 Capacity Expansion
3 Product Stewardship
4 Resource Management
5 Quality Improvement
6 Occupational Health and Safety
7 Supply Chain Management

Manufactured Capital

Focus Area 1

Operational Efficiency

Operational efficiency is a priority across our manufacturing units, where we aim to maximise the performance of every resource, process, and asset. We leverage automation, real-time monitoring, and advanced analytics to optimise throughput, reduce downtime, improve cycle times, and minimise waste. Cross-functional teams routinely review performance metrics to identify opportunities for improvement and implement lean practices that streamline workflows while maintaining quality. Targeted upgrades and smarter planning further support high productivity levels, helping us control costs and limit environmental impact.



100%
ISO 14001 certification across our units*

*excluding Paints business

Focus Area 2

Capacity Expansion

We take a structured, impact-driven approach to capacity expansion, aligning new investments with our long-term business vision and evolving customer needs. Our initiatives are designed to scale operations intelligently, through the addition of production lines and the adoption of advanced technologies that enhance output. Each project is carefully assessed for its ability to strengthen productivity, improve product availability, and build more resilient, future-ready operations. We also invest in upskilling our teams to ensure that expanding capacities are managed with efficiency and precision.

4%
Cellulosic Fibres capacity addition through de-bottlenecking

11%
Caustic soda capacity addition through brown-field expansion

5 out of 6 plants
Of Paints business commenced commercial production

110 KTPA
Specialty Fibre Lyocell Project announced

CASE STUDY

Electrolyser Power Optimisation at Caustic Soda Plants

Overview

Electrolysers account for a major share of AC power consumption in caustic soda production, making their efficient performance central to operational sustainability. To strengthen control and reduce energy loss, an optimisation initiative was launched, improving shift-wise monitoring, voltage management, and pressure drop analysis. System visibility has supported proactive maintenance and more efficient power use.

Solution

Two key digital enablers were introduced: the Central Manufacturing Cockpit (CMC) and the Electrolyser Commercial Operation Optimiser (ECOO). The CMC enabled real-time performance tracking, while ECOO provided deeper insights into voltage and pressure patterns. A customised dashboard helped detect abnormal pressure build-ups, which were resolved through targeted system modifications. These improvements enhanced visibility, reduced fluctuations, and supported timely interventions during critical operating phases.

Impact

- **Energy Efficiency:** Delivered meaningful energy and cost savings through targeted efficiency measures.
- **Operational Performance:** Improved responsiveness to voltage and pressure fluctuations, reducing risks and enhancing process stability.
- **Real-time Visibility:** Enabled continuous monitoring of electrolyser performance, supporting informed data-driven decision-making.
- **Sustainability Impact:** Reduced energy consumption contributes to both cost savings and environmental goals.

Future Outlook

This success sets the foundation for extending similar solutions across other electrochemical systems. Integration of predictive analytics and condition-based monitoring can further advance operational excellence. With digital systems firmly in place, the plant is well-positioned to continue improving efficiency and sustainability in line with long-term business and environmental objectives.



Manufactured Capital

Focus Area 3

Product Stewardship

We engage across the value chain to design and deliver products that are safe, sustainable, and aligned with evolving customer expectations. Our teams collaborate closely with suppliers, customers, and industry partners to enhance product offerings and contribute to broader sustainability goals. We invest in innovative technologies and explore alternative materials to address emerging needs. Open dialogue and active knowledge-sharing with stakeholders guide our product development, ensuring it reflects shared environmental and social priorities.

Birla EcoSodium: A Sustainable Sodium Sulphate

Birla EcoSodium, developed by Grasim in collaboration with BluWin Ltd. (UK), marks a significant step forward in sustainable sodium sulphate production. This innovative product integrates environmentally responsible technologies and has been assessed against global benchmarks for safety and sustainability. With complete traceability of raw materials, EcoSodium supports responsible sourcing practices.

Its manufacturing process is fully compliant with the latest Substances of Very High Concern (SVHC), Zero Discharge of Hazardous Chemicals (ZDHC), and Manufacturing Restricted Substances List (MRSL) standards. Recovered from the viscose manufacturing process, EcoSodium also reduces total dissolved solids (TDS) and salinity in treated wastewater, contributing to circularity and effective water management.



LCA-mapped Products

We have conducted Life Cycle Assessments (LCA) for several key products to better understand their environmental impact across the value chain. These assessments help us identify opportunities for improvement, enhance resource efficiency at each stage of production, and reinforce our commitment to product responsibility. LCA-mapping also supports more informed decision-making for customers seeking lower-impact alternatives, allowing us to offer products backed by credible environmental data.

Product Portfolio with LCA Insights



Cellulosic Staple Fibre
(Cradle-to-gate)



Chlor-Alkali Product
(Cradle-to-gate)



Linen Fabric
(Cradle-to-gate)



Epoxy
(Cradle-to-gate)



Insulators
(Cradle-to-gate)

Focus Area 4

Resource Management

We follow a structured approach to managing materials, energy, and water across our operations. Each facility closely monitors consumption patterns, using these insights to optimise processes, reduce inefficiencies, and minimise avoidable waste. Investments in advanced technologies and smarter systems have improved yield over time. Initiatives are in place to source key materials sustainably and embed circularity into both product and process design. Regular assessments enable timely upgrades and better planning, enabling responsible resource use while maintaining cost-effectiveness and operational efficiency.



CASE STUDY

Value Creation and Protection through Water and Solvent Management

Overview

Water and solvent are essential inputs in paint manufacturing, particularly during cleaning operations between production cycles. Their extensive use results in significant freshwater withdrawal and increased operational costs. Birla Opus has addressed these challenges through effective recovery and reuse systems that enhance resource efficiency and reduce environmental impact. Our approach to circularity in resource management is strengthened by water replenishment initiatives across our operating regions, alongside advanced wash water and solvent reuse systems within our manufacturing facilities.

Solution

Wash Water Management
Water is a shared natural resource, and we manage it responsibly through advanced solutions such as self-cleaning filters, ZLD systems, closed-loop cleaning, and wash water reuse. In paint manufacturing, wash water is generated during equipment cleaning. To address this, we have implemented reuse technologies aligned with circular economy principles.

Wash Solvent Management
Our solvent management strategy ensures the responsible use of solvents across our operations. In paint manufacturing, significant volumes of wash solvent are generated during equipment cleaning. To enable reuse, we have developed dedicated wash solvent reuse infrastructure. Advanced solutions such as self-cleaning filters, automatic nozzles, and wash solvent reuse systems have been implemented to minimise waste, improve efficiency, and reduce environmental impact.

Guidelines and Governance for Reuse

To ensure the effective reuse of both wash water and wash solvent, we have established comprehensive guidelines covering product-specific reuse eligibility, storage conditions, testing frequencies, and hygiene protocols. Reuse is permitted only when stringent quality standards are consistently met, safeguarding product integrity and safety.

Impact

In the first year of commercial operations, substantial volumes of wash water and wash solvent were successfully reused. This reduced the reliance on fresh inputs and promoted more efficient resource utilisation. These initiatives have enhanced waste management and delivered measurable cost savings.

Future Outlook

Looking ahead, we would continue to upgrade our storage, testing, and automation systems to improve segregation and enable greater reuse across additional product lines. Our continued focus on resource reuse supports our sustainability goals and reinforces our position as an industry leader in responsible resource management.

Manufactured Capital

Focus Area 5

Quality Improvement

Our quality improvement practices are built on systematic reviews, data-driven decisions, and a strong emphasis on consistency. Processes are closely monitored to ensure outputs meet defined standards, with any deviations addressed promptly and effectively. Advanced technologies enhance precision across operations, while regular training keeps teams aligned with evolving requirements and quality expectations. Insights from internal reviews and customer feedback are used to refine systems and strengthen overall performance. Delivering quality, reliability, and consistency to customers remains a core objective, guided by the principles outlined in our Quality Policy.





CASE STUDY

Perfecting Modal Fabric Printing for Enhanced Quality and Sustainability

Overview

Birla Cellulose, the Cellulosic Fibres division of Grasim Industries, collaborated with Mafatlal Industries to advance sustainable textile manufacturing and achieve superior quality in 100% Modal fabric printing. Their collaboration focused on delivering excellent colour solidity, durability, and aesthetic appeal in line with customer expectations.

Solution

Leveraging strengths and capabilities of Grasim and Mafatlal Industries, we introduced a refined method using jigger technology. Key enhancements included cold causticisation and urea padding steps, which improved print retention and improved fabric quality. This carefully tailored process optimised each stage of production, ensuring vibrant colour solidity and long-lasting durability. This collaboration brought greater efficiency to the production cycle and supported more sustainable textile processing.

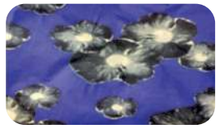
Impact

The revised process delivered high-quality output, characterised by rich depth and strong colour retention. It established quality benchmarks and ensured the long-term performance of the final fabric.

Existing Result



Trial Result



Future Outlook

The collaboration resulted in a well-defined standard operating procedure for printing 100% Modal fabric, ensuring consistency and reliability in future production. Positive customer feedback has reinforced the process's potential to support larger volumes while maintaining high quality. It also strengthens the ability of both partners to deliver sustainable, performance-driven textile solutions at scale.

Focus Area 6

Occupational Health and Safety

We manage occupational health and safety through a structured framework aligned with the ISO 45001. Our policies and standard operating procedures are designed to address risks and are supported by comprehensive hazard identification and risk assessment processes across all sites. To ensure safety protocols are clearly understood and consistently followed, we conduct regular training programmes for employees. In addition, periodic internal audits, inspections, and safety drills help evaluate compliance and strengthen preventive measures. Together, these efforts contribute to a strong safety culture and support ongoing improvement in managing workplace risks.



100%*
Workers trained on Health & Safety

*Indicator covered under assurance scope

CASE STUDY

SPARSH – Enhancing Safety through AI-driven Video Analytics

Overview

Our Chemicals business plant at Vilayat has introduced SPARSH (Safety and Operational Video Analytics Review and Showcasing Hotspots) that offers a forward-looking solution to enhance safety compliance across high-risk operational zones such as electrical rooms, elevated work areas, and vehicle movement corridors. Traditional monitoring systems often lack real-time responsiveness. SPARSH bridges this gap by leveraging Artificial Intelligence, in line with Industry 4.0 trends, to enable proactive detection and timely alerts. It supports safer operations, aligns with digital transformation across industries, and reinforces safety as an integral part of daily work.

Solution

SPARSH combines advanced AI and video analytics with machine learning algorithms to detect unsafe behaviours, PPE non-compliance, electrical hazards, over speeding, and unauthorised access. By continuously monitoring live video feeds across identified safety hotspots, it transforms passive surveillance into an intelligent safety management tool. In addition to safety, its insights contribute to improved operational efficiency, enhanced security, and informed maintenance planning across departments. Integrated with existing systems, SPARSH strengthens comprehensive risk management across sectors such as manufacturing, logistics, and infrastructure.

Impact

The deployment of SPARSH has contributed significantly to maintaining a strong safety record at the site. It has driven a substantial reduction in incidents related to PPE violations and unsafe behaviours. Safety breaches previously identified through manual audits have dropped considerably, while employee awareness and responsiveness to safety procedures have improved. This initiative has strengthened early detection of non-compliance in critical operations, supporting a safer and more efficient working environment.

Future Outlook

The system will continue to evolve, with plans to expand its coverage across additional operational areas and new use cases. Future enhancements include the integration of predictive analytics, multilingual alerts, and mobile-based notifications to improve responsiveness and support real-time decision-making.

Manufactured Capital

Focus Area 7

Supply Chain Management

Supply chain management is governed by defined policies outlining environmental and social compliance requirements. We engage suppliers who align with these expectations and support them in adhering to relevant regulations and our internal standards. Procurement and sustainability teams assess supplier practices through audits, documentation reviews, and targeted interactions where required. Traceability systems help monitor the flow of key materials, providing visibility into sourcing locations and supplier tiers. We collaborate with suppliers to enhance their performance, share best practices, and foster alignment with evolving standards for responsible sourcing.

37%
Of procurement spend covered by suppliers assessed on environmental and social criteria

ZERO
Complaints and grievances from suppliers

CASE STUDY

Project Synergy – Advancing Supplier Sustainability at Cellulosic Fibres Units under Birla Cellulose

Overview

Project Synergy was launched to strengthen supplier sustainability across Cellulosic Fibres units under Birla Cellulose's value chain. The initiative seeks to align supplier practices with the Supplier Code of Conduct, the BRSR Core Framework and other global ESG standards. It focuses on assessing suppliers' current sustainability practices and establishing clear improvement pathways, enabling both environmental progress and stronger business partnerships.

Solution

The process began with a comprehensive kick-off meeting to onboard suppliers and walk them through the process. They were introduced to the assessment methodology, timelines, and the Sustainability Self-assessment Questionnaire (SAQ), which captured information across four areas: General, Environmental, Social, and Governance. A third-party assessor was engaged to ensure consistency and transparency throughout the exercise.

Virtual audits followed, reviewing SAQ responses and supporting documents. Each supplier received a detailed report highlighting strengths, gaps, and recommended actions. Policy templates were shared where required to support alignment, and a tailored Supplier Code of Conduct was introduced to promote more sustainable sourcing practices across the network.

Impact

Project Synergy established a clear ESG performance baseline across the supplier network.

- A majority of assessments were successfully completed, covering various supplier types including raw material suppliers, service providers, and OEMs.
- Key gaps were identified in areas such as emissions monitoring, renewable energy adoption and occupational health and safety.
- The process improved supplier awareness of their ESG performance and set measurable improvement targets.
- Action plans are now helping suppliers make tangible progress towards better environmental and social outcomes, while reinforcing alignment with Birla Cellulose's sustainability vision.

Future Outlook

Project Synergy provides a strong starting point for deeper supplier engagement on sustainability. Insights gathered will inform future audits, support supplier capacity-building, and strengthen long-term ESG integration across the value chain. Ongoing assessment rounds and progress tracking are expected to drive measurable improvements in responsible sourcing and supply chain transparency.

Birla Opus Sets New Standard in Paint Manufacturing

Birla Opus plants have been built with latest manufacturing equipment, pigging technology, interconnection through Industry 4.0 and automated operations ensuring highest efficiency and consistent quality of paints.

Birla Opus has installed uniformly in all its plants large-scale manufacturing process equipment including multi-line twin shaft dispersers (TSDs) and high-capacity mixers, high speed filling machines with packaging using Robotics, transfer to warehouse via Storage Transfer Vehicles (STVs) and integrated and automated plant material handling system - the automated storage retrieval system (ASRS) using stacker cranes to handle can pallets.

The sophisticated pigging network allows manufacturing of 1,000+ SKUs with seamless changeover using hundreds of raw materials without any cross contamination. The order handling system in silos are being pneumatically conveyed in closed loop pipes spread to various equipment in the manufacturing setup.

Birla Opus has installed Industry 4.0 generation manufacturing technology. It allows interplay between sophisticated software such as Manufacturing Execution System (MES), Product Vision (PV), Distributed Control System (DCS) and SAP, integrating with an advanced Warehouse Management System (WMS) managing the entire plant's supply process automatically at supersonic speed with zero defects. Built from the ground up using sophisticated tools, this system helps meet market demand with agility, supporting nationwide supply across 6,600+ towns for 1,200+ SKUs.

Birla Opus has adopted advanced Industry 4.0 technologies to bring end-to-end automation in its manufacturing plants. The entire process, from raw material handling to final product dispatch is fully automated for speed, accuracy, and efficiency. Packing materials are stored and retrieved automatically, then transferred to high-speed, fully automated packing lines using smart systems like electro monorails and automated guided vehicles. Robots handle tasks like de-nesting, de-palletising, and final palletisation of finished goods. These are then transferred to storage and dispatched based on real-time delivery needs, using intelligent sorting systems. All operations are centrally managed and monitored through advanced digital systems like Manufacturing Execution System (MES) and Extended Warehouse Management (EWM), ensuring smooth coordination and high-quality output.

These plants fully take care of the environment and are designed for zero liquid discharge (ZLD) with full-fledged Sewage Treatment Plant (STP), Effluent Treatment Plant (ETP), Multi Effect Evaporator (MEE), Reverse Osmosis (RO) and rain harvesting facility.

Birla Opus Launch Events








Manufactured Capital

Birla Opus Plants and their Manufacturing Capacities



Ludhiana, Punjab

200 MLPA
Water-based Paint &
Distemper Emulsions



Panipat, Haryana

230 MLPA
Water-based Paint, Distemper,
Solvent-based Enamel,
Solvent-based Wood Finish,
Emulsions & Resins



Cheyyar, Tamil Nadu

206 MLPA
Water-based Paint, Distemper &
Colourants, Emulsions & Resins



The plants are equipped with Robotic palletisation of paint cans and Storage Transfer Vehicle (STV) for finished goods movement



Chamarajanagar, Karnataka

230 MLPA
Water-based Paints, Distemper,
Solvent-based Enamels,
Solvent-based Wood Finish,
Emulsions & Resins



Mahad, Maharashtra

230 MLPA
Water-based Paints, Distemper,
Solvent-based Enamels,
Solvent-based Wood Finish,
Emulsions & Resins



Kharagpur, West Bengal

236 MLPA
Water-based Paints, Distemper,
Solvent-based Enamels,
Solvent-based Wood Finish,
Colourants, Emulsions & Resins

IC

Intellectual Capital

At Grasim, our people, knowledge systems, and robust digital capabilities form the foundation for our innovation strength and resilience. As a *Force for Growth*, we encourage a culture of continuous learning and openness to new ideas. We invest in skill development, leadership training and cross-functional learning to ensure our teams stay ahead of industry trends. Our digital tools enhance decision-making speed, execution efficiency, and agility, while also promoting teamwork and streamlining processes. We champion curiosity, collaboration, and growth at all levels, empowering us to drive better outcomes and create lasting value.

Alignment with SDGs



Stakeholders Impacted

Customers
Suppliers
Shareholders
Employees

Material Issues

- Innovation and R&D
- Product Stewardship
- Digitalisation, Data Privacy and Security
- Quality and Customer Satisfaction

Strategic Priorities



Supporting Policies

- Environmental
- Quality
- Information Security

Key Risks

R1 Strategic
R2 Operational
R3 Knowledge
ER Emerging

FY 2024-25 Highlights

₹209 crore
R&D Expenditure

278 members
R&D Team

170+
New Products Developed

55
Active Patent Applications

Our Approach

Our R&D team partners with operations and business units to identify opportunities in product innovation, technology, and processes. We work with industry leaders, research institutions, and value chain partners to develop market-relevant solutions. By embedding automation and digitisation into our strategy, we are modernising operations and advancing technology adoption. Sustainability is core to our development approach, balancing performance with environmental responsibility.

Focus Areas

1 New Product Development
2 Product Stewardship
3 Automation and Digitisation

Intellectual Capital

Focus Area 1

New Product Development

At Grasim, product development begins with identifying emerging market needs and aligning solutions with sustainability objectives. Pilot-scale evaluations are key to assessing performance and techno-commercial viability. Cross-functional collaboration ensures that insights are effectively applied throughout the development journey. Feedback from customers and partners is integrated at key stages to refine and scale products. Sustainability remains a central driver, shaping decisions around decarbonisation, resource optimisation, and the use of innovative materials to deliver environmentally responsible, commercially viable solutions.

Birla Purocel's Lyocell Fibres: Ushering in a New Era for Flushable Wipes

Birla Purocel is redefining innovation in non-woven applications with the introduction of Lyocell Short Cut fibres for flushable wet wipes, becoming the first brand to offer both Viscose and Lyocell fibre solutions in this segment. This development signals a clear shift towards sustainable alternatives amid evolving regulations and rising consumer expectations.

The global wipes market has traditionally relied on polyester-viscose blends. However, increasing environmental concerns and legislations such as the Single-Use Plastics Directive (SUPD) are driving demand for plastic-free, cellulosic alternatives. Flushable wipes, especially moist toilet tissue formats, require a unique balance between strength during use and rapid disintegration after disposal.

Birla Purocel's Lyocell Short Cut fibres are designed to meet these challenges while advancing sustainability goals. They complement the existing Viscose Short Cut fibres portfolio, offering enhanced flexibility across applications. This reinforces Birla Cellulose as a trusted partner for seeking high-performance, environmentally responsible materials.

Innovation Pipeline: From Ideation to Commercialisation

R&D Strategy and Ideation

Grasim's R&D themes are aligned with business priorities and are revisited periodically. Ideas are generated through cross-functional collaboration, market insights, and structured ideation processes, with each evaluated concept assessed for feasibility, scalability and sustainability.

Incubation and Development

Each Grasim R&D centre operates with a clear defined innovation roadmap linked to business priorities. Projects move through a structured path, from concept validation to pilot trials, with close collaboration across Technical, Business, and Operations teams. Feedback from customers and suppliers during the pilot phases helps refine product performance, safety, and compliance.

Execution and Scale-up

Projects follow a structured progression from lab scale to pilot testing, and then to commercial deployment. Trials are conducted at R&D facilities or in partnership with business units and plant locations. Timelines are customised based on the complexity and scale of each initiative.

Tracking and Monitoring

Each project is tracked using quality, technical, financial, and ESG-linked KPIs, with performance evaluated through metrics such as cost savings, resource efficiency, customer acceptance, and scalability. Business teams provide feedback to ensure alignment with strategic priorities.

Innovation is supported by structured knowledge and IP functions, in collaboration with the central legal team for IP creation and protection. Over the past year, Grasim's scientific work was featured in 30+ publications and presented at multiple industry forums. Green product and process criteria align with global standards/guidelines such as EU Best Available Techniques Reference Document (BREF), Single-Use Plastics Directive (SUPD), and Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH).

R&D Infrastructure

Grasim's R&D ecosystem spans nine specialised centres aligned with core business verticals and backed by centralised analytical and testing capabilities.

Integrated R&D Network

Taloja, Maharashtra

1. Aditya Birla Science and Technology Company Pvt. Ltd. (ABSTC)
2. Paints R&D Lab and Pilot Plant
3. Pulp & Fibre Innovation Centre (PFIC)
4. Performance Material Research Centre (PMRC)

Kharach, Gujarat

5. Fibre Research Centre (FRC)
6. Textile Research Application and Development Centre (TRADC)

Vilayat, Gujarat

7. Aditya Birla Water Application and Product Development Centre

Nagda, Madhya Pradesh

8. Next Generation Fibre Research Centre (NGFRC)

Harihar, Karnataka

9. Clonal Production Centre (CPC)

R&D Priority Areas

1. **Reducing Water and Energy Use across Plants**
2. **Closed-loop Processes and Waste Recovery**
3. **Green Chemistry and Safe Processes**
4. **Circular Materials and Recycling Initiatives**
5. **Digital Solutions to Improve Plant Efficiency**



"At Grasim, innovation is fundamental to how we create long-term value. We have consistently built businesses that lead in performance, responsibility, and forward-looking innovation. Our team exemplifies this commitment, leveraging science-driven, future-ready R&D to accelerate growth and sustainability. Our R&D centres play a pivotal role in this journey. Innovation fuels sectoral progress, enhances competitiveness, and positions us to respond to global challenges, including those outlined in the UN Sustainable Development Goals (SDGs). As we look ahead, our innovation agenda will continue to unlock new possibilities, strengthen partnerships, and empower our people to ensure we remain resilient, relevant, and responsible in a changing world."

Dr. Aspi Patel
Chief Technology Officer

Intellectual Capital



R&D Initiatives

1. **Sustainable Dyeing Process for Excel Fibres**

   Introduced a masterbatch-dyeing process where pigments are embedded directly into the dope, reducing the need for harmful chemicals and water. This results in high-quality dope-dyed fibres with a lower environmental footprint.

2. **Elemental Sulphur Reduction in Spinning**

   Optimised CSF spinning by adding metal oxide and using nitrogen blanketing, leading to improved steam efficiency and increased CS_2 recovery.

3. **Continuous Dissolver (CD) Implementation**

   Enhanced the Cellulosic Staple Fibre (CSF) dissolution process using the CD concept, which enhances fibre quality, optimises energy consumption, and production costs.

4. **Infrared (IR) Enhanced CSF**

   Integrated IR-active minerals into fibre manufacturing to produce CSF suited for winter wear, offering added warmth and wellness benefits.

5. **Analytical Testing Services for the Paint Formulator**

   At the forefront of quality assurance, our Analytical Testing Services Group (ASG) delivers reliable testing of multiple paint formulations. From raw material validation to advanced performance testing, ASG ensures consistency, durability, and compliance across our manufacturing plants.

6. **Sustainable Lyocell Filament Yarn (LFY)**

   Developed an eco-friendly alternative to traditional cellulosic filament yarn using a closed-loop NMMO (N-methylmorpholine N-oxide) process. This process delivers higher tenacity with significantly reduced environmental impact.

7. **In-house Flame Retardant (FR) Synthesis**

   Developed and patented organophosphorus-based FR additives, reducing external dependency and enabling cost-effective, eco-friendly production of flame-retardant CSF.

8. **Membrane Distillation with Mechanical Vapour Recompression (MVR) Technology**

   Piloting a next-generation evaporation system that combines membrane distillation with MVR, potentially reducing energy use by up to 40% in process evaporation.

9. **IR Thermal Imaging for Quality Control**

   Deployed an IR thermal imaging system in the CSF business to detect and quantify wet lumps at the dryer end, enhancing process control in fibre production.

10. **Development of Food-grade Phosphoric Acid Technology**

    At the Karwar plant, the Chemicals business is developing in-house technology to produce food-grade phosphoric acid by removing impurities such as arsenic, cadmium, and the characteristic green tint from technical grade phosphoric acid. The initiative addresses the rising challenge of metal contamination and aims to enable cost-effective, high-purity production to meet stringent food-grade standards.

Birla Opus Paints R&D

The state-of-the-art facility was inaugurated on 4th May 2022. The R&D is run by over 99 well-qualified and highly experienced scientists, supported by an additional team of 30 technicians and operators. The facility hosts sophisticated laboratories to facilitate advanced research and development and has built world-class product lines in paints and coatings. This is the second-largest paints R&D facility in the country, with highly qualified personnel and one-of-a-kind microbiology labs and pilot plant facilities, which no other paint R&D centre in the country possesses.

The R&D also houses its own, one-of-a-kind pilot plant facility spanning over 18,700 sq. ft, equipped with state-of-the-art equipment for process standardisation of polymers, paints, re-dispersible powders, wood finishes, colourants, and more. The R&D is backward integrated with in-house polymer and colourant development, further strengthening its capability to innovate and deliver customised solutions.

There are 14 labs, namely: Enamel, Wood Finishes, Distemper, Colourants, Exterior Emulsion Paint, Exterior Textures, Waterproofing, Interior Emulsion Paint and Special Effects (SFX), Polymer-Emulsion and Resins, Paint Microbiology, Analytical Services, Common Facilities in R&D, Pilot Plant, Product Lifecycle Management Software, and Colour Science Lab.

The Colour Science Lab developed over 4 lakh shade recipes for all tin table products for the Dealer Tinting System (POS). Further, the R&D Centre has two unique facilities, namely:

a) **Outdoor Natural Weathering** Facilities, established in Mahad, Taloja, and Calicut, each spread over 30,000 sq. ft, to test exterior products against natural vagaries such as high monsoon, winds, UV radiation, and microbial growth (fungus, moss, algae, etc.).

b) **CEZ: A state-of-the-art Controlled Environment Zone** (Walk-in Chambers) to simulate product application testing under varying environmental conditions of temperature and humidity prevailing across the country.

Spend on R&D

The R&D spend is approximately 1.8% of net revenue, with an investment of ₹55 crore as part of capital expenditure.

The R&D team has developed best-in-class 170+ products with backward integration of polymers (WB emulsions and SB resins) and POS tinting system colourants, in a record time of three years. The range encompasses exteriors, interiors, enamels, wood finishes, waterproofing, exterior textures and interior designer finishes, wallpapers, and application tools. Most of the products are market-validated and have been well received, demonstrating distinct superiority over leading competitors.

The products were developed and launched only after successful field validation across 10 cities in the country, involving more than 500 painters, ensuring clear advantages over existing market benchmarks.

Product Lifecycle Management (PLM) Software

PLM Software integrated with SAP is established to facilitate the smooth interface of formulations, specifications, test methods, raw materials (RM), packing materials (PM), and regulatory requirements with related functions such as manufacturing, marketing, supply chain, and finance.

The R&D is well-equipped and continuously engaged in new product development, quality optimisation, value engineering, and sustainable solutions.



Intellectual Capital

Focus Area 2

Product Stewardship

We embrace responsibility for our products, from raw material selection to production and usage. Life Cycle Assessments (LCAs) help us identify critical environmental impact areas and guide strategies for continuous improvement. Our commitment to circularity drives initiatives such as closed-loop systems and by-product reuse, helping minimise waste and maximise resource efficiency. Product performance, safety and customer feedback inform improvements in design, material choices, and delivery, enabling us to develop sustainable, high-quality solutions that respond to evolving market needs.



CASE STUDY

Sustainable Innovation in Dyeing – Anionic CSF for Brighter, Cleaner Shades

Overview

Conventional dyeing processes are resource intensive and generate dye-laden effluents and chemical waste, presenting a clear opportunity to reduce environmental impact and improve process efficiency. This project focused on enhancing CSF with anionic additives to enable dyeing with cationic dyes, resulting in a more sustainable, efficient dyeing process that produces vibrant colours with reduced resource use and pollution.

Solution

An anionic additive was introduced into the cellulose dope during fibre production, improving affinity for cationic dyes. This concept was successfully demonstrated through scale-up and commercial trials by the R&D teams at the Fibre Research Centre and the Nagda plant. Both the Fibre Research Centre and the Textile Research and Application Development Centre were instrumental in refining the process and developing shade options. Collaboration with the Marketing team and key customers helped fine-tune dyeing protocols and establish the downstream value chain. The additive was integrated using existing manufacturing infrastructure, enabling smoother adoption across operations.

Impact

This innovation reduces dye consumption and environmental impact by enabling salt-free dyeing at lower temperatures. It simplifies processing of blends with cationic polyester and acrylic through single-bath dyeing, and offers a cost-effective solution for mélange and patterned fabrics. The use of basic dyes expands shade variety and enhances brilliance. A patent has been filed, reinforcing our intellectual property portfolio and competitive edge.

Future Outlook

Further efforts are focused on establishing fabric performance standards, streamlining supply chain integration, and scaling up market availability. With strong customer interest and broad application potential, anionic CSF is set to support responsible fashion with lower environmental impact and higher value creation.

Key Partnerships

Tree-free Lyocell Innovation

Birla Cellulose, in partnership with Australian biotech **Nanollose**, has pioneered the world's first 'tree-free' Lyocell fibre made from bacterial cellulose. This innovation combines Nanollose's patented technology, which converts waste streams into cellulose with Birla Cellulose's proprietary process to create Lyocell fibre. It represents a significant advancement in sustainable textiles, offering a high-performance, low-impact alternative to wood-based fibres.

Scaling Circular Fibres

We are accelerating circularity by partnering with leading textile innovators like **SaXcell, Circulose, and Circ**. Our MoU with SaXcell facilitates the supply of Lyocell fibre containing 30% recycled cellulose, now commercially available under the brand name 'SaXcell'. Additionally, in a strategic partnership with US-based Circ, we will source recycled pulp. These initiatives drive innovation for next-generation circular fibres and reduce dependence on virgin raw materials.

Puneh: Purpose Meets Innovation

Birla Cellulose and **Usha Yarns** have developed Puneh, an extraordinary line of mechanically recycled yarns that merge purpose and innovation. These yarns incorporate eco-friendly fibres such as Liva Reviva and Birla Spun Shades. The Puneh Signature and Puneh Iconic blends offer durable, sustainable solutions that advance circularity in the textile industry.

Black Pigment Pilot Project

We continue to actively support pilot projects led by **Fashion for Good (FFG),** providing lab and pilot-scale testing to validate promising emerging innovations. One such initiative, the 'Black Pigment Pilot', developed in collaboration with FFG partners, explores the use of dope-dyed black fibres made from waste- derived pigments. This approach reduces reliance on conventional dyes and helps lower the carbon footprint associated with traditional textile dyeing.

Algae-based Colour Solutions

In collaboration with **Algaeing™**, we are co-developing an algae-based, dye-free cellulosic fibre that offers environmental benefits. Coloured using natural algae-derived nutrients, this sustainable innovation eliminates the need for synthetic dyes, offering a cleaner, safer, and eco-friendly alternative for skin-contact textiles. This breakthrough supports our goal of reducing chemical usage and enhancing the sustainability of textile production.

Beetle-affected Wood Fibre Development

Birla Cellulose, in collaboration with **Stockholm University**, has successfully produced Lyocell fibres using pulp derived from beetle-damaged spruce wood, addressing forest degradation caused by bark beetle infestations, a challenge exacerbated by climate change. This pioneering research has gained recognition in a peer-reviewed scientific journal, highlighting our efforts to turn environmental challenges into sustainable solutions.

Our Key Partners

nanollose · USHA YARNS LTD™ Recycle To Perfection - Align With Nature · SaXcell · CIRCULOSE · circ · Algaeing™ THE CLEAN COLOR COMPANY · FASHION FOR GOOD · Stockholm Resilience Centre · Stockholm University

Intellectual Capital

Birla Cellulose and Walmart: Scaling Sustainability through Collaboration

The partnership between Birla Cellulose and Walmart marks a significant step in advancing sustainable innovation within the textile industry. Since 2017, Walmart has engaged closely with Birla Cellulose through NYC Studio, recognising its leadership in responsibly sourced man-made cellulosic fibres. This collaboration has deepened through ongoing engagement with Walmart's global teams, agents, and suppliers, supporting a wide spectrum of supply chain integration, product education, and sourcing alignment.

As Walmart strengthened its sustainability roadmap, including its Canopy Style commitment and the launch of its Preferred Fibre Guidelines, Birla Cellulose played an instrumental role in advancing responsible sourcing and integrating its tracer-enabled, eco-enhanced fibre portfolio, including Livaeco.

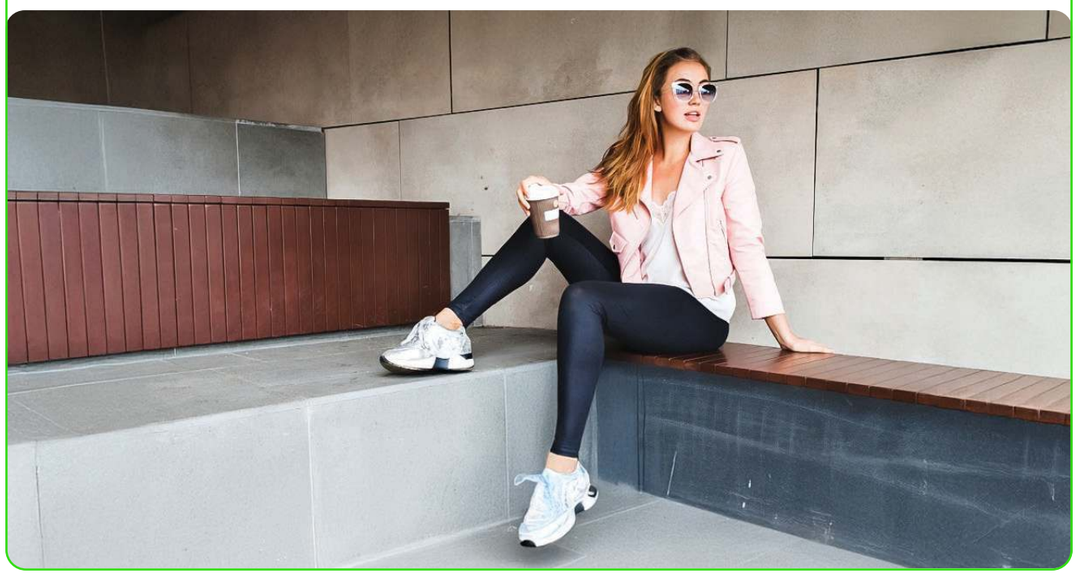
In 2022, the partnership took a major leap forward with the signing of a Trademark Licensing Agreement, enabling co-branded programmes, hangtags, and retail visibility across Walmart's extensive store network and E-commerce platforms. In 2024, the first co-branded collection featuring Livaeco Viscose was launched. This collaboration continues to establish benchmarks in sustainable retail, anchored in shared intent, scalable impact, and measurable outcomes.

Birla Modal and Lux Koffy: Redefining Comfort in India's Innerwear Market

India's innerwear market is evolving rapidly, fuelled by rising consumer expectations around comfort and style. Birla Modal, a next-generation man-made cellulosic fibre (MMCF), is well known for its soft feel and premium quality. Partnering with Lux Koffy, an innerwear label under the Lux Group, Birla Modal has helped shape a new benchmark in this segment.

Lux Koffy's transition from conventional cotton to 100% Birla Modal signals a move towards enhanced performance and elevated design. The collaboration introduced a premium innerwear range that combines Modal with spandex, offering superior comfort, breathability, and durability. This transition was backed by extensive product trials and planning to ensure consistency across quality, design and manufacturing.

The collaboration has further strengthened brand recognition, enabling both retailers and consumers to associate the range with trusted innovation and lasting comfort. Together, Lux Koffy and Birla Cellulose are redefining what comfort means for the modern Indian consumer.



Focus Area 3

Automation and Digitisation

Automation

Our core competencies fuel continuous innovation and advancement in manufacturing and product development, enabling us to meet the evolving expectations of stakeholders.

Core Competencies

Synergy
- We integrate functions through a collaborative, innovation-led approach that enables us to manage change effectively
- Cross-functional teams, including experts from marketing, manufacturing, and R&D, work together for automation and digitisation projects

Agility
- We invest in continuous workforce development and technological advancement to respond swiftly to market shifts
- This approach strengthens our technological capabilities and prepares us for future challenges and opportunities in the areas of automation and digitisation

Consolidation
- We combine our experience with advanced technologies to drive continuous improvement in manufacturing
- Tools such as IoT, AI/ML, big data analytics, and digitisation have significantly enhanced our manufacturing efficiency and precision

Collaboration
- We collaborate with customers, vendors, researchers, and technology partners to drive shared progress and achieve strategic goals

Advanced R&D
State-of-the-art facilities drive continuous innovation and product excellence.

Sustainability-led Innovation
Innovative processes to optimise resource use and minimise environmental impact.

Value-added Products
Focus on developing differentiated, high-performance products for diverse applications.

Digital Integration
Enhancing traceability solutions, data analytics and digital collaboration across operations.

Market Differentiation
Product innovation and sustainability to position us as a leader in a rapidly evolving industry.

CASE STUDY

Birla Pivot: Driving Digitisation in B2B Construction Materials Space

We have introduced several automation initiatives aimed at boosting process efficiency and reducing manual intervention. Our B2B E-commerce platform, Birla Pivot, is central to this shift, streamlining and simplifying business interactions.

- **Seller Invoice Ingestion:** Leveraging Optical Character Recognition (OCR) and Machine Learning (ML), this tool automates the scanning and digitisation of customer documents, minimising manual data entry and improving speed and reliability.
- **PI PDF Upload to Custom RFQ:** Using ML capabilities, this feature enables the team to generate Request for Quotations (RFQs) directly from uploaded PDF copies of pro forma invoices, significantly reducing operational effort.
- **PivotEdge (RFQ Engine):** An end-to-end platform that converts customer enquiries into quotations and orders with speed and accuracy, cutting down turnaround time and enhancing accuracy.

Together, these initiatives mark a shift from traditional offline operations to agile, digitally enabled workflows. By embedding automation and data-driven tools, we are improving turnaround times and strengthening service reliability.

Intellectual Capital

CASE STUDY

PivotEdge (RFQ Engine)

Overview

B2B commerce in India continues to rely heavily on offline negotiation channels such as calls, meetings, and emails. For Birla Pivot, a platform connecting buyer demand with sellers, credit providers, and logistics partners, this created layers of complexity, often leading to longer turnaround times (TATs) and limited data visibility. A digital system was needed to streamline interactions, reduce TATs, and enable data-driven decision-making.

Solution

We developed PivotEdge, a mobile-first RFQ engine designed to support the entire B2B sales funnel, from lead generation to enquiry to RFQ, quote, and order. The platform enables seamless coordination between internal teams and external stakeholders.

Key Features:

- Modular design that supports decoupled yet integrated negotiations among buyers, sellers, logistics providers, and credit partners
- User-centric experience across multiple channels including website, WhatsApp, email, and customer service channels, offering real-time updates and personalised dashboards
- Role-based access controls and detailed audit trails to minimise manual errors and ensure compliance
- Integrated workflows for Sales, Sourcing, Credit, and Operations teams, creating a single, cohesive negotiation journey

Adoption was driven through usability testing, hands-on training, and a phased migration from legacy systems to minimise disruption.

Impact

PivotEdge has transformed the negotiation process on Birla Pivot, delivering key outcomes:

- **Operational Efficiency**
  Enquiry-to-quote turnaround times were significantly reduced. Digitisation of the quotation process resulted in considerable time savings
- **Improved Win Rates**
  RFQ win rates increased, supported by a structured, timely, and data-informed negotiation approach
- **Enhanced User Experience**
  Greater transparency and trust through consistent branding, personalised interfaces, and multi-seller quoting capabilities improved overall user engagement

Digitisation

Digitisation is reshaping how we operate, collaborate, and make decisions across the value chain. We are integrating advanced technologies such as Artificial Intelligence (AI), Machine Learning (ML), and the Internet of Things (IoT) to streamline processes, improve transparency, and strengthen engagement with our value chain partners. IoT-enabled sensors facilitate predictive maintenance, reducing unplanned downtime and improving asset reliability, while digital dashboards offer real-time insights, enabling faster, data-driven decisions. By integrating these digital solutions into our daily workflows, we are driving greater operational efficiency and resilience.

Key Initiatives

- **RM/CM Dashboards:** Custom dashboards for Relationship Managers and Category Managers offer real-time insights into performance metrics, enabling teams to track progress against targets, identify gaps, and take timely corrective action. These dashboards have improved data accessibility and enhanced decision-making efficiency.
- **IoT-based Shipment Tracking:** In collaboration with technology partner 'Freight Tiger,' geo-tracking devices have been deployed on outbound shipments. This enables real-time truck tracking, providing customers with live delivery updates and improving supply chain visibility.
- **Kalki:** A real-time production monitoring tool that captures machine-level data like speed, uptime, and output to calculate efficiency across machines, lines, and departments. It supports consistent product quality and enhances productivity through improved visibility and actionable insights.
- **O9 Platform:** The implementation of the O9 platform has enhanced demand-supply planning by digitally integrating forecasting, demand, procurement, production, and dispatch processes. This end-to-end solution streamlines planning and improves coordination across functions for greater efficiency.
- **Data Analytics Integration:** We leverage data analytics to drive informed decision-making in R&D and production, improving both operational efficiency and sustainability outcomes.

These initiatives reflect our continued shift towards a smarter, more agile supply chain. Through digitisation, we are building a stronger interface with stakeholders, streamlining internal processes, and positioning the Company for sustained growth in a digital-first environment.



CASE STUDY

Transforming Retail Efficiency with D365

Overview

Grasim's Textiles business is modernising its retail technology landscape to improve operational control and ensure business continuity across both Company Owned Company Operated (COCO) and Franchise Owned Franchise Operated (FOFO) stores. With evolving customer expectations and a shift towards omnichannel retailing, the need for a unified digital platform to connect core retail functions became imperative.

Solution

We implemented Microsoft Dynamics 365 (D365) as a cloud-native solution, bringing together point of sale (POS), retail back office, and inventory management in one integrated platform. The system empowers central teams with real-time operational oversight across store locations, facilitates smooth store migrations, and enables smart stock transfers.

Key Features

- Mobile POS, ensuring uninterrupted operations during network outages
- Inventory Buddy Lookup, improving inventory visibility across stores
- Integrated payment gateways, GST filing, and order management system (OMS) to meet both operational and statutory requirements

Impact

- **Operational Control:** Real-time data sync provides centralised visibility and control across all retail locations
- **Inventory Efficiency:** Near real-time stock updates and checks prevents negative billing and improves order fulfilment
- **Omnichannel Readiness:** OMS integration supports E-commerce and enables store fulfilment from nearby locations
- **Compliance and Security:** Role-based access, audit readiness, and SaaS-managed backup enhances system reliability

D365 has strengthened Grasim's retail infrastructure, reduced turnaround times for critical operations, and positioned the business for agile, customer-centric growth.



NC

Natural Capital

Grasim's Natural Capital strategy continues to evolve in response to environmental challenges and growing resource demands. Guided by our philosophy of trusteeship and our commitment to being a *Force for Growth,* we are deepening our role in ecosystem regeneration, biodiversity enhancement, and operational resilience. We recognise the importance of natural resources and biodiversity in sustaining both our operations and the communities around us. Through nature-based solutions, sustainable sourcing, and restoration initiatives, we aim to ensure long-term resource availability while reducing ecological stress. Backed by robust internal policies, we adopt sustainable technologies to optimise energy and water use, increase our reliance on renewables, and promote circularity. These efforts reinforce our responsible stewardship, creating enduring value for the environment, our business, and the communities we serve.

Alignment with SDGs

6 CLEAN WATER AND SANITATION · 7 AFFORDABLE AND CLEAN ENERGY · 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION · 14 LIFE BELOW WATER · 15 LIFE ON LAND · 17 PARTNERSHIPS FOR THE GOALS

Stakeholders Impacted

- Employees
- Suppliers
- Government and Regulators
- Shareholders
- Customers
- Local Communities
- NGOs and Other Groups

Material Issues

- Energy Consumption and GHG Emissions
- Water and Effluents
- Waste Management
- Responsible Supply Chain
- Climate Change Adaptation
- Resource Efficiency
- Air and Soil Pollution
- Biodiversity and Land Use

Strategic Priorities



Supporting Policies

- Environmental
- Energy and Carbon
- Water Stewardship
- Biodiversity
- Risk Management
- Responsible Supply Chain
- Wood Sourcing

Key Risks

- R4 Compliance
- R6 Sustainability
- ER Emerging

FY 2024-25 Highlights

20%
Reduction in Energy Intensity*

20%
Reduction in GHG Emission (Scope 1 + 2) Intensity

45%
Recycled water to total fresh water withdrawal

93%
Waste Managed through Reuse, Recycle, and Recovery

Our Approach

We are focused on translating our environmental vision into action through robust implementation mechanisms across all facilities. By adopting clean, low-impact technologies, enhancing process efficiency, and embedding circular economy models, we aim to reduce dependence on virgin resources. We place particular emphasis on water security, emissions reduction, and waste minimisation. Cross-functional collaboration and digital tools support real-time performance monitoring and adaptive response.

Focus Areas

1 Climate Change
2 Energy & Emissions Management
3 Water Stewardship
4 Waste Management
5 Biodiversity
6 Environmental Compliance

*In terms of revenue

Natural Capital

Focus Area 1

Climate Change

Grasim remains firmly committed to addressing the risks and opportunities of climate change through, science-based approach. Each business unit is formulating customised decarbonisation plans tailored to its operations, collectively contributing to Grasim's Net Zero roadmap for 2050. Oversight is provided by the Board, with implementation supported by cross-functional sustainability teams. Our governance framework continues to evolve in line with global best practices, and our disclosures increasingly align with the recommendations of Task Force on Climate-related Financial Disclosures (TCFD), reinforcing our commitment to transparency and accountability.

Decarbonisation Pathways

We are systematically reducing GHG emissions by improving process efficiency, adopting clean technologies, and integrating renewable energy. Several units have implemented fuel-switch strategies, waste heat recovery, and low-carbon energy transitions to lower energy intensity and decarbonise production, supporting our goal of reducing emissions intensity while enabling responsible growth.

Climate Risk Management

We apply a structured, enterprise-wide framework to assess and manage both physical and transitional climate risks. These insights guide capital investment and operational strategies, helping us to future-proof our value chain. Through these efforts, we remain focused on building climate resilience and pursuing a sustainable, low-carbon growth path.

In FY 2024–25, Grasim extended its climate risk assessment to include its Paints business and strengthen its alignment with the TCFD framework. This assessment was conducted across six key manufacturing sites located in Cheyyar, Ludhiana, Panipat, Mahad, Kharagpur, and Chamrajanagar. The evaluation considered physical and transition risks specific to each location, enabling a more comprehensive understanding of climate-related vulnerabilities.

Climate Action and Grasim's Commitment

Climate change poses significant risks to operations, supply chains, and long-term value creation. Grasim remains committed to identifying and integrating climate-related risks across its businesses. In alignment with TCFD recommendations, and now aligned with the IFRS S2 framework, we published our first standalone TCFD report in FY 2022–23, covering our core business segments. In FY 2024-25, the framework was extended to include the paints business through a climate risk assessment conducted across six manufacturing sites.

This chapter presents a consolidated view of Grasim's climate-related disclosures, structured around the four TCFD pillars:

TCFD Pillars

- **Pillar 1: Governance**
- **Pillar 2: Strategy**
- **Pillar 3: Risk Management**
- **Pillar 4: Metrics and Targets**

Pillar 1
Governance

Grasim's climate governance framework ensures structured oversight with effective implementation of climate-related risks and opportunities across all business verticals. The Risk Management and Sustainability Committee (RMSC) of the Board provides strategic direction and works closely with the Chief Sustainability Officer (CSO) to maintain alignment with Group-level commitments, including the Net Zero ambition. The CSO collaborates with Business Heads and site teams to implement mitigation measures, assess risks, and advance long-term sustainability plans in line with core policies on environment, energy, water, and risk management. Climate responsibilities are integrated into KRAs, business planning, capital allocation, and operational risk management processes across the organisation.

Read more on Page 111

Pillar 2
Strategy

Grasim recognises climate change as a material risk and opportunity across its value chain and adopts a forward-looking, scenario-based approach to assess both **transition and physical risks**. Aligned with TCFD recommendations, the Company's strategy supports the goals of the Paris Agreement to limit global temperature rise to well **below 2°C,** preferably **1.5°C**.

Physical Risk Analysis

Grasim undertook a comprehensive assessment of acute and chronic physical climate risks across its operational sites, including the newly launched Paints business. The assessment combined historical climate data with projections based on multiple IPCC AR6-aligned climate scenarios: SSP1–2.6 (low emissions), SSP2–4.5 (intermediate emissions), and SSP5–8.5 (high emissions), across short (0–3 years), medium (4–10 years), and long-term (11–20 years) horizons. Site-level exposure was evaluated using globally recognised tools and datasets, such as the Climate Change Knowledge Portal (CCKP), WRI Aqueduct, ThinkHazard, Indian Metrological datasets, and the Vulnerability Atlas of India.



Natural Capital

Pillar 2 - Strategy - Physical Risk Analysis

Acute Risks

Risk Category	Risk Overview	Impact	Resilience Measures
Heat Wave	A prolonged period of unusually high temperatures, often intensified by urban heat island effects	Workforce productivity loss, health and safety concerns	Provision of rest areas, hydration facilities, basic medical support
Drought	Prolonged periods of low precipitation leading to water scarcity	Limited water availability for operations, increased operational costs	3R water strategy (Reduce, Reuse, Recycle); rainwater harvesting, ZLD systems, alternate water sourcing, desalination
Cyclone	Intense storm systems with strong winds, heavy rainfall, and storm surges, posing acute physical risks	Operational and supply chain disruptions, infrastructure damage	Cyclone response plans, improved drainage systems, drainage, insurance coverage, flood barriers, resilient supply chain arrangements
Flood	Temporary inundation of land caused by heavy precipitation, river overflow or storm surges, representing an acute physical risk	Insurance challenges, facility damage, logistics delays	Flood protection infrastructure, supplier diversification, rainproof storage for raw materials

Chronic Risks

Risk Category	Risk Overview	Impact	Resilience Measures
Temperature Rise	Long-term increase in average ambient temperatures due to climate change	Increased energy demand, heat stress	Energy-efficient technologies, thermal comfort design, green infrastructure
Precipitation Variability	Variations in regional precipitation patterns and intensity over time	Water logging, transport disruption, increased energy demand	Drainage system upgrades, enhanced logistics planning
Water Stress	Condition where water demand exceeds available supply, often intensified by rising temperatures and shifting precipitation patterns	Increased sourcing costs	Internal water reuse, alternate sourcing systems

Transitional Risk Analysis

Grasim conducted a transition risk assessment to evaluate potential impacts arising from the global shift towards a low-carbon economy. The assessment focused on identifying regulatory, market, reputational, and technology-related risks that could affect the Company's operations, cost structures, and long-term competitiveness. It was carried out using scenario analysis aligned with the IEA Net Zero Emissions (NZE) 2050 pathway, as well as SSP1–1.9 and SSP1–2.6 climate scenarios, which reflect varying levels of climate ambition and regulatory intensity.

Risk Category	Risk Overview	Impact	Resilience Measures
Regulatory Risk	Stricter regulatory reporting such as BRSR assurance, PAT, coal cess, EU ETS, CBAM	Higher compliance costs, increased exposure to carbon pricing	Decarbonisation targets, renewable energy transition, robust internal compliance systems
Legal Risk	Exposure to litigation and evolving environmental regulations, including VOC emission norms in the paints industry, restrictions in water-stressed regions, and Extended Producer Responsibility (EPR) for plastic packaging	Regulatory non-compliance risks, legal liabilities	ZLD implementation, VOC control roadmap, packaging compliance initiatives, site-level regulatory tracking
Market Risk	Volatility in raw material supply and costs, alongside shifting customer demand for sustainable products	Supply chain disruptions; changes in revenue mix	Use of alternative materials, circular product innovation (e.g., LIVA Reviva, Cavallo)
Reputational Risk	Rising stakeholder expectations and scrutiny on ESG performance	Increased investor pressure, potential loss of goodwill	EU-BAT compliance, proactive stakeholder engagement, transparent ESG targets and disclosures
Technology Risk	Need to adopt low-emission and circular technologies to maintain competitiveness	Business disruption, risk of obsolescence for existing products	R&D in low-carbon technologies, development of traceable sustainable products (e.g., GreenTrack™, LIVA Reviva)

Climate-related Opportunities

Grasim views climate action as an opportunity to drive innovation, enhance resource efficiency, and strengthen long-term competitiveness. The Company is focused on expanding renewable energy use, improving energy and water efficiency, and developing sustainable products through circular design and waste-to-resource strategies. These efforts support in decarbonisation roadmap while positioning the business to meet evolving regulatory requirements and shifting market expectations.

Read more on Page 107

Natural Capital

Pillar 3
Risk Management

Grasim integrates both physical and transition climate risks into its enterprise risk management framework, acknowledging their potential to affect operations, cost structures, and long-term value. A multi-tiered approach is adopted, combining top-down and bottom-up assessments, regular updates to risk registers, and integration into investment and strategic decision-making. Climate risk governance is overseen by the Risk Management and Sustainability Committee (RMSC) of the Board, with implementation led by the Chief Sustainability Officer (CSO), supported by business SPOCs and site-level sustainability teams.

Pillar 4
Metrics and Targets

Grasim monitors and discloses key climate-related metrics, including greenhouse gas emissions, energy and water consumption, renewable energy use, and recycling rates. These indicators are independently assured by an independent third party and are used to track progress on decarbonisation, resource efficiency, and climate resilience. Business-specific climate targets have been defined and are aligned with the Group's Net Zero and broader climate ambition.

Read more on Page 116

Focus Area 2

Energy and Emissions Management

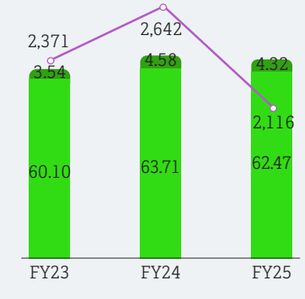
Energy Management

Our energy management approach is driven by cleaner technologies, digital monitoring and process innovation. We continue to scale up renewable energy adoption and conduct energy consumption assessments across sites to identify efficiency opportunities. These are addressed through structured action plans and targeted interventions. Internal policies empower cross-functional teams to lead low-carbon transitions and drive operational excellence. Through focused investments, behavioural awareness programmes, and system upgrades, we aim to reduce energy intensity and enhance reliability. These measures support our Net Zero pathway while aligning with national clean energy ambitions and long-term commitment to environmental stewardship.



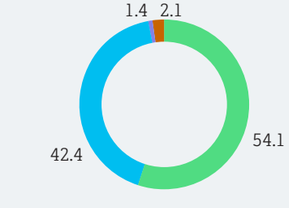
Performance

Energy Consumption

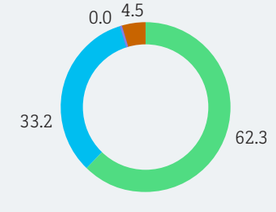


GRI 302-1, GRI 302-3

Non-Renewable Energy Consumption
(Business segment-wise %)



Renewable Energy Consumption
(Business segment-wise %)



Note: Total Energy and Energy Intensity are covered under reasonable assurance.

In FY 2024-25, Grasim's energy consumption decreased by approximately 2% compared to FY 2023-24. Additionally, energy intensity dropped 20% compared to FY 2023-24. This improvement indicates improved energy-efficiency, driven by operational optimisation and a shift towards less energy-intensive activities. Grasim is steadily increasing use of renewable energy, which increased from 5.57% to 6.51% over the two-year period.

Key Initiatives

1. **Reducing LPG Consumption in Insulator Drying Kilns - Rishra**

   To reduce LPG usage, which is crucial for kiln firing and drying processes, the plant focused on maintaining specific fuel consumption. Process improvements included optimising the cooling exhaust fan, enhancing high-temperature combustion fan efficiency, and using low-specific-heat refractory materials. These low-cost initiatives, implemented without capital investment, led to significant reductions in LPG consumption and GHG emissions.

2. **Compressed Air System Optimisation through Pressure Segregation - Veraval**

   At the SSY plant, the compressed air system was segmented into two pressure circuits, and an old compressor was replaced with two energy-efficient, two-stage compressors with Variable Frequency Drives (VFDs). By aligning air pressure with present process requirements, the plant reduced electricity consumption and header losses, resulting in notable energy savings, lower greenhouse gas emissions, and gaining external recognition from CII.

3. **Enhancing Electrolyser Efficiency through Digital Monitoring - Veraval**

   In the Caustic Soda Plant, digital tools like Central Manufacturing Cockpit (CMC) and Electrolyser Commercial Operation Optimiser software (ECOO) were deployed to monitor electrolysers' performance – key energy consumers accounting for ~90% of the plant's power usage. Real-time data, shift-wise monitoring, and pressure drop analysis enabled timely interventions through historical data analysis of control parameters, improving operational control and reducing electricity consumption.

Natural Capital

CASE STUDIES

Optimising Yarn Twist for Operational Efficiency - Veraval

Overview

The Cellulosic Filament Yarn (CFY) manufacturing process, a legacy practice based on imported technology, involved imparting 100 twists per metre (TPM) using Two-for-One (TFO) twisters. However, downstream customers typically apply much higher twist levels, depending on the fabric application. This condition highlighted an opportunity to optimise internal processes by modifying twist levels, thereby improving energy efficiency and production effectiveness without compromising yarn quality.

Solution

We optimised the twist levels in the TFO machines. Initial trials confirmed product integrity both internally and with customers. Following successful validation, the revised process was extended to meet customer requirements.

Impact

- **Improved Energy Efficiency:** Optimal twist levels significantly reduced power consumption across operations, thereby reducing carbon emissions.
- **Cost Savings:** Reduced process waste and improved resource utilisation led to lower operational costs.
- **Enhanced Product Quality:** Increased product value and customer satisfaction.
- **External Recognition:** The initiative earned awards for innovation, sustainability, and operational excellence.

Optimising Exhaust Blower Speed for Energy Efficiency – Kalyan

Overview

In the calcination section of the Spin Bath process, hydrous sodium sulphate is converted into anhydrous sodium sulphate through a high-temperature drying system. The exhaust blower, previously operating continuously at high RPMs, consumed excessive energy and affected operating conditions. In FY 2024–25, the plant initiated an optimisation initiative to reduce blower speed, aiming to improve energy efficiency, enhance process control, and reduce salt emissions.

Solution

A Variable Frequency Drive (VFD) was installed on the calcination exhaust blower, enabling precise control of blower speed. This adjustment reduced airflow velocity, thus improving the operating conditions and increasing the residence time of hot air within the dryer. As a result, drying efficiency improved without affecting throughput.

Impact

- **Energy Efficiency:** Lowered overall power consumption.
- **Improved Process Performance:** Longer hot air retention increased salt temperature and drying efficiency, boosting process stability.

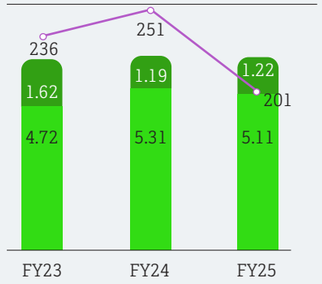
GHG Emission Management

Grasim continues to strengthen its emissions management through structured decarbonisation pathways and improved operational efficiency. Our strategy focuses on reducing Scope 1 and Scope 2 emissions by adopting cleaner fuels, renewable energy, and process improvements. We are also working to reduce Scope 3 emissions across the value chain.

In FY 2024–25, we enhanced GHG monitoring and data systems across business units, building on the Net Zero roadmap established last year. These efforts reflect our commitment to long-term carbon neutrality, embedding accountability and innovation across all operations.

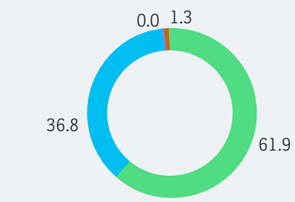
Performance

GHG Emissions
(million tCO_2e)

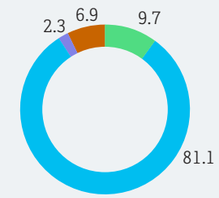


GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4

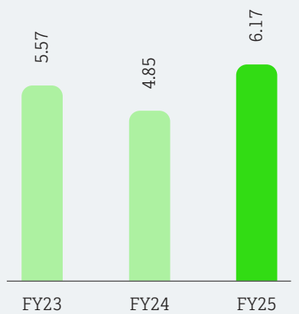
Scope 1
(Business segment-wise %)



Scope 2
(Business segment-wise %)

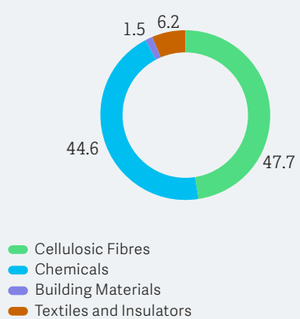


Scope 3
(million tCO_2e)

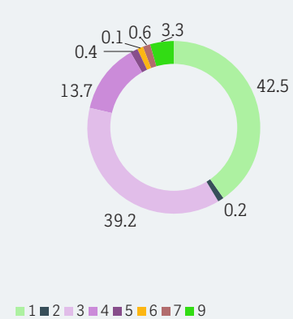


GRI 305-3

Scope 3
(Business segment-wise %)



Scope 3
(Category segment-wise %)



0.23
Total Biogenic CO_2 Emission (Million tCO_2e)

Note: 1. Scope 1 and 2 data is covered under reasonable assurance. Scope 3 data is covered under limited assurance.

2. Scope 3 data includes category 1, 2, 3, 4, 5, 6, 7 & 9.

In FY 2024-25, Grasim's total GHG emissions (Scope 1 and 2) decreased by approximately 2.6% compared to FY 2023-24. Additionally, emission intensity dropped 20% compared to FY 2023-24. This improvement highlights the effectiveness of business-level climate strategies, resource optimisation measures, enhanced operational efficiency and transition to cleaner energy sources.

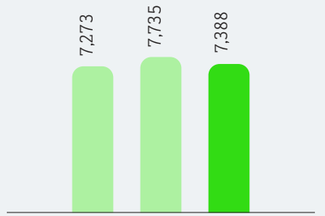
Natural Capital

Non-GHG Emissions Management

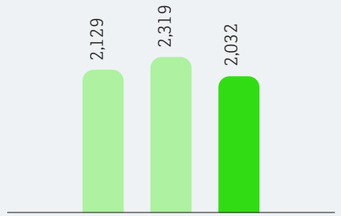
Grasim actively manages non-GHG emissions such as SOx, NOx, Suspended Particulate Matter (SPM), and Volatile Organic Compounds (VOCs) through advanced abatement systems and operational controls. Pollution control technologies such as electrostatic precipitators, scrubbers, and bag filters are deployed across sites to ensure compliance with regulatory standards. Continuous Emission Monitoring Systems (CEMS) and Ambient Air Quality (AAQ) monitors support real-time oversight. Additionally, the use of cleaner fuels and process improvements further contribute to emission reduction. These efforts reflect our commitment to environmental protection, workplace safety, and community well-being, in line with national environmental regulations.

Performance

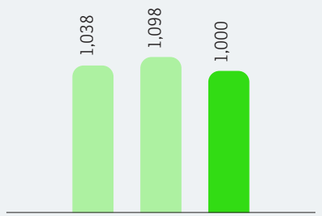
SOx
(MT)



NOx
(MT)



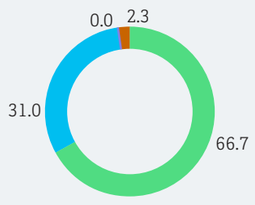
SPM
(MT)



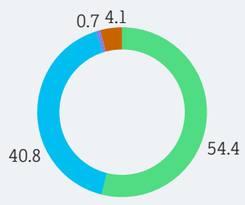
GRI 305-7

Business-wise Non-GHG Emissions

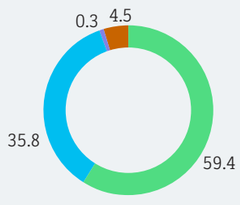
SOx
(Business segment-wise %)



NOx
(Business segment-wise %)



SPM
(Business segment-wise %)



Cellulosic Fibres Chemicals Building Materials Textiles and Insulators

VOC Emissions

0.04 MT*

*Following the addition of the Paints business this year, VOC emissions monitoring has been initiated from this financial year.

Note: Air emissions (other than GHG emissions) data is covered under limited assurance.

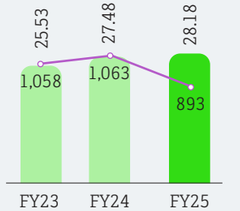
Focus Area 3

Water Stewardship

At Grasim, water stewardship is a key pillar of our environmental responsibility. Recognising water as a shared and finite resource, we have adopted a holistic and, forward-looking approach to manage it sustainably across our operations. Our efforts are guided by a well-defined Water Stewardship Policy, which outlines strategic initiatives for efficient water use, treatment, recycling, and discharge. This policy ensures alignment with global best practices and supports our long-term sustainability goals.

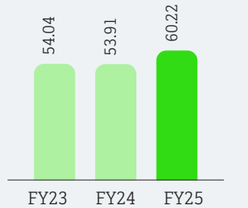
Performance

Water Consumption
(million m^3)



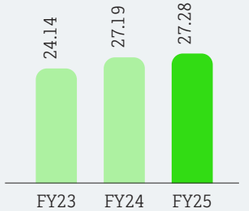
GRI 303-5

Water Withdrawal
(million m^3)

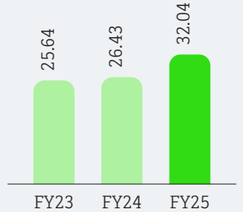


GRI 303-3

Water Recycled
(million m^3)



Water Discharge
(million m^3)



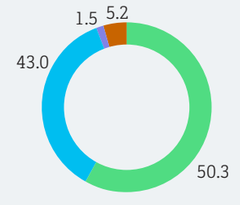
GRI 303-4

Water Consumption / Withdrawal / Discharge / Recycled (million m^3)
Water Consumption Intensity (m^3/turnover in ₹ crore)

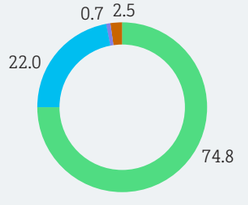
27.28 million m^3
Of Recycled Water Used

Business-wise Performance

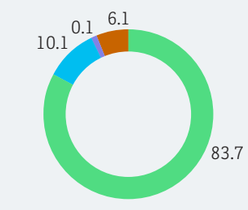
Water Consumption
(Business segment-wise %)



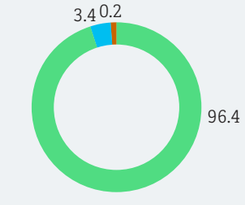
Water Withdrawal
(Business segment-wise %)



Water Recycled
(Business segment-wise %)



Water Discharge
(Business segment-wise %)



Cellulosic Fibres Chemicals Building Materials Textiles and Insulators

Note: Water consumption, water consumption intensity, water withdrawal and water discharge data is covered under reasonable assurance.

Natural Capital

Key Initiatives

1. **Sewage Treatment Plant Capacity Expansion**

   At Veraval, the project yielded significant quantitative benefits, including a 100% increase in STP capacity, enhancing water reuse and reducing freshwater demand. Qualitative benefits include enhanced water stewardship, reduced environmental impact, and alignment with circular economy principles. The project reinforces the organisation's commitment to sustainable water management and resource optimisation.

2. **Condensate Polishing Unit Installation**

   At our Veraval power plant, we commissioned a Condensate Polishing Unit along with a heat exchanger system to recycle heat from hot condensate into boiler feed water and recover waste heat. This led to daily steam savings, reduced freshwater intake, and improved energy efficiency.

3. **STP & ETP Water Reuse CSY Plants**

   We have utilised the recycled wastewater into our core processes, resulting in annual water savings. This initiative reinforced our commitment to sustainable water management.

13 Units
are Zero Liquid Discharge (ZLD) (12 operational and 1 under commissioning)



CASESTUDY

Revamping Effluent Treatment for Enhanced Compliance and Capacity

Overview

In FY 2024–25, we undertook a major revamp of the Effluent Treatment Plant (ETP) at our Veraval unit to address fluctuating effluent loads and meet increasingly stricter discharge norms. The existing ETP, which relied solely on primary treatment, struggled to maintain compliance, particularly during shock loads. To mitigate environmental and operational risks, we aimed to enhance treatment efficiency, improve effluent quality, and increase plant capacity in line with our sustainability and compliance goals.

Solution

The project involved upgrading the ETP to a higher capacity and integrating advanced treatment technologies to ensure more robust and reliable performance.

Key enhancements included:

- **Add-on Equalisation Tank:** Stabilises influent flow and pollutant load
- **Flash Mixing and Flocculation Tanks:** Improve solid-liquid separation
- **High-Rate Solid Contact Clarifier (HRSCC):** Enhances settling efficiency and reduces suspended solids in the final discharge

Impact

- Ensured consistent compliance with effluent discharge norms.
- Increased treatment capacity and resilience during peak load conditions.
- Improved discharge quality, reducing environmental impact.
- Strengthened operational efficiency and overall sustainability performance.

Water Risk Assessment

To proactively manage evolving water availability challenges, we conduct comprehensive water risk assessments focussing on two key areas: dependency-related and impact-related risks.

Dependency-related Water Risks: We assess our reliance on freshwater sources critical to operations, evaluating regional water availability and the potential impacts of scarcity on production.

Impact-related Water Risks: We analyse how our water use affects local ecosystems and communities, including implications for water quality, availability and broader environmental health.

To support these assessments, we use the Aqueduct tool, which provides insights into baseline water stress, flood frequency, and drought severity, helping us evaluate the sustainability of our water sources.

We have implemented Zero Liquid Discharge (ZLD) systems at 13 facilities, with one unit under commissioning, significantly reducing water discharge and recyclability. Additionally, we are expanding the use of desalinated seawater through Sea Water RO systems, thereby reducing dependence on freshwater sources. These initiatives underscore our commitment to water stewardship and long-term sustainability.

Focus Area 4

Waste Management

Building on our robust system of waste minimisation, recycling, and safe disposal, we are advancing towards a more innovative, technology-driven, and circular economy approach to enhance sustainability and operational efficiency. Our waste management framework prioritises reducing waste at the source by optimising resource use and adopting closed-loop systems that enable the reuse of by-products within manufacturing processes, significantly reducing both raw material consumption and waste output.

Waste audits help identify opportunities to improve efficiency and reduce waste generation, supporting the establishment of quantified waste reduction targets. We implement targeted actions to minimise waste, with a strong focus on innovation and R&D to reduce it at its source.

Efficient waste segregation is institutionalised across all sites, ensuring the proper handling of hazardous and non-hazardous waste in full compliance with regulatory requirements. Continuous employee training promotes best practices in waste handling and reinforces a culture of sustainability. This social dimension also safeguards worker health and supports community well-being by mitigating environmental risks.

We strictly comply with regulations set by the Central and State Pollution Control Boards, and collaborate with authorised agencies for safe waste disposal and treatment, ensuring transparency and accountability. Our landfill diversion efforts are certified by an independent accredited body, validating our commitment to responsible waste management. Regular audits and data-driven reviews help track progress against waste reduction targets and drive continuous improvement.



Extended Producers Responsibility

Plastic plays a vital role in our packaging solutions, and we acknowledge the responsibility for its end-of-life management. In alignment with the Plastic Waste Management Rules, 2016, and subsequent amendments, we are registered as a Brand Owner on the Central Pollution Control Board (CPCB) online portal.

In FY 2024-25, we collected 12,289 MT of plastic packaging waste, achieving 100% recovery of the plastic packaging we introduced into the Indian market in FY 2023-24. Of this, 4,635 MT was recycled, while 7,654 MT was sent for end-of-life disposal in cement plants.

A significant portion of our packaging is recyclable, reflecting our commitment to sustainability. For the remaining non-recyclable packaging, we are exploring energy-recoverable alternatives. This proactive approach supports regulatory compliance, reduces our environmental footprint and advances the circular economy.

Natural Capital

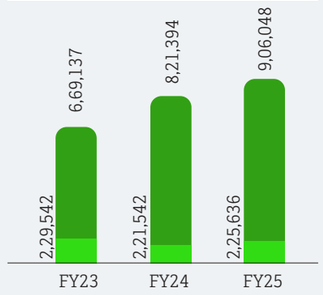
We follow the waste management hierarchy, prioritising reduction, reuse, recycling, and recovery before disposal. Source-level waste segregation is institutionalised across all facilities, with dedicated channels for managing both hazardous and non-hazardous waste streams.

Our operations generate various types of waste, including:

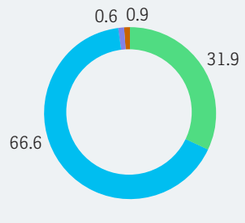
- **Hazardous Waste:** Solvents, chemicals, battery waste, e-waste
- **Non-hazardous Waste:** Plastics, textiles, fly ash, construction and demolition debris.

Performance

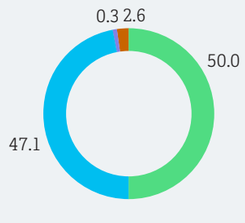
Waste Generated
(MT)



Hazardous Waste Generation
(Business segment wise %)

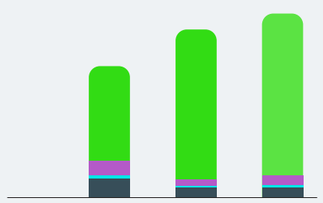


Non-hazardous Waste Generation
(Business segment wise %)



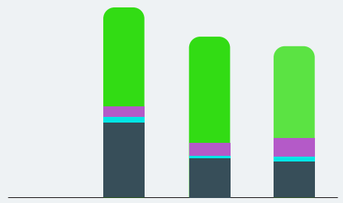
GRI 306-3

Waste Disposal
(MT)



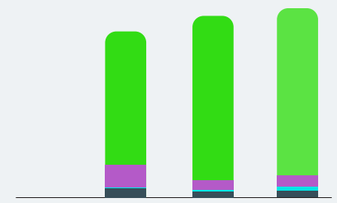
	FY23	FY24	FY25
	7,21,284	9,22,743	10,10,358
	87,696	29,719	39,570
	1,196	595	1,011
	1,19,368	64,287	64,081

Hazardous Waste Disposal
(MT)



	FY23	FY24	FY25
	1,39,567	1,47,854	1,34,707
	20,011	20,079	29,469
	1,175	565	886
	1,09,766	57,689	57,370

Non-hazardous Waste Disposal
MT)



	FY23	FY24	FY25
	5,81,717	7,74,889	8,75,651
	67,685	9,640	10,101
	21	30	125
	9,602	6,598	6,711

GRI 306-4, GRI 306-5

Reuse and Recycling | Other Recovery | Incineration | Landfill

Note: Waste generated, waste diverted from disposal, and waste directed to disposal indicators covered under reasonable assurance.

Key Initiatives

1. **Upcycling Silk Waste:** In collaboration with the Central Silk Board, we are pioneering the upcycling of silk waste into sustainable, high-quality products. This reduces environmental impact and creates economic value within the domestic market, lowering reliance on raw waste exports.
2. **Circular Denim Production:** Partnering with Lion Fabric, we developed circular denim using the Reviva-M yarn blend, combining mechanically recycled denim cotton with Birla Excel fibres. This sets new benchmarks in sustainable denim production and reduces landfill waste.
3. **Collaboration with Ka-sha:** Together with fashion label Ka-sha, we launched the Roz collection using the Reviva-M circular yarn blend. This initiative promotes ethical, eco-friendly fashion by repurposing pre-consumer textile waste.
4. **Puneh Yarn Collaboration:** In partnership with Usha Yarns, we created Puneh, mechanically recycled yarns blending Liva Reviva and Birla Spun Shades fibres. This supports circularity in the textile sector.
5. **Sustainable Flushable Wipes:** We introduced Lyocell Short Cut fibres for flushable wet wipes, offering a sustainable alternative to synthetic-based products while aligning with global single-use plastic regulations.
6. **Biodegradable National Flags:** With Prabhavana, we developed biodegradable national flags made from natural fibres, replacing plastic flags and supporting local communities through sustainable practices.
7. **Strategic Partnership with Circ:** Our partnership with Circ advances textile recycling innovation. We have committed to annual procurement of their recycled pulp, enhancing access to sustainable raw materials and supporting a circular textile economy.
8. **Waste to Wealth - PAC Sludge Reutilisation:** We reduced hazardous waste disposal to landfill by reusing PAC sludge in in-house liquid alum manufacturing, aligning with our zero waste to landfill objective.

Note: Initiatives mentioned in our FY 2023-24 Annual Report have continued into FY 2024-25.

CASESTUDY

Reduction and Utilisation of Brine Sludge

Overview

At our Chlor-alkali manufacturing facility, the generation of brine sludge with high NaCl content posed environmental and compliance challenges due to its disposal in landfill sites. The sludge was unsuitable for reuse and required costly hazardous waste disposal. Our objective was to minimise brine sludge generation and enhance its potential for circular applications, such as in brick manufacturing.

Solution

We used washed salt in the brine preparation process, which significantly reduced the NaCl content in the resulting sludge. A filter press system was installed to improve sludge separation efficiency. Additionally, we optimised process parameters, such as slurry dilution and cake washing time, to further lower residual salt. These improvements ensured the sludge met quality standards for reuse in construction.

Impact

These interventions would lead to a reduction in annual brine sludge generation and ensure compliance with environmental regulations. Further work is going on to render the sludge suitable for brick manufacturing and/or cement co-processing. This initiative reflects our commitment to sustainable waste management and advancing circular economy practices.

Focus Area 5

Biodiversity

We recognise biodiversity as vital to ecosystem resilience and the sustained availability of natural resources that support our operations. Our approach goes beyond regulatory compliance, guided by science-based assessments and focused on maintaining ecological balance and ensuring operational continuity. We aim to achieve 'No Net Loss (NNL)' at our sites through targeted habitat management, restoration initiatives, and site-specific action plans. We have established dedicated policies to address biodiversity-related challenges and adopt appropriate measures for conservation and restoration.

As on FY 2024-25, we have cumulatively planted over 10 lakh trees. These ongoing efforts contribute meaningfully to ecological environment.



"At Grasim, we view biodiversity as more than just a conservation requirement, but as a foundation for long-term resilience. Our teams follow a structured, approach to identify and manage biodiversity risks across our sites. We are committed to achieving NNL at our operational locations, and to enable meaningful coexistence between industry and nature. This is an ongoing journey, shaped by the communities, experts, partners and people we engage with, who help us plan better, act smarter, and stay responsive to the changing environment around us."

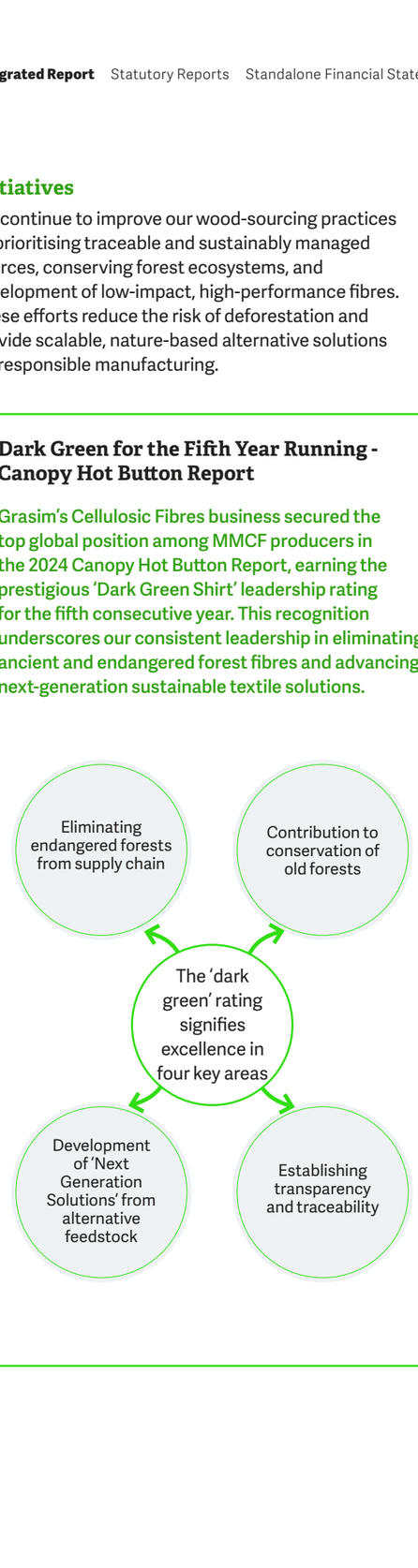
Surya Valluri
Chief Sustainability Officer
Grasim Industries Limited

Initiatives

We continue to improve our wood-sourcing practices by prioritising traceable and sustainably managed sources, conserving forest ecosystems, and development of low-impact, high-performance fibres. These efforts reduce the risk of deforestation and provide scalable, nature-based alternative solutions for responsible manufacturing.

Dark Green for the Fifth Year Running - Canopy Hot Button Report

Grasim's Cellulosic Fibres business secured the top global position among MMCF producers in the 2024 Canopy Hot Button Report, earning the prestigious 'Dark Green Shirt' leadership rating for the fifth consecutive year. This recognition underscores our consistent leadership in eliminating ancient and endangered forest fibres and advancing next-generation sustainable textile solutions.



Strengthening Biodiversity Conservation at Grasim

Biodiversity Governance and Strategy

We are committed to achieving No Net Loss (NNL) at all owned and operated sites and are currently in the process of identifying site-specific risks. Our governance framework integrates biodiversity considerations throughout the operational lifecycle. Primary accountability lies with facility management teams, supported by the Board-level Risk Management and Sustainability Committee, Business Sustainability Cells, and the Chief Sustainability Officer. Oversight is further strengthened by the Aditya Birla Group's Biodiversity Working Group.

Each site is classified according to its Biodiversity Importance Category (BIC) and undergoes a structured, five-stage biodiversity assessment:

Biodiversity Screening
↓
Inventory and Ecosystem Services Assessment
↓
Risk Assessment
↓
Impact Assessment
↓
Mitigation and Biodiversity Management Planning

This process is supported by stakeholder engagement, compliance monitoring, and performance tracking. These inputs inform the development of site-specific Biodiversity Management Plans (BMPs), and where applicable, Biodiversity Action Plans (BAPs), based on the assessed risk levels.

Natural Capital

Biodiversity Impact Assessment

We have adopted a phased approach to biodiversity impact assessments. In FY 2024–25, baseline studies were initiated at three sites Vilayat, Veraval, and Harihar, covering six business units. These assessments are currently underway, focusing on identifying site-specific biodiversity risks and developing corresponding Biodiversity Management Plans (BMPs).

In the next phase, assessments will begin at Nagda, Kharach, and Rishra, covering five units across four businesses. Additional sites will be identified and assessed in subsequent phases, with BMPs developed based on site-level findings.

Steps towards Achieving No Net Loss

Our biodiversity assessments follow the mitigation hierarchy, avoid, minimise, restore, and offset, enabling a structured, science-based response to ecological impacts across the project lifecycle. This approach directly supports our commitment to achieving No Net Loss (NNL) at locations with high biodiversity sensitivity.

Structured Approach to Impact Assessments

Habitat Mapping

- Conducted using ARC GIS and Google Earth Engine

Species Inventory

- Documenting flora, fauna, avifauna, and aquatic biodiversity

Ecosystem Services Review (ESR)

- Leveraging IBAT tool to assess dependencies and potential impacts

Risk Categorisation

- Using the Shannon-Weiner Index (H') to develop a site-specific Biodiversity Risk Matrix

Site-level BMP

- Site-level targets, timelines and monitoring protocols will be devised

Performance Monitoring and Indicators

Performance will be monitored against the targets outlined in each site's Biodiversity Management Plan (BMP), with key indicators including

- Number of species protected or enhanced
- Habitat area rehabilitated or offset
- Stakeholder engagement sessions conducted
- Compliance with biodiversity-related legal requirements

This structured approach enables regular reviews, supports adaptive management, and integrates biodiversity risks into our enterprise-wide risk management systems.

Stakeholder Engagement and Collaboration

We recognise the value of local knowledge and partnerships. In FY 2024-25, we engaged with community stakeholders, biodiversity experts, and conservation NGOs across priority sites. These consultations are informing the design of BMPs and will support the implementation of community-inclusive conservation actions.

Biodiversity Mitigation Actions

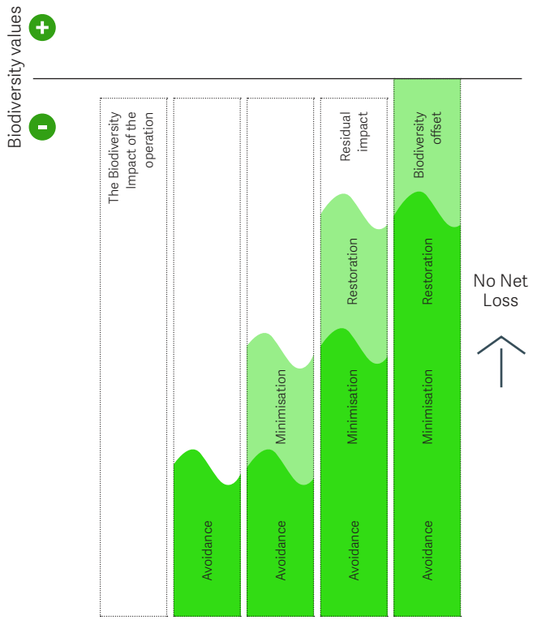
BMPs for the three assessed sites are currently under development and scheduled for completion in FY 2025–26. Additional biodiversity assessments will be undertaken in phases at other locations. These efforts aim to deepen site-level understanding of biodiversity risks and opportunities, enabling tailored mitigation actions and enhancing ecosystem resilience.

All BMPs will follow the LEAP approach (Locate, Evaluate, Assess, Prepare), incorporating the mitigation hierarchy avoid, minimise, restore, regenerate, and offset, into biodiversity action planning across the project lifecycle.

Outlook

Looking ahead, our focus will be on expanding biodiversity assessments to all Red and high-BIC category sites, scaling offset initiatives, and strengthening internal capabilities through training on the Biodiversity Indicator Reporting System (BIRS). By embedding biodiversity risks within our ESG governance framework, we aim to support responsible growth while enhancing the ecological resilience of our operations.

Roadmap to No Net Loss



Scope of Impact Assessment

A 5 km buffer zone was considered around each site to evaluate potential ecological impacts.

The table below provides details of the sites covered and their respective areas:

Site	Business	Forest/ Wetland	Unit Area (sq. m)
Vilayat, Gujarat	Cellulosic Staple Fibres, Chemicals	Not located near any designated ecologically sensitive area	5,90,444
Veraval, Gujarat	Cellulosic Fashion Yarn, Chemicals	Falls within the reserve forest areas of Adri and Lati villages	7,13,299
Harihar, Karnataka	Cellulosic Staple Fibres, Pulp	Situated within the Eco-Sensitive Zone (ESZ) of the Ranebennur Blackbuck Sanctuary	2,72,713

Focus Area 6

Environmental Compliance

We strive to uphold high standards of environmental compliance across all our manufacturing units, with dedicated teams ensuring adherence to applicable environmental laws, regulations, and internal policies. Supported by digital tools such as Legatrix, we efficiently track, monitor, and report statutory obligations in real-time. These platforms help identify potential non-compliance risks and enable timely corrective actions.

Regular internal and external audits, along with incident investigations, ensure accountability and drive continuous improvement. Board-approved environmental policies and robust governance frameworks reinforce our commitment to sustainability. We also actively engage with regulatory bodies, industry forums, and multi-stakeholder platforms to stay aligned with evolving norms and global best practices. These efforts go beyond compliance, strengthening our environmental performance and risk management across the value chain.





HC

Human Capital

Our people drive progress, shaping performance and long-term value through their expertise and dedication. We invest in capability building, continuous learning, and digital readiness to prepare for the future. Our inclusive and fair workplace provides a safe environment where diversity enhances performance. Across roles and businesses, we promote accountability and support collaborative, agile ways of working. Through structured development, we empower our people to grow alongside the organisation. As we navigate change and pursue new opportunities, human capital remains a *Force for Growth*, driving resilience and meaningful progress.

Alignment with SDGs



Stakeholders Impacted

- Employees
- Local Communities
- Suppliers
- Government and Regulators

Material Issues

- Human Rights
- Diversity and Inclusion
- Occupational Health and Safety
- Responsible Supply Chain
- Employee Training and Skill Development

Strategic Priorities



Supporting Policies

- Diversity and Inclusion
- Human Rights
- POSH
- Code of Conduct
- Grievance Handling
- Whistle Blower
- Occupational Health
- Safety

Key Risks

R1 Strategic
R2 Operational
R4 Compliance

FY 2024-25 Highlights

47,022
Total Workforce

4,43,000+
Total Training Hours

5%
Gender Diversity in the Permanent Workforce

0.06
LTIFR - Employees

Our Approach

The strength of our organisation lies in its people, supported by a comprehensive learning and development framework that builds skills and capabilities. We maintain a zero-tolerance policy toward human rights violations and consider diversity and inclusion essential at all levels. Employee wellbeing and safety remain top priorities, creating an environment where everyone can contribute with confidence. Integrity and diligence guide our operations, enabling adaptability and growth while keeping our people at the heart of progress.

Focus Areas

1 Talent Management
2 Learning and Development
3 Diversity and Inclusion
4 Human Rights
5 Employee Wellbeing
6 Health and Safety

Human Capital

Focus Area 1

Talent Management

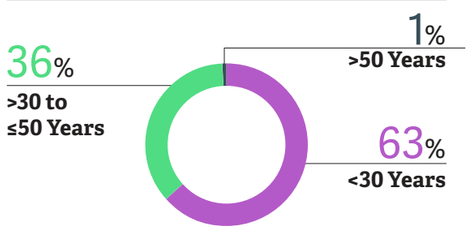
We adopt a structured approach to talent management, guided by frameworks for roles and responsibilities, performance, progression, and retention. Our hiring practices are aligned with evolving business needs and leverage digital tools to enhance reach and efficiency. Systematic performance management aligns individual goals with organisational objectives. Leadership development relies on succession planning and targeted interventions for high-potential (Hi-Po) talent. We invest in structured career pathways and recognition to sustain long-term engagement and drive value.

Talent Attraction and Hiring

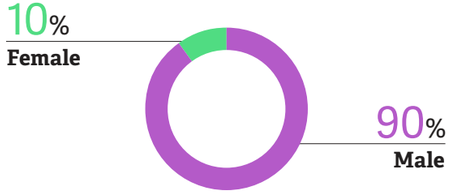
Our talent acquisition strategy aligns with business priorities through structured hiring practices that identify individuals whose skills and potential meet organisational needs. Alongside external recruitment, we promote internal mobility across departments and businesses, enabling employees to take on roles that reflect their evolving capabilities and aspirations. This approach broadens experience, strengthens retention, and helps build a resilient workforce ready for future growth.

New Hires*

Age-wise Distribution



Gender-wise Distribution



*Data includes permanent employees and workers hired during FY 2024–25 (GRI 401-1)

Note: New hires data is covered under limited assurance.

3,829
Total Permanent Workforce New Hires

Performance Enablement and Talent Development

We regard performance enablement as a continuous process that supports clarity and growth. Employees set measurable objectives in consultation with their managers, ensuring aligned expectations. Structured reviews, constructive feedback, agile check-ins, targeted skill enhancement, performance appraisals, and 360-degree feedback support progress and accountability. This process helps cultivate a consistent performance-driven culture across the organisation.

84%
Employees Received Performance and Career Development Reviews

Leadership Development and Succession Planning

Our leadership development programmes equip current and future leaders to meet evolving business needs. We focus on strengthening strategic thinking, sound decision-making, and people management capabilities, while promoting self-awareness, accountability, and the ability to inspire teams. Ongoing development ensures a strong leadership pipeline capable of driving success with agility and confidence.

Career Progression and Retention

At Grasim, career growth is supported by structured progression pathways and performance-linked learning opportunities. Our learning ecosystem enables employees to develop capabilities aligned with evolving roles and responsibilities. Transition assistance programmes guide employees through career shifts, ensuring smooth and informed moves. The turnover rate for the permanent workforce stood at 9%.

Career Canvas

Career Canvas, a digital platform for employees in the Chemicals business, offers resources for self-awareness, skill development, and career planning. It empowers employees to take ownership of their professional journey and reflects our Group Value of 'seamlessness' by integrating tools and insights in one accessible space.

Recognition and Rewards

Employees are acknowledged through a range of monetary and non-monetary awards, with the 'Pride Award' specifically honouring innovations or improvements that directly impact business outcomes.

Aditya Birla Group hosts the Aditya Birla Awards to honour outstanding contributions across its businesses. Awards are presented in four categories, Emerging Professionals, Distinguished Achievers, Exceptional Contributors, and Accomplished Leaders. CSOs are nominated in the 'Accomplished Leaders' category.

Recognising Contributions to ESG Goals

Environmental and social sustainability are integral to our operations, with employees actively driving initiatives across locations. ESG-linked KPIs are defined in alignment with Key Result Areas (KRAs). Contributions toward these goals are recognised through structured year-end rewards, including monetary incentives.

Focus Area 2

Learning and Development

We view learning as a catalyst for performance and sustainable growth. Our Learning and Development (L&D) approach builds capability at all levels, enabling our workforce to adapt, lead, and excel in a dynamic environment.

L&D Framework

Our goal-oriented L&D framework integrates learning seamlessly with talent and performance management. It supports career progression through structured development, goal-setting, and periodic reviews to track progress and identify training needs. The Management Development Plan (MDP) promotes ongoing professional and leadership development through manager-employee collaboration. Based on the 70-20-10 model, it blends on-the-job learning, mentoring, and formal training. We collaborate with leading institutions and training partners to bring in global best practices and domain expertise. Digital learning platforms enhance scalability and accessibility across locations.

4,43,000+
Total Training Hours



L&D Programmes

Our structured learning frameworks deliver measurable outcomes across functional training, behavioural development, technical skill enhancement, leadership development, compliance and ESG trainings. Training follows a blended model: in-person sessions, e-learning modules, virtual classrooms, and hands-on learning.

Shikar Tak Safar
Sharing best practices to achieve excellence

E-karigar
Online platform with role-based training modules

Samarthya
Developing professionalism and a transformative mindset

Focus 50
Preparing future-ready leaders

Lead the Change
Empowering middle management to drive impact

Programmes are tailored to business and location-specific needs. Worker training is delivered in vernacular languages with visual aids to support retention. For corporate employees, interventions align with strategic priorities, development goals, and functional requirements.



CASE STUDY

Chemicals Technical Academy

Overview

Chemicals Business Technical Academy is a structured learning initiative aligned with Aditya Birla Group's values and Grasim's business strategy. Launched to strengthen technical capabilities across functions, it supports business expansion into new chemistries and product categories. Through tailored learning paths, technical leadership programmes, and skill assessments, the academy enables both foundational learning and specialised expertise. Delivered in collaboration with IIT Guwahati, IIT Madras, and industry experts, the curriculum focuses on high-impact training in emerging chemistries and technologies.

Solution

The academy offers a comprehensive learning ecosystem that combines digital modules, classroom sessions, and expert-led training. It encourages continuous skill enhancement, cross-functional collaboration, and application-based learning. Integrated with HR processes, it contributes to employee development, talent management, and engagement. Partnerships with academic institutions and industry experts ensure the curriculum remains up to date and aligned with business needs.

Impact

The initiative has strengthened technical maturity and readiness across the organisation. Employees actively engage with the platform, deepening their skills and driving operational excellence. As the Chemicals business continues to evolve with new technologies and market needs, the academy remains a key enabler of workforce capability.

Focus Area 3

Diversity and Inclusion

At Grasim, inclusion is integral to how we grow and operate. We strive to build a workplace that values individual differences and leverages diverse perspectives to enhance collaboration and performance. Guided by our Diversity and Inclusion Policy, we continue to embed practices that promote equitable access, respectful engagement, and equal opportunity across the organisation.

Enabling a Diverse Workforce

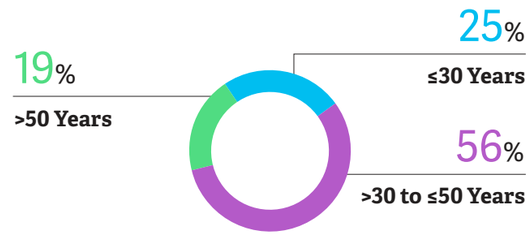
Diversity at Grasim extends beyond gender to include age, cultural background, experience, ability, and thought. Our hiring practices are designed to attract talent from a wide socio-economic spectrum and ensure fair representation. We are committed to maintaining a workplace free from discrimination based on race, colour, nationality, religion, age, marital status, disability, gender identity or expression, sexual orientation or health status.

We aim to increase the representation of women in leadership and expand opportunities for individuals across diverse life journeys. As an equal opportunity employer, we integrate inclusive practices throughout the employee lifecycle, from recruitment to retirement. Our manufacturing sites are progressively upgrading infrastructure to enhance accessibility for individuals with disabilities, across both physical and digital environments.

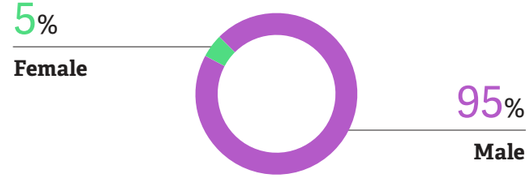
Training programmes on gender sensitisation, unconscious bias, and workplace conduct are in place to build awareness and encourage inclusive behaviours. These initiatives are championed by senior leadership, implemented by HR and site-level teams, and overseen by our CHROs in coordination with business units to ensure measurable progress.

Workforce Diversity*

Age-wise Distribution



Gender-wise Distribution



*Data includes total number of permanent employees and workers for FY 2024–25
GRI 2-7, GRI 2-8

Note: Number of employees and workers data is covered under limited assurance.



Human Capital

Focus Area 4

Human Rights

We maintain zero tolerance for any human rights violations across our operations and value chain. Our Human Rights Policy reflects our commitment to equality and fair treatment for all individuals associated with our business. We align with global frameworks, including the UN Global Compact Principles, OECD Due Diligence Guidance for Responsible Business Conduct, International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, UN Guiding Principles on Business and Human Rights, and the UN Sustainable Development Goals.

100%
Plants and Offices Assessed on Human Rights Parameters

Human Rights Assessment

We conduct comprehensive human rights assessments and internal audits aligned with SA 8000 standards to identify and mitigate risks such as discrimination, child labour, sexual harassment, and other critical concerns. All sites have implemented a Human Rights Due Diligence tool that enables systematic evaluations, continuous monitoring and timely risk management across our operations and value chain.

Core Assessment Areas

- Forced and Bonded Labour
- Child Labour
- Modern Slavery and Human Trafficking
- Minimum Wages and Fair Remuneration
- Discrimination and Harassment
- Freedom of Association and Collective Bargaining
- Rights of Indigenous People, Minorities, and Marginalised Communities
- Freedom of Expression
- Health and Safety and Working Conditions
- Development and Wellbeing of Employees

Human Rights Compliance and Awareness Training

We conduct regular training for employees and security personnel on human rights, diversity, inclusion, and workplace ethics. These sessions cover respectful conduct, prevention of harassment and discrimination, incident reporting protocols and grievance procedures, promoting a safe, inclusive and ethical work environment.

19,000+
Human Rights Training Hours

Prevention of Sexual Harassment

Our POSH Policy reinforces a zero-tolerance approach to sexual harassment. Regular awareness campaigns, mandatory annual training, and accessible reporting channels ensure employees are equipped to identify, report, and address incidents effectively.

Grievance Redressal Mechanism

Grasim has a structured grievance redressal process guided by our Grievance Redressal and Human Rights Policies. A dedicated Grievance Committee addresses concerns related to legal, regulatory, and ethical violations, including human rights issues. Stakeholders can raise grievances through formal channels via the designated Stakeholder Contact Officer. All reports are handled with transparency, fairness, and strict non-retaliation.



Focus Area 5

Employee Wellbeing

We prioritise employee wellbeing through a comprehensive range of physical, emotional, and mental health initiatives. These include regular health check-ups, wellness sessions, counselling support, and awareness campaigns. Mental health programmes such as stress management boot camps, help build workforce resilience. Social connection and recreation are encouraged through celebrations, sports tournaments, and team gatherings.

100%
Return to Work Rate of Permanent Employees and Workers Who Took Parental Leave

Employee Wellness and Benefits

Our benefits are designed to support employee health, wellbeing and work-life balance. These include parental leave and paid family care leave, flexible work arrangements, day care facilities and dedicated breastfeeding areas, health, accident and OPD insurance, on-site medical centres, subsidised meals, and transition assistance programmes.

Women employees receive additional support through childcare leave and extended Mediclaim coverage to promote comfort and continuity at work.

We conduct regular health camps, medical assessments, and counselling sessions covering topics such as mental wellness, PCOD, breast cancer, addiction awareness (tobacco and alcohol) and women's health. Engagement around events like Women's Day, Earth Day and community initiatives fosters a sense of shared purpose beyond the workplace.

Employee Satisfaction

We strive to create a collaborative, growth-orientated culture by prioritising engagement, transparent communication, and continuous development. Regular feedback mechanism helps us align with employee expectations and design initiatives that enhance connection and motivation.

The Vibes Survey, conducted every alternate year, gauges stress levels, happiness, sense of purpose, and job satisfaction. Insights from the survey inform ongoing efforts to strengthen workplace wellbeing and alignment across all levels.

Employee Volunteering

Volunteering is embedded in our culture, encouraging employees to contribute meaningfully to social and community causes. Through organised programmes and partnerships, they engage in initiatives spanning education, environment, health, and social welfare. These efforts create positive outcomes for communities while encouraging teamwork and empathy across the organisation. Aligned with our values, employee volunteering amplifies our collective social impact.



Human Capital

Focus Area 6

Health and Safety

We are committed to maintaining a healthy and safe working environment for all employees, contractors, subcontractors, and workers. Our approach integrates physical and mental well-being with proactive risk management to build a safer, more resilient workplace.

100%* of our sites have achieved ISO 45001:2018 (Occupational Health and Safety Management System) certification

*This excludes three newly commissioned Paints sites, where the certification process is currently underway.

Health and Safety Management

Grasim adopts a structured, risk-based approach to ensure regulatory compliance and drive continuous improvement in safety performance. Responsibilities are clearly defined, with regular monitoring, and preventive interventions implemented across all operations.

100%
Plants and Offices Assessed on Health and Safety Practices

Health and Safety Management System

Certified Management System
- Implemented ISO 45001 certification
- Aligned with legal, regulatory, and industry standards
- Workforce safety governed by robust guidelines

Performance Monitoring
- Tracking of key indicators - LTIFR, TRIR, Near-misses
- Progress Review by Senior Management and Board
- Governance through Site-level Safety Committees

Risk Identification and Control
- Conducted regular HIRA and HAZOP
- Set risk-based action plans with measurable targets
- Integrated emergency preparedness at all sites

Assurance and Continuous Improvement
- Perform independent third-party audits
- Conduct internal safety inspections
- Focus on learning and cross-site sharing

Operational Controls
- Preventive maintenance for safe equipment operation
- Root cause analysis after incidents
- Implementation of corrective actions across units



Occupational Health

We conduct periodic medical check-ups and workplace inspections tailored as per job-specific exposures and risk profiles. These assessments support early detection, prevention, and control of occupational health risks. Findings are regularly reviewed to identify trends and implement targeted interventions, ensuring compliance with occupational health standards. Occupational Health Centres (OHC) provide routine care, emergency response, and ongoing health surveillance across sites.

Health Risk Prevention and Monitoring

Preventive healthcare remains a key priority, especially for workers and contractors in industrial settings. Initiatives include:

Periodic Ergonomic Assessments

Dust and Noise Exposure Control

Nutritional Advisory & Hygiene Awareness Drives

Immunisation and Vector Control Programmes

Workplace Safety

We enforce safety through clearly defined protocols, hazard-specific controls, and proactive awareness initiatives:

- A structured Personal Protective Equipment (PPE) matrix ensures role- and task-specific gear is provided
- Employees and workers are assigned duties only after meeting health and fitness criteria
- Toolbox talks and safety briefings reinforce safe work practices
- Factory leaders conduct routine safety rounds to identify and address unsafe acts or conditions in real time
- Employees are encouraged to report hazards, enabling prompt corrective action
- Near-miss incidents are investigated, and corrective measures implemented to prevent recurrence
- An Emergency Response Plan (ERP) outlines clear roles, communication protocols, and actions for swift and effective emergency handling

Process Safety

We follow an integrated approach to process safety, focusing on:

- Risk identification and safe design
- Operational control and regular maintenance
- Role-specific training and compliance with safety standards
- Defined role and responsibilities for prompt resolution of deviations

This approach safeguards people, protects assets, and ensures operational continuity.

Safety Performance

	Man-Hours Worked	Fatality (No.)	Lost Time Injury (LTI) (No.)	LTIFR (Per million hours worked)
Permanent				
Employees	1,50,12,144	0	1	0.07
Workers	3,83,53,292	1	8	0.23
Other than Permanent				
Employees	30,19,092	0	0	0.00
Workers	5,29,87,956	0	12	0.23

GRI 403-9

Note: LTIFR, total recordable work-related injuries, and fatality data is covered under reasonable assurance.



Human Capital

Incident Reporting and Investigation Framework

We follow a structured process for incident reporting and investigation to ensure timely resolution, transparency, and accountability. All incidents, including near misses, are recorded through defined channels and thoroughly reviewed to identify root causes. Investigations involve relevant stakeholders and subject matter experts to ensure accurate analysis and corrective actions. The process includes documentation, follow-up, and knowledge sharing to prevent recurrence.

In the event of an incident, we initiate regulatory reporting, share key learnings across units to prevent recurrence, and review and update relevant SOPs and policies. The risk register is revised, and refresher training is conducted. Preparedness is reinforced through mock drills, safety assessments, and statutory inspections. Prompt medical care is provided to affected personnel. Environmental impact assessments are conducted as part of the response. Process remediation measures are implemented to address root causes and strengthen safety controls.

Incident Reporting and Investigation Process

Incident Reporting → Immediate Response and Containment → Internal and External Notification → Preliminary Assessment → Investigation and Root Cause Analysis → Corrective and Preventive Action (CAPA) → Review and Continuous Improvement



Health and Safety Training

Health and safety training is central to our commitment to a safe working environment. We deliver risk-specific programmes designed to the unique hazards of each operational area, for example, fall protection for work at heights and confined space training covering emergency procedures, ventilation, and hazard recognition.

We promote behaviour-based safety to build hazard awareness, proactive risk management, and safe practices among employees and contractors. Immersive virtual reality sessions strengthen preparedness and cover scenarios such as working at heights, PPE usage, night shift protocols, operation, scaffolding, and gas cylinder handling.

To strengthen knowledge and ensure alignment with updated safety protocols, refresher training is regularly conducted on key topics such as chlorine gas leak response, Self-Contained Breathing Apparatus (SCBA) usage, handling hazardous chemicals, sulphuric acid MSDS, and valve operation.

1,60,000+
Training Hours on Occupational Health and Safety

Emergency response drills are held routinely to ensure personnel can act swiftly and effectively in crisis situations. Contractors' safety is managed through stringent screening, adherence to our Occupational Health and Safety Policy and Supplier Code of Conduct, and continuous performance monitoring.

We set measurable safety objectives, track performance indicators, and report outcomes to drive accountability and continuous improvement across operations.

Key Initiatives

1. **Installed SPARSH (Safety & Operational Video Analytics Review & Showcasing Hotspots)**
   An AI-based system for early detection of safety non-compliances
2. **Introduced Department and Contractor Safety Scorecards**
   KPI-based tools to drive ownership and accountability
3. **Hydrogen Cylinder Safety Enhancements**
   Installation of non-hot work safety caps and impact-resistant valve guards for safe transit

CASE STUDY

Enhancement of Transportation Safety

Overview

Ensuring safe transit of hazardous materials is essential to protecting people, assets, and the environment. The Enhancement of Transportation Safety initiative at GCA was launched to mitigate operational risks through digital monitoring, targeted training, and accountability-driven systems. It reflects our Zero Harm objective and proactive logistics safety approach.

Solution

A centralised IoT-based Control Tower (CCT) supports real-time shipment tracking, automated alerts, and seamless integration with third-party GPS providers. This is complemented by a Driver Fatigue Monitoring System (DFMS) and a Vehicle Gate Check Entry System that validates vehicle and driver readiness prior to dispatch.

Vendor assessment and transporter accountability are enhanced through digital platforms. Structured training programmes, delivered via classroom sessions and safety simulations, is reinforced with ongoing awareness initiatives and recognition programmes for high-performing drivers.

Impact

This initiative has improved in-transit visibility, strengthened safety compliance, and enabled early risk detection. It has fostered a more safety-aware logistics ecosystem, with greater participation from vendors, drivers, and field teams.

Future Outlook

We plan to expand digital monitoring, integrate AI-driven training modules, and continuously evolve the system in response to emerging safety risks and operational insights.



SRC

Social and Relationship Capital

We see ourselves as a *Force for Growth*, committed to creating a positive impact across the communities and industries we serve. Our relationships with stakeholders are built on trust, transparency, and mutual benefit. We engage with local communities and partners to support initiatives that improve lives and create growth opportunities. By emphasising responsible practices throughout our operations, we aim to drive lasting, positive impact. Through collaboration and shared purpose, we contribute to the greater good and strengthen the bonds that lead to collective success.

Alignment with SDGs

6 CLEAN WATER AND SANITATION · 7 AFFORDABLE AND CLEAN ENERGY · 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION · 14 LIFE BELOW WATER · 15 LIFE ON LAND · 17 PARTNERSHIPS FOR THE GOALS

Stakeholders Impacted

- Local Communities
- NGOs and Other Groups
- Government and Regulators
- Suppliers
- Customers

Material Issues

- Empowering Communities
- Stakeholder Engagement
- Responsible Supply Chain
- Organisational Resilience
- Human Rights
- Customer Health and Safety
- Quality and Customer Satisfaction

Strategic Priorities

1
3

Key Risks

- R2 Operational
- R3 Knowledge
- R4 Compliance
- R6 Sustainability

Supporting Policies

- CSR
- Suppliers Code of Conduct
- Responsible Supply Chain
- Wood Fibre Sourcing
- Grievance Redressal Mechanism
- Grievance Handling
- Human Rights
- Quality
- Information Security

FY 2024-25 Highlights

12.46 lakh
CSR Beneficiaries

₹88.42 crore
CSR Spend

311
Villages Covered

16%
Input Materials Sourced from MSMEs

Our Approach

In the communities where we operate, we actively support initiatives that spark positive change and create growth opportunities. Our relationships with suppliers are built on collaboration and shared values, ensuring quality and ethical practices across the supply chain. We provide our customers with quality products and seek their continuous feedback. Open communication remains central to our partnerships, enabling us to stay connected and responsive. Together, these relationships form a network of shared progress and broader impact for all involved.

Focus Areas

1 Social Responsibility

2 Supply Chain Management

3 Customer Relationship

Social and Relationship Capital

Focus Area 1

Social Responsibility

We approach social responsibility with intent, integrating it into every aspect of our operations. Our CSR Policy guides initiatives across environmental action, community development, and responsible business practices. We invest in programmes that deliver meaningful impact and aim to create lasting positive change, particularly in underserved communities. Through these efforts, we prioritise the long-term well-being of our communities, partners, and the wider environment.



CSR Governance

The CSR Committee at the Board level oversees our community initiatives. It is guided by the Aditya Birla Centre for Community Initiatives and Rural Development, led by Chairperson Mrs. Rajashree Birla. All projects, along with the annual action plan detailing resource allocation, timelines, and focus areas, are submitted to the Committee. The Board also reviews impact assessments to ensure accountability and drive continuous improvement.

Each manufacturing unit has a CSR Cell as part of a structured approach to execution and monitoring. A CSR Head manages activities and reports to the Group Executive President (CSR, Legacy Documentation & Archives) at the Centre. The Business Director mentors Unit Presidents and CSR teams, ensuring effective on-ground implementation of projects.

Corporate Social Responsibility Committee

Committee Members
Mrs. Rajashree Birla
Chairperson - Non-executive Director
Ms. Anita Ramachandran
Independent Director
Mr. Harikrishna Agarwal*
Managing Director
Mr. Himanshu Kapania#
Managing Director

Permanent Invitee to CSR Committee Meetings
Dr. Pragnya Ram
Group Executive President, CSR

Secretary to the CSR Committee
Mr. Sailesh Kumar Daga^
Company Secretary

*Ceases to be the member of Committee w.e.f 31st March 2025. #Appointed as the member of the Committee w.e.f. 1st April 2025.
^Ceases to be Company Secretary of the Company w.e.f 15th July 2025 (closing business hours).

CSR Strategy

Our CSR strategy is rooted in creating tangible impact in rural and tribal areas, inspired by the Aditya Birla Group's philosophy, *We Care*. Before initiating any project, we conduct a baseline study to assess key parameters such as health indicators, literacy rates, livelihoods, infrastructure, and socio-economic conditions. These insights inform our work in strengthening learning outcomes, improving access to healthcare, enhancing livelihood opportunities, upgrading infrastructure, and addressing critical social needs. We also promote self-reliance and inclusive economic growth by supporting Self-Help Groups, entrepreneurship development, and Farmer Producer Organisations, empowering communities to advance with confidence and resilience.

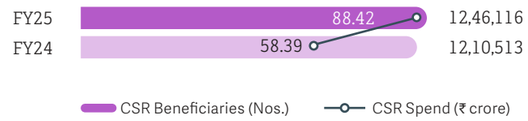
Community Consultation and Engagement

Our teams engage directly with local residents to understand their needs, supported by participatory rural appraisal methods that help identify challenges and opportunities from the community's perspective. Structured needs assessments complement these feedbacks to shape targeted and responsive interventions. We design projects through dialogue with village panchayats and local stakeholders to ensure alignment with local realities. Open communication and capacity-building support for local partners remain integral to our approach. Regular feedback exercises enable us to address concerns and grievances effectively.

CSR Pillars

- **Education**
- **Healthcare**
- **Sustainable Livelihood**
- **Infrastructure Development**
- **Social Reform**

CSR Outreach





Social and Relationship Capital

Education

We see education as a powerful catalyst for personal growth and long-term community progress. Our programmes are designed to support children at every stage of learning, ensuring not just access to education, but also its quality, relevance, and inclusivity.

1,22,476
Beneficiaries



Project Shishya

We support English learning for over 450 government schools by integrating smart classrooms and interactive teaching methods that make language acquisition more engaging and effective. In partnership with Krishworks Technology, this initiative aims to improve academic performance and bridges the rural-urban divide by bringing modern education tools to underserved regions.

Project Gyanarjan

In collaboration with Galaxy Welfare Trust, we offer specialised coaching for board and competitive entrance examinations to 430 students from economically weaker sections. This initiative equips them with the academic support and confidence needed to pursue higher education. Over 4,500 students have secured admission to reputed institutions, with successful candidates also receiving scholarships to continue their academic journey.

Project Anveshan

This hands-on learning initiative brings STEM education to underprivileged children in government-aided schools through interactive activities that connect science and technology to real-life experiences. By making learning engaging and accessible, the programme helps students develop critical thinking, creativity, and communication skills. Covering five schools and reaching 1,024 students, it has significantly strengthened students' ability to think critically and communicate effectively.

> "A significant transformation is underway. Previously, parents who would send their children to private schools are now opting for Anganwadi centres, thanks to **Quality Education** project. There's a sense of community ownership and active participation at the centres. It's heartening to see children beginning to read and recognise things, which is undoubtedly attributed to the project's impact."
>
> **Sushma Yadav**
> Supervisor, Integrated Child Development Services (ICDS)

Project Aarohan

We promote sports in government schools by identifying and nurturing young talent through the Gujarat Government's Khel Mahakumbh programme. By providing coaching, infrastructure, and access to competitive platforms, we help students develop their athletic potential and pursue sporting excellence.

This year, 112 students from Gir Somnath district were admitted to district-level sports schools, bringing the five-year total to 127.



Healthcare

We aim to strengthen healthcare access and awareness in rural and underserved areas, with a focus on prevention, early intervention, and inclusive care. Our initiatives strengthen community health by enhancing infrastructure, expanding access to medical services, and promoting preventive outreach.

7,99,954
Beneficiaries



Mobile Medical Camp

We deliver primary healthcare to remote villages through mobile medical camps staffed by qualified doctors and paramedics, in partnership with government health institutions. These camps offer basic medical services, raise awareness about preventive health, and bridge critical gaps in rural healthcare. Covering 100 villages and slums, 1,227 camps have reached over 60,900 people to date.

Project Ni-Kshay

Grasim supports the TB Mukt Bharat 2030 mission by providing nutrition kits and conducting awareness initiatives in partnership with the Government TB Cell, reaching over 1,050 beneficiaries. These efforts aim to improve treatment adherence and overall well-being among affected individuals. Our contribution has been recognised through appreciation certificates and the Ni-Kshay Mitra Award from local authorities.



Social and Relationship Capital

Artificial Limb Fitment

In its 30th year, the Free Artificial Limb Fitment Camp, organised by Grasim in collaboration with the Karnataka Marwari Youth Federation, continues to provide free prosthetic legs and hands to specially-abled individuals. This initiative has benefited 5,169 people, including 229 in the current year.

Project Transform

Through Transform, we advance women's health by screening for cervical, breast and oral cancers in underserved communities. Over 2,000 women have been screened at 36 health camps, reaching more than 5,000 individuals. This initiative drives broader societal and economic benefits through active community engagement.







Drinking Water Solutions

This initiative ensures doorstep access to safe drinking water through a network of RO plants, piped water supply, and tanker services. RO plants have been set up across 11 locations, while piped supply reaches 45 villages and tanker services support 40 villages in collaboration with Gram Panchayats, communities, and Water and Sanitation Management Organisation (WASMO).

Sustainable Livelihood

We support locally relevant, environmentally sustainable livelihood opportunities that help individuals and families build self-sustaining sources of income. Our programmes enhance employability, strengthen rural enterprises, and encourage the responsible use of natural resources.

95,797
Beneficiaries



Enabling Livelihoods and Empowering Women

Self Help Groups (SHGs)

In collaboration with Gramin Vikas Trust and government departments, the programme has strengthened livelihoods and improved quality of life in rural communities. Across all Grasim units, 450 SHGs with 5,425 women have built savings of ₹11.82 crore and accessed ₹1.07 crore through government schemes.

Project Kaushalya

Grasim promotes self-reliance among youth through vocational training under Project Kaushalya, equipping them with practical skills in trades such as electrical work, warehouse packing, retail sales, and beauty services. So far, over 2,380 youth have been trained, with 70% successfully placed in jobs or self-employment.





Social and Relationship Capital



Project Saksham

Project Saksham empowers specially abled individuals by providing income-generating tools and skill-based training to help them build sustainable livelihoods. Tailored support, such as skill-based assets and business equipment, has improved productivity, increased income levels, and promoted long-term self-reliance through practical, context-driven interventions.



Project Anya

This women-centric initiative creates sustainable livelihood opportunities for SHGs through skill development, production support, and market access and linkages. Training in areas such as garment stitching, jute bag making, and food processing has benefited over 5,400 women, many of whom have seen a 30% increase in household income through access to retail and digital markets.

Strengthening Rural Economies through Agriculture and Livestock



Farmer Produce Organisation (FPO)

We support three FPOs comprising 1,620 farmer members, including one exclusively for women. Together, these FPOs reach over 4,000 farmers, and are registered under the Central Sector Scheme. In collaboration with Bharatiya Agro Industries Foundation (BAIF), the National Bank for Agriculture and Rural Development (NABARD), and Gramin Vikas Trust (GVT), the FPOs facilitate access to quality agricultural inputs, essential agri-services, and relevant government schemes.



Grasim Gokul Gaushala

Grasim Gokul Gaushala safeguards the welfare of neglected, elderly, and injured cattle by providing shelter, nourishment, and medical care. In collaboration with the MP Gau Samvardhan Board and the Government Veterinary Department, the initiative also promotes awareness around cattle protection and the prevention of cruelty.

Green Fodder Project

Silage production ensures year-round availability of nutritious fodder, improving cattle health and supporting farmer livelihoods. The Green Fodder Project has enabled 176 farmers from 20 villages to increase their income by cultivating various green fodder crops. The initiative supplied 139.39 MT of fodder to the Gaushala and promoted entrepreneurship in the feed and fodder sector.





Project Pashudhan

The initiative enhances livestock development by providing artificial insemination, improved nutrition, and preventive healthcare for milch animals. It includes farmer training and veterinary camps, resulting in 38,478 cattle inseminated, a 50% higher milk yield, 25,000 farmers trained, and 50,000 cattle treated.

Project Amrit Sanchay

This programme promotes groundwater recharge and sustainable water availability through rainwater harvesting, pond restoration, and soak pits. It has revived 297 structures, conserved 339.8 crore litres of water, irrigated 4,600 hectares, and raised average household income by 52%. Additionally, over 15,000 students have been sensitised through school programmes on sustainable water use.



"Joining this project has completely changed my life and the way I farm. Earlier, I was stuck with traditional wheat cultivation and could barely manage ₹43,000 annually from my 1.80-acre land. After being introduced to Berseem fodder cultivation through this project, I saw a massive improvement. In just 4 months, I earned ₹1.371 lakh from 5 cuttings.

This income has not only provided financial stability to my family but has also encouraged me to explore better farming methods. I am truly thankful to the project team for their guidance and support, which has helped me achieve this success and improve my livelihood."

Kalpana Kunwar
President - Parmarkedi Village Panchayat

Social and Relationship Capital

Infrastructure Development

We strengthen rural infrastructure by establishing essential services that improve quality of life and provide better access to vital amenities, contributing to stronger, more resilient communities.

1,22,791
Beneficiaries

Model Village Development

We are supporting the holistic development of 60 out of 311 model villages, with 30 already transformed. The initiative has enhanced key socio-economic indicators such as school enrolment, female literacy, and health outcomes, while significantly reducing school dropouts. Infrastructure has been strengthened through electrification, solar lighting, improved roads and drainage, reliable water supply, and upgraded community facilities.



Social Reforms and Development

We drive positive social change by challenging outdated practices through awareness, advocacy, and community engagement. Our initiatives uphold dignity, equality, and inclusivity across multiple spheres.

1,05,098
Beneficiaries

Project Jayesth

To strengthen bonds with the elderly, a heartfelt initiative was launched in Veraval, bringing together retired employees through engaging activities. One such event, Smriti Sandhya, rekindled memories and emotions, leaving participants with a deep sense of pride and belonging, reflecting their enduring connection with the Aditya Birla Group.

Project Aanya

At Veraval, the programme is enabling skill-building through training in stitching male attire. Trainees have begun receiving uniform orders from government schools, creating a steady source of income. Each participant is equipped with a tailoring machine, and their progress is regularly tracked to ensure sustained growth and quality output.



Social Impact Assessment – Grasim Industries Limited, SFD Nagda

Grasim has implemented a wide range of community development initiatives across 20 villages in the Nagda block of Madhya Pradesh. These initiatives form a core part of its broader CSR engagement, delivered through the Grasim Jana Sewa Trust in collaboration with expert partners including Bharatiya Agro Industries Foundation, Aide et Action, and Grameen Vikas Trust.

To evaluate outcomes and inform future planning, a Social Impact Assessment (SIA) was conducted in September 2024 by Eurofins Assurance in collaboration with ASK Training & Learning. The assessment used a mix of household surveys (810 respondents), focus group discussions, interviews, and on-ground observations.

Key findings highlight significant progress in access to healthcare, education, and livelihoods. About 76% of households reported benefiting from health services and 73% reported improved overall well-being. Education initiatives, including the Anandwadi model, led to increased school engagement and awareness among children. Support for livestock and horticulture has strengthened food security and boosted income in several households, though persistent challenges such as water scarcity and limited fodder access remain.

Women's empowerment programmes recorded strong participation in training, but economic outcomes have been limited due to social barriers and gaps in market access. Infrastructure development has improved water supply, hygiene, and sanitation across most villages.

The study recommends strengthening partnerships with local institutions, expanding support in education and healthcare, and implementing targeted follow-up strategies to enhance women's economic inclusion.

Overall, the assessment reflects strong community engagement and measurable progress since 2021, while offering a clear roadmap to improve sustainability and deepen impact in the years ahead.



"Previously unaware of what constituted a good school or quality education, I never imagined our village's government schools could improve. Now, there's newfound community awareness; children attend regularly despite field or brick kiln obligations. Thanks to Grasim Jana Seva Trust and Aide et Action, the school runs smoothly with peak attendance. Children maintain cleanliness and good behaviour. I now understand the concept of quality education and see government schools as centres of excellence. Proud to be part of this campaign."

Shankar Gurjar
President - Parmarkedi Village Panchayat



Focus Area 2

Supply Chain Management

At Grasim, our supply chain is anchored in transparency, accountability, and a shared sense of purpose. We engage with suppliers through open dialogue and alignment on mutual goals, ensuring they meet our high standards of quality, responsibility, and compliance. Built on long-term partnerships and consistent, ethical practices, our supply chain, rooted in long-term partnerships and ethical practices, upholds integrity throughout every stage of operations.

Supply Chain Governance

We have formalised our responsible procurement approach through our Suppliers Code of Conduct and Responsible Supply Chain Policy, which define our engagement and collaboration with supply chain partners.

Aligned with global frameworks, the Suppliers Code of Conduct embeds ESG principles and sets clear expectations in areas like health and safety, environmental impact, business integrity, and labour rights. These include fair wages, decent living conditions, reasonable working hours, and the right to freedom of association and collective bargaining.

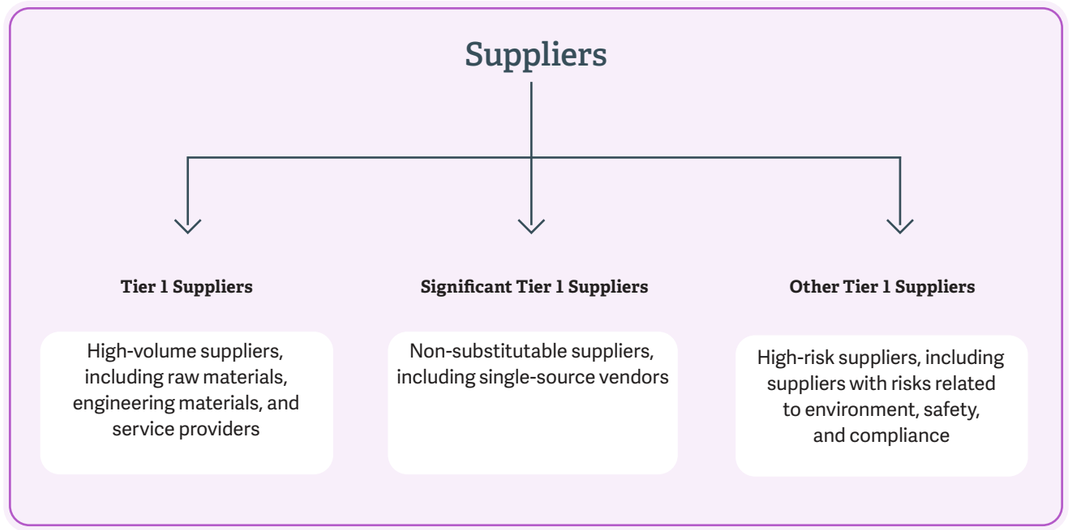
The Responsible Supply Chain Policy promotes transparent sourcing, effective risk management, and supplier capability development, focusing on sustainability across the value chain and supporting local businesses, MSMEs, and under-represented groups.

Compliance is essential to our supply chain governance requiring alignment with relevant laws, the ABG Sustainability Framework, and applicable standards.



Strategic Supplier Classification

We classify our suppliers into Tier 1 and non-Tier 1 categories, based on their level of engagement and procurement value. Tier 1 suppliers deliver goods, materials, or services directly to Grasim and represent a significant share of our procurement spend. Non-Tier 1 suppliers operate further upstream in the value chain, supplying products or services through our Tier 1 partners.



Supplier Onboarding

Grasim follows a structured, transparent process for supplier registration and onboarding. Prospective suppliers are required to submit relevant documentation and compliance declarations. Following an initial review, each supplier undergoes a comprehensive evaluation based on technical capabilities, financial health, certifications, past performance, and alignment with our ESG commitments.

Supplier ESG Programme

We integrate ESG considerations into supplier screening and evaluation process to align with our broader sustainability goals. Information gathered during registration is assessed through detailed desk reviews, factoring in risks specific to the supplier's geography, sector, and product category.

ESG performance accounts for 10% of the overall evaluation score, in addition to key criteria such as price, product quality, and delivery timelines. Additionally, 5% is specifically allocated to environmental responsibility, occupational health, safety, and well-being. Suppliers demonstrating stronger alignment with ESG standards are prioritised during selection and contracting.

Suppliers are expected to integrate our ESG principles into their operations and maintain systems to monitor, audit, and demonstrate compliance. Our purchasing practices are periodically reviewed to ensure consistency with the Supplier Code of Conduct and to prevent conflicts with ESG expectations. If deviations occur, corrective action may be taken with our support. Continued non-compliance may result in disengagement.

Social and Relationship Capital

We conduct annual supplier assessments through independent evaluations or internal surveys to identify key partners, monitor performance, and assess key ESG risks across the value chain. Additionally, we regularly monitor supplier performance through clear communication, targeted training, and an accessible grievance redressal mechanism. This continuous feedback loop ensures accountability, strengthens supplier capabilities, and drives sustained improvement across our supply chain.

Supplier Screening and Evaluation

Our ESG programme is overseen by the Board-level Risk Management and Sustainability Committee and involves close collaboration with both internal teams and external partners. We conduct regular workshops and training sessions for suppliers, contractors, and employees to build awareness and capacity on critical ESG topics such as environmental management, climate action, resource efficiency, human rights, and diversity and inclusion. These sessions also serve as a platform to gather input, identify challenges, and address supplier needs in real time. Through ongoing technical support and practical guidance, we aim to strengthen supplier capabilities and accelerate meaningful progress in ESG performance across our value chain.



Key Initiatives

1. **Project Synergy**

   Birla Cellulose's Project Synergy evaluates supplier sustainability through a structured Sustainability Supplier Assessment Questionnaire (SAQ), engaging critical suppliers to enhance their ESG performance and aligning with the Supplier Code of Conduct (SCOC), BRSR Core Framework, and other global ESG standards.

2. **ZExim_Miro**

   Under Project RISE, ZExim_Miro centralises import procurement data, automates customs duty calculations, and tracks Scope 3 emissions, supporting both operational efficiency and compliance with sustainability goals.

3. **Freight Tiger Geo-tracking**

   In partnership with Freight Tiger, Grasim uses IoT-enabled geo-tracking devices on outbound shipments. This enhances real-time visibility of truck movement, improves supply chain coordination, reduces transit delays, and provides customers with timely delivery updates.

4. **Procurement Going Paperless**

   Through the PROCOL platform, we automate key procurement processes, reducing manual dependencies, improving compliance, and promoting a paperless approach to support sustainability efforts.

5. **Mango Lane Initiative**

   The Mango Lane initiative streamlined GST compliance by registering a godown on the ECC platform, optimising logistics, and reducing fuel consumption through container consolidation, resulting in a more efficient and sustainable supply chain.

6. **LNG Deployment for Exports**

   The CFI business now uses low-emission LNG vehicles to transport export cargo. This shift supports cleaner logistics and significantly reduces the carbon footprint associated with inland and export transportation.

Focus Area 3

Customer Relationship

Grasim offers a diverse portfolio of products and services tailored to a wider customer base, including B2B (business accounts), B2C (individual consumers), and B2ECA (emerging corporate accounts). We work closely with each segment to deliver high-quality solutions, supported by responsive service and a deep understanding of their unique requirements. Sustainability is embedded in our value proposition. Environmental and social considerations are integrated into product development and service delivery, ensuring we meet our customers' evolving expectations while contributing to a more sustainable future.

Customer Satisfaction

Customer satisfaction is a core focus for Grasim. We regularly measure it through the Net Promoter Score (NPS) to assess customer perceptions, expectations and identify improvement areas. Monthly feedback sessions are conducted across departments to capture sentiment and expectations in a structured manner. Insights from these sessions are promptly shared with sales representatives and zonal heads, to enable timely responses to the concerns and emerging opportunities. This feedback loop strengthens our customer relationships and drives continuous service improvement.

Key Initiatives

1. **Birla Connect**

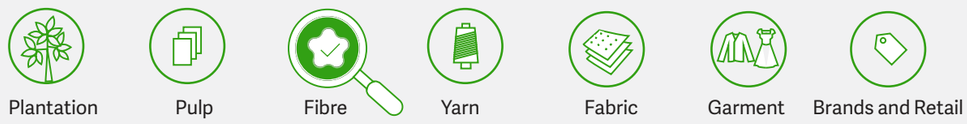
   Birla Cellulose has enhanced customer engagement through Birla Connect, a multilingual portal that offers 24/7 access to order tracking, delivery updates, and account information. The platform centralises invoices, billing, and credit notes, simplifying operations and supporting seamless financial management. Aligned with the Mission Happiness philosophy, it creates a user-friendly ecosystem across the textile value chain.

2. **GreenTrack**

   It is a proprietary traceability platform by Birla Cellulose, offering end-to-end visibility, from pulp origin to final garment, using blockchain technology and a scannable QR code. Since 2019, more than 120 brands and 2,800 value chain partners have joined the platform, which ensures source verification through a molecular tracer embedded at the fibre stage.

   This innovation eliminates the risk of dilution or counterfeiting, and is validated across the yarn, fabric, and garment stages. GreenTrack enhances transparency and trust, while enhancing planning efficiency for partner brands. With the launch of GreenTrack 2.0 in December 2024, the platform will evolve further to address emerging market demands and regulatory requirements.

How does it work?



Value Chain Traceability GreenTrack

Live mapping of the material journey from forest to fashion through every supply chain node.

Source Verification through Molecular Tracer

Unique molecular additive inside the fibre for source verification at any stage fibre, yarn, fabric & garment removes any possibility of counterfeit or dilution.

Independent Assurance Statement

To,
The Board of Directors
Grasim Industries Limited
Aditya Birla Centre, 'A' Wing, 2nd Floor,
S.K. Ahire Marg, Worli, Mumbai-400030

Independent Assurance Statement to Grasim Industries Limited on select non-financial disclosures in the Business Responsibility & Sustainability Report (BRSR) and Integrated Annual Report (IAR) for the financial year 2024-25.

Introduction and objective of engagement

Grasim Industries Limited (the 'Company') has developed its Business Responsibility and Sustainability Report ('BRSR') including the BRSR Core Indicators1, based on the BRSR reporting guidelines prescribed by SEBI for listed entities. The reporting criteria have been derived from the Principles of National Guidelines on Responsible Business Conduct, 2018 (NGRBC), and Greenhouse Gas (GHG) Protocol - A Corporate Accounting and Reporting Standard. The Company has also developed its Integrated Annual Report 2024-25 ('IAR') based on the principles of the Integrated Reporting (<IR>) Framework published by the International Integrated Reporting Council (IIRC). The BRSR would form a part of the IAR.

BDO India LLP (BDO) was engaged by the Company to provide independent assurance on select non-financial sustainability disclosures in the BRSR and IAR (collectively, the 'Report') for the period 1st April 2024 to 31st March 2025.

The Company's responsibilities

The content of the Report and its presentation are the sole responsibilities of the Management of the Company. The Company's Management is also responsible for the design, implementation, and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement.

[1] SEBI vide Circular SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated 12 July 2023

BDO's responsibilities

BDO's responsibility, as agreed with the Management of the Company, is to provide assurance on the BRSR Core Indicators and those of IAR as described in the 'Scope & boundary of assurance' section below. We do not accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance a third party may place on the Report is entirely at its own risk.

Assurance standard

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" and ISAE 3410, "Assurance Engagements on Greenhouse Gas Statement" issued by the International Auditing and Standards Board.

We applied the criteria of 'Reasonable' Assurance for non-financial Core Indicators of BRSR (Business Responsibility & Sustainability Report), and criteria of 'Limited' Assurance for select non-financial information of the IAR (Integrated Annual Report).

Scope & boundary of assurance

We have assured the BRSR Core Indicators, selected BRSR non-core indicators and Integrated Annual Report sustainability indicators (as set out under Appendix 1 to this statement), pertaining to the Company's non-financial performance for the period 1st April 2024 through 31st March 2025.

The reporting scope and boundary cover the Company's operations.

Assurance methodology

Our assurance process entails conducting procedures to gather evidence regarding the reliability of the disclosures covered in the assurance scope. The physical verification on sample basis was carried out at the following locations:

- Corporate Office, Mumbai;
- Cellulosic Fibre Yarn Division, Kalyan;
- Cellulosic Staple Fibre Division, Chemicals Division, and Epoxy Division, Vilayat;
- Paint Division, Cheyyar;
- Jayashree Textiles, Rishra;
- Chemicals Division, Rehla;
- Cellulosic Staple Fibre Division, and Chemicals Division, Nagda.

We used our professional judgement as Assurance Provider for selection of sample of the Company's locations/facilities and non- financial information for the verifications.

- We conducted a review and verification of data collection, collation, and calculation methodologies, and a general review of the logic of inclusion/ omission of relevant information/ data in the Report. Our review process included:
- Evaluation and assessment of the appropriateness of quantification methods used to arrive at the non-financial sustainability information of the BRSR Core Indicators and IAR;
- Review of consistency of data/information within the Report as well as between the Report and source;
- Engagement through discussions with personnel at both corporate and plant/facility levels who are accountable for the data and information presented in the Report;
- Execution of an audit trail of claims and data streams, to determine the level of accuracy in collection, transcription, and aggregation;
- Review of data collection and management procedures, and related internal controls.

Limitations and exclusions:

There are inherent limitations in an assurance engagement, including, for example, the use of judgement and selective testing of data. Accordingly, there are possibilities that material misstatements in the Report may remain undetected.

The assurance scope excludes:

- Data and information outside the defined reporting period (1st April 2024 to 31st March 2025)
- Review of the 'economic and/or financial performance indicators' included in the Report or on which reporting is based; we have been informed by the Company that these are derived from the Company's audited financial records;
- The Company's statements and claims related to any topic other than those listed in the 'Scope & boundary of assurance';
- The Company's statements that describe qualitative/ quantitative assertions, expression of opinion, belief, inference, aspiration/targets, expectation, aim or future intention.

Our observations

We have reviewed the disclosures in the Report for the reporting period from 1st April 2024 through 31st March 2025. The disclosures of the Company, covered under the 'Scope and boundary of assurance', are fairly reliable.

Our Conclusions

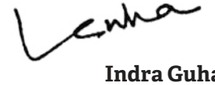
Based on the scope of our review, we concluded the following:

- Reasonable Assurance of BRSR Core indicators: The non-financial sustainability disclosures of the BRSR Core indicators as mentioned in 'Scope and boundary of assurance' reasonably fulfil the criteria of relevance, completeness, reliability, neutrality, and understandability as per 'reasonable' assurance criteria;
- Limited Assurance of selected indicators for BRSR (other than core) and IAR: Based on the procedures performed, nothing has come to our attention that causes us not to believe that the disclosures of the Company is presented fairly, in all material respects, in accordance with the relevant reporting guidelines/standards.

Our assurance team and independence

BDO India LLP is a professional services firm providing services in Advisory, Assurance, Tax, and Business Advisory Services, to both domestic and international organisations across industry sectors. Our non-financial assurance practitioners for this engagement are drawn from a dedicated Sustainability and ESG Team in the organisation. This team is comprised of multidisciplinary professionals, with expertise across the domains of sustainability, global sustainability reporting standards and principles, and related assurance standards. This team has extensive experience in conducting independent assurance of sustainability data, systems, and processes across sectors and geographies. As an assurance provider, BDO India LLP is required to comply with the independence requirements set out in the International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. Our independence policies and procedures ensure compliance with the Code.

For BDO India LLP



Indra Guha
Partner | Sustainability & ESG
Business Advisory Services
Gurugram, Haryana
16 July 2025

Independent Assurance Statement

Appendix 1

(to be read as part of 'Scope and boundary of assurance')

The sustainability indicators/disclosures considered during the engagement are presented below:

A. BRSR Core Indicators

Sr. No.	Principle/Indicator/ Reference	Attribute	Parameter
1	Principle 6-E7	Green-house gas (GHG) footprint	Total Scope 1
			Total Scope 2
			GHG Emission Intensity (Scope 1 + Scope 2)
2	Principle 6-E3 Principle 6-E4	Water footprint	Total water consumption
			Water consumption intensity
			Water Discharge by destination and levels of Treatment
3	Principle 6-E1	Energy footprint	Total energy consumed (% of energy consumed from renewables)
			Energy intensity
4	Principle 6 – E9	Embracing circularity- details related to waste management by the entity	Specified types of waste
			Total waste generated
			Waste intensity
			Category wise waste recovery
			Category wise waste disposed
5	Principle 3 – E1(C) Principle 3 – E11	Enhancing employee wellbeing and Safety	Spending on measures towards wellbeing of employees and workers
			Details of safety related incidents for employees and workers
6	Principle 5 – E3(b) Principle 5 – E7	Enabling Gender Diversity in Business	Complaints on POSH
			Gross wages paid to females as % of wages paid
7	Principle 8 – E4 Principle 8 – E5	Enabling Inclusive Development	Input material directly sourced from MSMEs/small enterprises and from within India
			Job creation in smaller towns
8	Principle 9 – E7 Principle 1 – E8	Fairness in Engaging with Customers and Suppliers	Incidents involving loss/breach of customer data
			No. of days of accounts payable
9	Principle 1 – E9	Open-ness of business	Concentration of purchases from trading houses, sales through Dealers/distributors, related parties purchase/sales, loans and advances & investments with related parties

B. BRSR Indicators (other than Core)

Sr. No.	Principle Reference	Attribute	Indicator Description
1	Section A-20	Employees	Details of employees and workers (including differently abled)
2	Section A-21	Participation/Inclusion/ Re presentation of women	Number and percentage of Representation of Women in Board of Directors and Key Managerial Personnels
3	Principle 3-E5	Return to work and Retention rates of permanent employees	Return to work and retention rates of permanent employees and workers that took parental leave
4	Principle 3-E9	Performance and career development	Details of performance and career development reviews of employees and workers
5	Principle 6-E6	Air emissions	Details of air emissions (other than GHG emissions)
6	Principle 6-L2	Scope 3 emissions	Total Scope 3 Emissions & its intensity

C. GRI Indicators

Sr. No.	Indicator Reference	Indicator description
1	302-1	Energy consumption within the organisation
2	303-1	Interaction of water as a shared resource
3	303-3	Water withdrawal
4	303-4	Water discharge
5	303-5	Water consumption
6	305-1	Direct (Scope 1) GHG Emissions
7	305-2	Energy indirect (Scope 2) GHG emissions
8	305-3	Other indirect (Scope 3) GHG emissions
9	305-7	Nitrogen Oxide (NOx), Sulphur Oxide (SOx), and other significant air emissions
10	306-3	Waste generated
11	306-4	Waste diverted from disposal
12	306-5	Waste directed to disposal
13	2-7	Employees
14	2-8	Workers who are not employees
15	401-1	New employee hires and employee turnover
16	401-3	Parental leave
17	403-5	Worker training on occupational health and safety
18	403-9	Work-related injuries
19	403-10	Work-related ill health
20	404-1	Average hours of training per year per employee
21	404-2	Programs for upgrading employee skills and transition assistance programs
22	404-3	Percentage of employees receiving regular performance and career development reviews
23	405-1	Diversity of governance bodies and employees

Notes:

For BRSR indicators, "E" denotes Essential Indicators and "L" denotes Leadership Indicators.

Sustainability Databook

Sustainability Indicators	Unit	Businesses of Grasim Industries Limited				Total
		Cellulosic Fibres	Chemicals	Textiles and Insulators	Building Materials	
Energy and Emission						
Energy Consumption						
Non-Renewable Energy	Million GJ	33.78	26.52	1.28	0.89	62.47
Renewable Energy	Million GJ	2.69	1.43	0.20	0.00	4.32
Total Energy Consumption	**Million GJ**	**36.47**	**27.95**	**1.48**	**0.89**	**66.79**
GHG Emissions						
Scope 1 (Direct Emissions)	Million MT CO_2 e	3.16	1.88	0.07	0.00	5.11
Scope 2 (Indirect Emissions)	Million MT CO_2 e	0.12	0.99	0.08	0.03	1.22
Total Emissions (Scope 1 + Scope 2)	**Million MT CO_2 e**	**3.28**	**2.87**	**0.15**	**0.03**	**6.34**
Scope 3 (Indirect Emissions)	**Million MT CO_2 e**	**2.94**	**2.75**	**0.38**	**0.09**	**6.17**
Category - 1 (Purchased Goods & Services)	Million MT CO_2 e	1.19	1.10	0.30	0.04	2.62
Category - 2 (Capital Goods)	Million MT CO_2 e	0.00	0.00	0.00	0.00	0.01
Category - 3 (Fuel & Energy Related Activities not included in scope 1 and scope 2)	Million MT CO_2 e	1.16	1.20	0.05	0.01	2.42
Category - 4 (Upstream Transportation & Distribution)	Million MT CO_2 e	0.50	0.30	0.02	0.02	0.84
Category - 5 (Waste Generated in Operations)	Million MT CO_2 e	0.01	0.01	0.00	0.00	0.03
Category - 6 (Business Travel)	Million MT CO_2 e	0.00	0.00	0.00	0.00	0.01
Category - 7 (Employee Commuting)	Million MT CO_2 e	0.00	0.02	0.00	0.01	0.03
Category - 9 (Downstream Transportation & Distribution)	Million MT CO_2 e	0.07	0.12	0.01	0.01	0.20
Total Emissions (Scope 1 + Scope 2 + Scope 3)	**Million MT CO_2 e**	**6.22**	**5.62**	**0.53**	**0.12**	**12.49**
Biogenic Emissions						
Biogenic CO_2 Emissions	Million MT CO_2 e	0.23	0.00	0.00	-	0.23
Non-GHG Air Emissions						
Oxides of Sulphur (SOX)	MT	4,930.86	2,292.30	163.32	1.07	7,387.54
Oxides of Nitrogen (NOX)	MT	1,104.69	829.47	83.50	14.43	2,032.09
Suspended Particulate Matter (SPM)	MT	594.30	358.02	44.64	3.18	1,000.14
Volatile Organic Compound (VOC)	MT	-	-	-	0.04	0.04
Water and Wastewater						
Water Withdrawal						
Sea Water	Million Cubic Metre	8.17	-	-	-	8.17
Surface Water	Million Cubic Metre	29.03	7.00	0.11	-	36.14
Ground Water	Million Cubic Metre	-	1.05	1.29	0.15	2.49
Third Party (Public / Private Utility)	Million Cubic Metre	7.87	5.14	0.12	0.21	13.34
Others (Rainwater storage)		-	0.05	-	0.03	0.08
Total water withdrawal	**Million Cubic Metre**	**45.07**	**13.23**	**1.53**	**0.39**	**60.22**

Sustainability Indicators	Unit	Businesses of Grasim Industries Limited				Total
		Cellulosic Fibres	Chemicals	Textiles and Insulators	Building Materials	
Water Consumption						
Total Water Consumption	Million Cubic Metre	14.20	12.13	1.46	0.39	28.18
Wastewater Recycling, Reuse & Discharge						
Treated Wastewater Recycle / Reuse	**Million Cubic Metre**	**22.85**	**2.73**	**1.66**	**0.04**	**27.28**
Treated Wastewater Discharge	**Million Cubic Metre**	**30.87**	**1.10**	**0.07**	**-**	**32.04**
Sea	Million Cubic Metre	19.31	0.89	-	-	20.21
Surface water	Million Cubic Metre	10.44	-	-	-	10.44
Third Party / CETP	Million Cubic Metre	1.12	0.20	0.07	-	1.39
Total Treated Wastewater	**Million Cubic Metre**	**53.71**	**3.83**	**1.73**	**0.04**	**59.32**
Waste						
Waste Generation						
Battery Waste	MT	41.42	26.70	15.22	-	83.35
Bio-medical Waste	MT	0.91	1.77	0.03	0.13	2.84
Construction and Demolition Waste	MT	11,418.88	2,197.75	-	-	13,616.63
E-Waste	MT	60.13	23.12	2.46	-	85.70
Plastic Waste	MT	527.40	317.89	301.52	645.41	1,792.22
Other Hazardous Waste	MT	71,770.73	1,50,224.50	2,035.46	1,433.85	2,25,464.54
Other Non-Hazardous Waste	MT	4,41,145.26	4,24,299.79	23,238.57	1,955.33	8,90,638.95
Total Waste Generated	**MT**	**5,24,964.73**	**5,77,091.51**	**25,593.26**	**4,034.72**	**11,31,684.23**
Waste Disposal						
Hazardous Waste*						
Reuse	MT	1.17	51,915.80	624.50	-	52,541.47
Recycle	MT	26,827.40	55,137.70	113.31	87.00	82,165.41
Recovery	MT	27,524.53	148.10	568.28	1,228.42	29,469.33
Incineration	MT	145.86	655.93	0.02	84.13	885.94
Landfilling	MT	13,878.98	43,082.51	409.00	-	57,370.49
Total Hazardous Waste Managed	**MT**	**68,377.93**	**1,50,940.04**	**1,715.11**	**1,399.55**	**2,22,432.63**
Non-Hazardous Waste #						
Reuse	MT	2,46,583.74	3,93,270.94	13,566.58	111.00	6,53,532.26
Recycle	MT	1,85,275.92	25,755.72	8,443.84	2,643.45	2,22,118.93
Recovery	MT	10,030.36	53.48	-	17.02	10,100.85
Incineration	MT	-	-	125.41	-	125.41
Landfilling	MT	3,635.85	1,747.80	1,327.10	-	6,710.75
Total Non-Hazardous Waste Managed	**MT**	**4,45,525.87**	**4,20,827.93**	**23,462.93**	**2,771.47**	**8,92,588.20**
Total Waste Managed	**MT**	**5,13,903.80**	**5,71,767.98**	**25,178.04**	**4,171.02**	**11,15,020.84**

* Waste Categorised as per "Hazardous and Other Wastes Rules, 2016; E-Waste Management Rules, 2022; Biomedical Waste Management Rules, 2016; and Battery Waste Management Rules, 2022"

Waste Categorised as per "Solid Waste Management Rules, 2016; Plastic Waste Management Rules, 2016; Construction and Demolition Waste Management Rules, 2016; and Flyash Notification, 2021"

Sustainability Databook

Sustainability Indicators	Unit	Businesses of Grasim Industries Limited				Total
		Cellulosic Fibre	Chemicals	Textiles and Insulators	Building Materials	
Safety						
Total Recordable Injuries						
Employees (Permanent and Other than permanent)	Number	1	1	-	-	2
Workers (Permanent and Other than permanent)	Number	54	13	27	-	94
Total	**Number**	**55**	**14**	**27**	**-**	**96**
High Consequences Work-Related Injury						
Employees (Permanent and Other than permanent)	Number	-	-	-	-	-
Workers (Permanent and Other than permanent)	Number	-	-	-	-	-
Total	**Number**	**-**	**-**		**-**	**-**
Fatality						
Employees (Permanent and Other than permanent)	Number	-	-	-	-	-
Workers and Other than permanent workers	Number	1	-	-	-	1
Total	**Number**	**1**	**-**		**-**	**1**
Lost Time Incident Frequency Rate (LTIFR)						
Employees (Permanent and Other than permanent)	Per million hours worked	0.19	-	-	-	0.06
Workers (Permanent and Other than permanent)	Per million hours worked	0.27	0.25	0.14	-	0.23
Employees & Workers (Permanent and Other than permanent)	**Per million hours worked**	**0.27**	**0.20**	**0.13**	**-**	**0.20**
Head Count						
Permanent Employees						
Male	Number	3,353	2,946	909	3,487	10,695
Female	Number	294	285	88	450	1,117
Total	**Number**	**3,647**	**3,231**	**997**	**3,937**	**11,812**
Permanent Workers						
Male	Number	8,698	487	6,191	-	15,376
Female	Number	87	2	50	-	139
Total	**Number**	**8,785**	**489**	**6,241**	**-**	**15,515**
Total Permanent Workforce	**Number**	**12,432**	**3,720**	**7,238**	**3,937**	**27,327**
Other than Permanent Employees						
Male	Number	120	127	332	1,084	1,663
Female	Number	33	20	21	50	124
Total	**Number**	**153**	**147**	**353**	**1,134**	**1,787**
Other than Permanent Workers						
Male	Number	7,146	6,010	2,195	2,036	17,387
Female	Number	188	142	120	71	521
Total	**Number**	**7,334**	**6,152**	**2,315**	**2,107**	**17,908**
Total Other than Permanent Workforce	**Number**	**7,487**	**6,299**	**2,668**	**3,241**	**19,695**
Total Workforce (Permanent + Other than Permanent)	**Number**	**19,919**	**10,019**	**9,906**	**7,178**	**47,022**
New Hires						
Permanent Employees						
Male	Number	516	451	112	1,901	2,980
Female	Number	73	61	22	221	377
Total	**Number**	**589**	**512**	**134**	**2,122**	**3,357**
Permanent Workers						
Male	Number	223	32	213	-	468
Female	Number	3	-	1	-	4
Total	**Number**	**226**	**32**	**214**	**-**	**472**
Total New Hires	**Number**	**815**	**544**	**348**	**2,122**	**3,829**
Turnover						
Permanent Employees						
Male	Number	450	359	112	468	1,389
Female	Number	60	40	26	73	199
Total	**Number**	**510**	**399**	**138**	**541**	**1,588**
Permanent Workers						
Male	Number	439	39	360	-	838
Female	Number	1	-	5	-	6
Total	**Number**	**440**	**39**	**365**	**-**	**844**
Total Turnover	**Number**	**950**	**438**	**503**	**541**	**2,432**
Training & Development						
Permanent						
Employees	Hours	99,410	77,419	11,067	56,716	2,44,612
Workers	Hours	38,077	2,432	30,313	-	70,822
Total	**Hours**	**1,37,487**	**79,851**	**41,379**	**56,716**	**3,15,434**
Other than Permanent						
Employees & Workers	Hours	34,667	7,042	81,911	4,659	1,28,279
Total Training Hours (Permanent & Other than Permanent)	**Hours**	**1,72,154**	**86,893**	**1,23,290**	**61,375**	**4,43,713**

Financial Highlights - Consolidated

	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
Sales*						
Cement (Includes White Cement, Putty, Others)	Mn. Tonnes	135.83	119.04	105.7	93.99	86.40
Cellulosic Staple Fibre	Lakh Tonnes	8.44	8.10	7.11	6.02	4.63
Caustic Soda	Lakh Tonnes	11.69	12.05	11.45	10.44	9.00

*(Including Captive Consumption)

Financial Performance	FY 2024-25		FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
	USD Million[1]	₹ crore	₹ crore	₹ crore	₹ crore	₹ crore
Revenue from Operations (Net)						
Cellulosic Fibres	1,880	15,897	14,949	15,149	12,210	6,965
Chemicals	1,023	8,648	8,213	10,422	7,888	4,581
Building Materials	9,627	81,394	71,953	63,381	52,599	44,726
Financial Services	4,808	40,651	34,008	27,365	22,094	19,190
Others	389	3,288	3,086	3,092	2,321	1,454
Inter-Segment Elimination	(166)	(1,400)	(1,231)	(1,781)	(1,411)	(511)
Total Revenue from Operations	**17,561**	**1,48,478**	**1,30,978**	**1,17,627**	**95,701**	**76,404**
EBITDA						
Cellulosic Fibres	180	1,524	1,722	1,031	1,721	1,187
Chemicals	143	1,208	1,054	2,271	1,534	590
Building Materials	1,421	12,012	13,164	10,919	11,971	12,300
Financial Services	550	4,650	4,114	5,603	2,069	1,472
Others	50	419	445	494	382	116
Net Unallocable Income/(Expenditure)	25	211	338	159	96	101
Total EBITDA	**2,368**	**20,023**	**20,837**	**20,478**	**17,772**	**15,766**

Financial Performance	FY 2024-25		FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
	USD Million[1]	₹ crore	₹ crore	₹ crore	₹ crore	₹ crore
Interest	331	2,802	1,655	1,320	1,296	1,809
Profit before Depreciation and Tax	**2,037**	**17,221**	**19,182**	**19,158**	**16,477**	**13,957**
Depreciation	763	6,454	5,001	4,552	4,161	4,033
Profit before Tax and Exceptional Items	**1,273**	**10,767**	**14,180**	**14,606**	**12,316**	**9,924**
Exceptional Items (EI)	(28)	(239)	(569)	(88)	(69)	(342)
Profit before Tax	**1,245**	**10,528**	**13,611**	**14,518**	**12,247**	**9,582**
Total Tax Expenses	363	3,069	3,774	3,649	1,936	3,022
Net Profit from continuing operations	**882**	**7,459**	**9,837**	**10,869**	**10,310**	**6,560**
Profit from Discontinued Operations (Net of Tax)	-	-	-	-	516	237
Net Profit before Minority Interest	**882**	**7,459**	**9,837**	**10,869**	**10,826**	**6,797**
Less: Minority Interest	479	4,051	4,301	4,251	3,657	2,682
Add: Share in Profit/(Loss) of Equity Accounted Investees	35	297	89	209	380	189
Net Profit for the period after Minority Interest	**438**	**3,706**	**5,624**	**6,827**	**7,550**	**4,305**
Other Comprehensive Income (Owners of the Company)	12	105	3,893	(3,104)	3,282	4,781
Total Comprehensive Income (Owners of the Company)	**451**	**3,811**	**9,518**	**3,723**	**10,832**	**9,085**

Note[1] - 1 USD = ₹ 84.5501

Financial Highlights - Consolidated

Balance Sheet	As on 31st March 2025		As on 31st March 2024	As on 31st March 2023	As on 31st March 2022	As on 31st March 2021
	USD Million[2]	₹ crore	₹ crore	₹ crore	₹ crore	₹ crore
Net Fixed Assets (incl. CWIP and Capital Advances)	16,098	1,37,591	1,02,002	85,964	78,123	73,033
Goodwill	2,500	21,369	20,154	20,138	20,059	20,014
Investments	4,697	40,142	42,505	34,440	33,329	32,928
Investments of Insurance Business	7,325	62,605	50,810	40,424	33,292	27,135
Assets held to cover Linked Liabilities	4,418	37,762	36,005	30,506	30,160	27,969
Loans and Advances of Financing Activities	17,861	1,52,662	1,23,135	93,433	66,199	59,862
Deferred Tax Assets	58	495	423	382	246	205
Other Assets	5,605	47,910	37,506	31,918	27,988	26,408
Total Assets	**58,563**	**5,00,536**	**4,12,539**	**3,37,205**	**2,89,395**	**2,67,554**
Equity Share Capital	16	136	133	132	132	132
Reserves and Surplus	11,393	97,373	88,520	78,610	75,567	65,362
Net Worth	**11,409**	**97,509**	**88,652**	**78,742**	**75,698**	**65,494**
Non-Controlling Interest	7,056	60,304	50,286	44,171	40,476	37,068
Deferred Tax Liabilities	1,461	12,487	9,417	8,443	8,527	8,457
Policy Holders Liability	11,507	98,351	85,388	69,090	60,873	52,476
Loan Funds	5,382	46,000	26,780	17,899	15,727	25,879
Borrowings related to Financial Services	16,105	1,37,648	1,08,322	83,449	57,276	51,530
Lease Liabilities	313	2,677	2,053	1,691	1,558	1,669
Other Liabilities	5,331	45,560	41,641	33,720	29,259	24,982
Total Liabilities	**58,563**	**5,00,536**	**4,12,539**	**3,37,205**	**2,89,395**	**2,67,554**

Note [2] - 1 USD = ₹ 85.470

Ratios and Statistics	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
EBITDA Margin[3]	%	11.96	15.09	14.50	17.86	19.57
Net Profit Margin[4]	%	5.22	7.58	9.42	11.17	8.83
Interest Cover[5]	Times	5.30	8.65	10.38	11.32	7.08
ROACE (EBIT/Avg.CE) (Excl. CWIP)	Times	9.39	10.64	11.59	10.38	9.40
RONW (PAT)/Avg. NW)	Times	3.98	6.72	8.84	10.69	7.05
Total Debt Equity Ratio (Including ABCL Borrowings)	Times	1.16	0.97	0.82	0.63	0.75
Total Debt Equity Ratio (Excluding ABCL Borrowings)	Times	0.29	0.19	0.15	0.14	0.25
Net Debt to Equity Ratio (Excluding ABCL Borrowings)	Times	0.22	0.11	0.06	0.04	0.08
Net Debt to EBITDA Ratio (Excluding ABCL Borrowings)	Times	1.77	0.74	0.34	0.24	0.55
Earnings per Share (Diluted from Continuing & Discontinued Operations)	₹ / Share	55.50	85.15	103.47	114.34	65.24
Book Value per Share	₹ / Share	1,460.37	1,342.06	1,193.36	1,146.35	992.58
Share Price	₹	2,611.15	2,287.30	1632.5	1,664.00	1,450.55
Partly Paid Share Price	₹	-	1,024.90	-	-	-
Market Capitalisation (NSE)	₹ crore	1,77,710	1,52,876	1,07,502	1,09,540	95,453

Note[3] - EBITDA margin is calculated as (EBITDA - (Corporate Dividend and Treasury Income))/ Revenue from Operations.

Note[4] - Net margin is calculated as (Net profit for the year - Profit from Discontinued Operations) / Revenue from Operations.

Note[5] - Interest Cover Ratio is calculated as (Profit after Tax + Non-Cash Expenses - Unrealised Gain on Investments) / (Interest Expenses + Interest Capitalised).

Financial Highlights - Standalone

Financial Performance	FY 2024-25		FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
	USD in million[1]	₹ crore	₹ crore	₹ crore	₹ crore	₹ crore
Revenue from Operations (Net)	**3,733**	**31,563**	**25,847**	**26,840**	**20,857**	**12,386**
EBITDA	**338**	**2,857**	**3,573**	**4,198**	**4,111**	**2,078**
Interest	81	684	440	368	247	236
Profit before Depreciation and Tax	**257**	**2,173**	**3,133**	**3,830**	**3,864**	**1,842**
Depreciation	198	1,676	1,215	1,097	914	828
Profit before Tax and Exceptional Items	**59**	**497**	**1,917**	**2,733**	**2,950**	**1,014**
Exceptional Items	(19)	(164)	(716)	(88)	(69)	(81)
Profit before Tax	**39**	**333**	**1,202**	**2,645**	**2,881**	**933**
Total Tax Expense	14	121	256	521	186	122
Net Profit from Continuing Operations	**25**	**212**	**945**	**2,124**	**2,695**	**810**
Profit from Discontinued operation	-	-	-	-	356	95
Net Profit for the period	**25**	**212**	**945**	**2,124**	**3,051**	**905**
Other Comprehensive Income	(31)	(264)	3,896	(3,074)	3,219	4,589
Total Comprehensive Income	**(7)**	**(51)**	**4,842**	**(950)**	**6,270**	**5,494**
Equity Dividend	80	681	664	658	658	592

Cash Profit Calculation	FY 2024-25		FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
	USD million[1]	₹ crore	₹ crore	₹ crore	₹ crore	₹ crore
Profit Before Tax and exceptional items	59	497	1,917	2,733	2,950	1,014
Add: Depreciation	198	1,676	1,215	1,097	914	828
Less: Current Tax	-	-	137	435	435	127
Cash Profit	**257**	**2,173**	**2,995**	**3,395**	**3,430**	**1,715**

Balance Sheet	As on 31st March 2025		As on 31st March 2024	As on 31st March 2023	As on 31st March 2022	As on 31st March 2021
	USD million[2]	₹ crore	₹ crore	₹ crore	₹ crore	₹ crore
Net Fixed Assets (incl. CWIP and Capital Advance)	3,132	26,769	24,681	19,900	16,714	15,093
Goodwill	0.33	3	3	3	3	3
Investments	4,637	39,635	39,212	33,897	38,691	33,640
Other Assets	1,354	11,574	10,242	8,377	7,229	5,964
Total Assets	**9,124**	**77,981**	**74,138**	**62,177**	**62,636**	**54,700**

Balance Sheet	As on 31st March 2025		As on 31st March 2024	As on 31st March 2023	As on 31st March 2022	As on 31st March 2021
	USD million[2]	₹ crore	₹ crore	₹ crore	₹ crore	₹ crore
Share Capital	16	136	133	132	132	132
Reserves and Surplus	6,349	54,262	51,982	46,823	48,484	42,816
Net Worth	**6,365**	**54,398**	**52,115**	**46,955**	**48,616**	**42,948**
Deferred Tax Liability (Net)	269	2,299	2,297	1,535	1,841	1,734
Loan Funds	1,301	11,121	9,453	5,254	4,304	4,163
Lease Liabilities	87	741	276	97	80	60
Other Liabilities	1,102	9,422	9,997	8,336	7,795	5,795
Total Liabilities	**9,124**	**77,981**	**74,138**	**62,177**	**62,636**	**54,700**

Ratios & Statistics	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
EBITDA Margin[4]	%	3.91	9.36	12.19	15.71	13.08
Net Profit Margin[5]	%	0.67	3.66	7.91	12.92	6.54
Interest Cover[6]	Times	3.18	5.35	9.15	12.24	5.88
Debt Service Coverage Ratio	Times	1.22	2.34	2.43	8.47	3.86
Total Debt to Equity Ratio	Times	0.20	0.18	0.11	0.08	0.10
Net Debt to Equity Ratio[3]	Times	0.13	0.11	0.04	(0.01)	0.02
Net Debt to EBITDA Ratio	Times	2.41	1.67	0.42	(0.13)	0.44
Current Ratio	Times	1.58	1.27	1.30	1.46	1.38
Dividend per Share	₹ / Share	10.00	10.00	10.00	10.00	9.00
Earnings per Share (Diluted from Continuing and Discontinued Operations)	₹ / Share	3.18	14.31	32.19	46.22	13.72
Book Value per Share	₹ / Share	814.70	788.93	711.62	736.35	650.89
No. of Equity Shareholders	No.	2,57,872	2,52,317	2,47,265	2,62,650	2,22,181
No. of Employees	No.	27,327	25,929	24,455	23,591	23,561

Note [1] - 1 USD = ₹ 84.5501
Note [2] - 1 USD = ₹ 85.470
Note[3] - For 31st March 2022, liquid Investments are higher than total debts.
Note[4] - EBITDA margin is calculated as (EBITDA - (Corporate Dividend and Treasury Income)) / Revenue from Operations.
Note[5] - Net Profit margin is calculated as (Net profit for the year from Continuing Operations) / Revenue from Operations.
Note[6] - Interest Cover Ratio is calculated as (Profit after Tax + Non-Cash Expenses - Unrealised Gain on Investments) / (Interest Expenses + Interest Capitalised).

GRI Content Index

Statement of use	Grasim Industries Limited has reported the information cited in this GRI content index for the period 1st April 2024 to 31st March 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	Section	BRSR	Page number
GRI 2: General Disclosures 2021				
2-1	Organisational details	About the report	Sec A	8-9, 328
2-2	Entities included in the organisation's sustainability reporting	About the report	Sec A	8-9, 328
2-3	Reporting period, frequency and contact point	About the report	Sec A	8-9, 328
2-4	Restatements of information	-	P6 E3, P6 L1	360, 365
2-5	External assurance	About the report, Independent Assurance Statement	Sec A Q14,15	9, 198, 328
2-6	Activities, value chain and other business relationships	-	Sec A Q 16 and Q17	20 -21, 328
2-7	Employees	Human Capital	Sec A Q20a	171 - 173, 329
2-8	Workers who are not employees	-	Sec A Q20a	329
2-9	Governance structure and composition	Approach to Governance, Sustainability Framework	-	34 -36, 111
2-10	Nomination and selection of the highest governance body	Corporate Governance	-	291
2-11	Chair of the highest governance body	Approach to Governance, Corporate Governance	-	34-35, 272
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Framework, Corporate Governance	-	110-112, 272
2-13	Delegation of responsibility for managing impacts	Approach to Governance, Sustainability Framework	-	32-36, 110-112
2-14	Role of the highest governance body in sustainability reporting	Approach to Governance, Sustainability Framework	-	32-36, 110-112
2-15	Conflicts of interest	-	P1 E6, P1 L2	340 - 341
2-16	Communication of critical concerns	Stakeholder Engagement	-	94 - 97
2-17	Collective knowledge of the highest governance body	Approach to Governance, Corporate Governance	-	36, 272
2-18	Evaluation of the performance of the highest governance body	Approach to Governance, Corporate Governance	-	36, 226
2-19	Remuneration policies	Approach to Governance, Corporate Governance	-	33, 230
2-20	Process to determine remuneration	Corporate Governance	-	230
2-21	Annual total compensation ratio	-	P5 E3	356
2-22	Statement on sustainable development strategy	Message from the Chairman	-	2
2-23	Policy commitments	Sustainability Framework,	Sec B, P1 E4, P5 E4, P9 E5	112, 334, 340, 356, 374
2-24	Embedding policy commitments	Sustainability Framework,	Sec B, P1 E4, P5 E4, P9 E5	112, 334, 340, 356, 374
2-26	Mechanisms for seeking advice and raising concerns	Approach to Governance, Human Capital	Sec A Q25, P3 E6, P5 E5, P5 L1, P8 E3	37, 176, 331, 348, 356, 358, 370
2-27	Compliance with laws and regulations	Natural Capital	Sec A 25, Sec B, P1	169, 331, 334, 336
2-28	Membership associations	-	P7 E1	368
2-29	Approach to stakeholder engagement	Stakeholder Engagement	-	94 - 97
2-30	Collective bargaining agreements	-	P3 E7	348

GRI STANDARD	DISCLOSURE	Section	BRSR	Page number
GRI 3: Material Topics 2021				
3-1	Process to determine material topics	Materiality Assessment	-	98
3-2	List of material topics	Materiality Assessment	-	99
GRI 201: Economic Performance 2016				
3-3	Management of material topics	Financial Capital	-	121
201-1	Direct economic value generated and distributed	Financial Capital	-	121 - 125
201-2	Financial implications and other risks and opportunities due to climate change	Natural Capital	-	152
201-3	Defined benefit plan obligations and other retirement plans	-	P3 E2	347
201-4	Financial assistance received from government	Consolidated Financial Disclosure	-	583 - 591
GRI 202: Market Presence 2016				
3-3	Management of material topics	-	P5 E2	355
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-	P5 E2	355
GRI 203: Indirect Economic Impacts 2016				
3-3	Management of material topics	Social and Relational Capital	-	182
203-1	Infrastructure investments and services supported	Social and Relational Capital	-	192
203-2	Significant indirect economic impacts	Social and Relational Capital	-	183 - 193
GRI 204: Procurement Practices 2016				
3-3	Management of material topics	Social and Relational Capital	-	194
204-1	Proportion of spending on local suppliers	Value Creation model,	P8 E4	27, 371
GRI 205: Anti-corruption 2016				
3-3	Management of material topics	-	P1 E4	340
205-2	Communication and training about anti-corruption policies and procedures	-	P1 E1	336
205-3	Confirmed incidents of corruption and actions taken	-	P1 E5	340
GRI 206: Anti-competitive Behaviour 2016				
3-3	Management of material topics	-	P7 E2	368
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	-	P7 E2	368
GRI 207: Tax 2019				
3-3	Management of material topics	Consolidated Financial Disclosure	-	543
207-1	Approach to tax	Consolidated Financial Disclosure	-	543 - 544
207-2	Tax governance, control, and risk management	Consolidated Financial Disclosure	-	543 - 544
207-3	Stakeholder engagement and management of concerns related to tax	Stakeholder Engagement	-	97
207-4	Country-by-country reporting	None	-	
GRI 302: Energy 2016				
3-3	Management of material topics	Natural Capital	-	156
302-1	Energy consumption within the organisation	Natural Capital	P6 E1	157, 359
302-3	Energy intensity	Natural Capital	P6 E1	157, 359

GRI Content Index

GRI STANDARD	DISCLOSURE	Section	BRSR	Page number
GRI 303: Water and Effluents 2018				
3-3	Management of material topics	Natural Capital	-	161
303-1	Interactions with water as a shared resource	Natural Capital	-	162
303-3	Water withdrawal	Natural Capital	P6 E3, L1	161, 360
303-4	Water discharge	Natural Capital	P6 E4, L1	161, 360
303-5	Water consumption	Natural Capital	P6 E3, L1	161, 360
GRI 304: Biodiversity 2016				
3-3	Management of material topics	Natural Capital	-	166
304-3	Habitats protected or restored	Natural Capital	P6 E11	166 - 168, 364
GRI 305: Emissions 2016				
3-3	Management of material topics	Natural Capital	-	158
305-1	Direct (Scope 1) GHG emissions	Natural Capital	P6 E7	159, 361
305-2	Energy indirect (Scope 2) GHG emissions	Natural Capital	P6 E7	159, 361
305-3	Other indirect (Scope 3) GHG emissions	Natural Capital	P6 L2	159, 365
305-4	GHG emissions intensity	Natural Capital	P6 E7, L2	159, 361
305-5	Reduction of GHG emissions	Natural Capital	-	159
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Natural Capital	P6 E6	160, 361
GRI 306: Waste 2020				
3-3	Management of material topics	Natural Capital	-	163
306-3	Waste generated	Natural Capital	P6 E9	164, 362
306-4	Waste diverted from disposal	Natural Capital,	P6 E9	164, 362
306-5	Waste directed to disposal	Natural Capital,	P6 E9	164, 362
GRI 308: Supplier Environmental Assessment 2016				
3-3	Management of material topics	Social and Relational Capital	-	195
308-1	New suppliers that were screened using environmental criteria	Manufactured Capital	P6 E7	195, 367
GRI 401: Employment 2016				
3-3	Management of material topics	Human Capital	-	172
401-1	New employee hires and employee turnover	Human Capital	Sec A Q22	172, 330
401-3	Parental leave	-	P3 EQ5	177, 347
GRI 403: Occupational Health and Safety 2018				
3-3	Management of material topics	Human Capital	-	178
403-1	Occupational health and safety management system	Human capital	P3 E10	178, 349
403-2	Hazard identification, risk assessment, and incident investigation	Human Capital	P3 E10	179, 349
403-3	Occupational health services	Human Capital	-	179
403-4	Worker participation, consultation, and communication on occupational health and safety	Human Capital	-	179-181
403-5	Worker training on occupational health and safety	Human Capital	P3 E8	181, 348
403-6	Promotion of worker health	Human Capital	P3 E10	179, 349
403-8	Workers covered by an occupational health and safety management system	Human Capital	P3 E10	179, 349
403-9	Work-related injuries	Human Capital		179, 350
GRI 404: Training and Education 2016				
3-3	Management of material topics	Human Capital	-	173
404-1	Average hours of training per year per employee	Human Capital	-	173
404-2	Programmes for upgrading employee skills and transition assistance programmes	Human Capital	P3 L4	174, 352
404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital	P3 E9	172, 349
GRI 405: Diversity and Equal Opportunity 2016				
3-3	Management of material topics	Human Capital	-	
405-1	Diversity of governance bodies and employees	Approach to Governance, Human Capital	Sec A 20	34 - 36, 175, 329
405-2	Ratio of basic salary and remuneration of women to men	-	P5 E2, P5 E3	355 - 356
GRI 406: Non-discrimination 2016				
3-3	Management of material topics	-	P5 E4, P5 E5, P5 E8	356-357
406-1	Incidents of discrimination and corrective actions taken	-	P5 E6, P5 L4	356, 358
GRI 408: Child Labour 2016				
3-3	Management of material topics	-	P5 E4, P5 E5, P5 E8	356-357
408-1	Operations and suppliers at significant risk for incidents of child labour	-	P5 E6, P5 L4	356, 358
GRI 409: Forced or Compulsory Labour 2016				
3-3	Management of material topics	-	P5 E4, P5 E5, P5 E8	356-357
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	-	P5 E6, P5 L4	356, 358
GRI 411: Rights of Indigenous Peoples 2016				
3-3	Management of material topics	-	P5 E4, P5 E5, P5 E8	356-357
411-1	Incidents of violations involving rights of indigenous peoples	-	P5 E6, P5 L4	356, 358
GRI 413: Local Communities 2016				
3-3	Management of material topics	Social and Relational Capital	-	184
413-1	Operations with local community engagement, impact assessments, and development programmes	Social and Relational Capital	-	186 - 193
GRI 414: Supplier Social Assessment 2016				
3-3	Management of material topics	Social and Relational Capital	-	195
414-1	New suppliers that were screened using social criteria	-	P3 L5	195, 352
GRI 416: Customer Health and Safety 2016				
3-3	Management of material topics	Social and Relational Capital	-	197
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-	P9 E4	374
GRI 417: Marketing and labelling 2016				
3-3	Management of material topics	Manufactured Capital		130
417-1	Requirements for product and service information and labelling	-	P9 L2, P9 L4	375
417-2	Incidents of non-compliance concerning product and service information and labelling	-	P9 L4	375
GRI 418: Customer Privacy 2016				
3-3	Management of material topics	Social and Relational Capital	-	197
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-	PE7	374

United Nations Sustainable Development Goals (UN SDGs)

Sustainable Development Goal (SDG)			Page number
	No Poverty	End poverty in all its forms everywhere	27, 170, 267, 346, 353, 370
	Zero Hunger	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	27, 170, 267, 342, 359, 368, 370, 373
	Good Health and Wellbeing	Ensure healthy lives and promote well-being for all at all ages	27, 101, 170, 267, 346, 359, 370
	Quality Education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	267, 346, 370, 373
	Gender Equality	Achieve gender equality and empower all women and girls	27, 29, 170, 267, 346, 353, 355, 370
	Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all	27, 30, 100, 101, 126, 138, 150, 182, 267, 342, 359, 370
	Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all	27, 30, 99, 100, 101, 126, 138, 150, 182. 342, 359, 368
	Decent work and Economic Growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	27, 29, 30, 31, 101, 120, 170, 267, 342, 346, 355, 370
	Industry Innovation and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation	27, 29, 30, 99, 100, 101, 120, 126, 138, 150, 182, 267, 346, 353, 370
	Reduced Inequality	Reduce income inequality within and among countries	27, 30, 170, 267, 342, 359, 368
	Sustainable Cities and Communities	Make cities and human settlements inclusive, safe, resilient, and sustainable	29, 30, 31, 99, 100, 267, 346, 353, 368, 370
	Responsible Consumption and Production	Ensure sustainable consumption and production patterns	27, 29, 30, 31, 99, 100, 101, 120, 126, 138, 150, 182, 342, 359, 373
	Climate Action	Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy	27, 30, 99, 100, 101, 126, 138, 150, 182, 267, 342, 359, 368, 370
	Life below Water	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	27, 30, 100, 101, 126, 150, 182, 342, 359, 368, 370, 373
	Life on Land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	27, 30, 100, 101, 126, 138, 150, 182, 342, 359, 368, 370, 373
	Peace, Justice and Strong Institutions	Promote just, peaceful and inclusive societies	29, 336, 346, 353, 355, 370
	Partnerships for the Goal	Revitalise the global partnership for sustainable development	27, 29, 30, 99, 100, 101,120, 126, 150, 170, 182, 267, 336, 368, 370

UN Global Compact

Fundamental Areas	Principles	Page number
Human Rights	Principle 1 - Businesses should support and respect the protection of internationally proclaimed human rights	112, 171, 176, 196, 323
	Principle 2 - Businesses should make sure that they are not complicit in human rights abuses	176, 355
Labour	Principle 3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	194, 348
	Principle 4 - Businesses should uphold the elimination of all forms of forced and compulsory labour	176, 356 - 358
	Principle 5 - Businesses should uphold the effective abolition of child labour	176, 356 - 358
	Principle 6 - Businesses should uphold the elimination of discrimination in respect of employment and occupation	176, 347, 356 - 358
Environment	Principle 7 - Businesses should support a precautionary approach to environmental challenges	150 - 169, 359 - 367
	Principle 8 - Businesses should undertake initiatives to promote greater environmental responsibility	150 - 169, 359 - 367
	Principle 9 - Businesses should encourage the development and diffusion of environmentally friendly technologies	150 - 169, 359 - 367
Anti-Corruption	Principle 10 - Businesses should work against corruption in all its forms, including extortion and bribery	33, 112, 340

Board's Report

Dear Members,

Your Directors are pleased to present the 78th Annual Report in the form of Sixth Integrated Report of our Company along with the Audited Financial Statements for the year ended 31st March 2025.

Financial Performance

The financial performance of our Company for the year ended 31st March 2025 is summarised below:

₹ in crore

Particulars	Consolidated		Standalone	
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24
Revenue from Operations	1,48,477.89	1,30,978.48	31,563.23	25,847.33
Other Income	1,459.04	1,264.10	1,715.11	1,256.60
Total Income	**1,49,936.93**	**1,32,242.58**	**33,278.34**	**27,103.93**
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)	**20,023.13**	**20,836.53**	**2,856.58**	**3,572.64**
Less: Finance Costs#	(2,802.28)	(1,654.72)	(683.69)	(440.42)
Less: Depreciation and Amortisation Expense	(6,453.73)	(5,001.32)	(1,676.21)	(1,215.06)
Profit Before Share in Profit of Equity Accounted Investees, Exceptional Items and Tax	**10,767.12**	**14,180.49**	**496.68**	**1,917.16**
Share in Profit of Equity Accounted Investees	296.79	88.68	-	-
Less: Exceptional Items	(238.85)	(569.36)	(163.98)	(715.60)
Profit Before Tax (PBT)	**10,825.06**	**13,699.81**	**332.70**	**1,201.56**
Less: Tax Expense	(3,068.73)	(3,774.16)	(120.60)	(256.17)
Profit for the Year Attributable to:	**7,756.33**	**9,925.65**	**212.10**	**945.39**
Shareholders of the Company	3,705.68	5,624.49	212.10	945.39
Non-Controlling Interest	4,050.65	4,301.16	-	-
Other Comprehensive Income for the Year Attributable to:	**424.27**	**3,962.47**	**(263.55)**	**3,896.30**
Shareholders of the Company	105.24	3,893.39	(263.55)	3,896.30
Non-Controlling Interest	319.03	69.08	-	-
Total Comprehensive Income for the Year Attributable to:	**8,180.60**	**13,888.12**	**(51.45)**	**4,841.69**
Shareholders of the Company	3,810.92	9,517.88	(51.45)	4,841.69
Non-Controlling Interest	4,369.68	4,370.24	-	-
Opening Balance in Retained Earnings	**12,014.51**	**12,980.04**	**10,113.35**	**9,476.76**
Profit for the Year Attributable to Shareholders of the Company	3,705.68	5,624.49	212.10	945.39
Gain/(Loss) on Re-measurement of Defined Benefit Plans	(8.68)	(1.15)	(10.86)	14.21
Gain on Sale of Non-Current Investments transferred to Retained Earnings from equity instruments through OCI	561.80	334.20	-	334.20
Less: Stake Dilution in Subsidiary Companies	(762.33)	(606.16)	-	-
Amount Available for Appropriation	**15,510.98**	**18,331.42**	**10,314.59**	**10,770.56**
Transfer to Debenture Redemption Reserve	(58.53)	(12.75)	-	-
Transfer to General Reserve	(3,500.00)	(5,000.00)	-	-
Transfer to Special Reserve Fund	(656.71)	(645.16)	-	-
Dividend Paid on Equity Shares	(668.12)	(657.21)	(668.12)	(657.21)
Other movements during the Year	110.31	(1.79)	-	-
Closing Balance in Retained Earnings	**10,737.93**	**12,014.51**	**9,646.47**	**10,113.35**

#Other than Finance Cost relating to NBFC/HFC's Business which are considered as part of their operations in consolidated financial performance.

Dividend

Based on our Company's performance, your Directors have recommended a dividend of ₹ 10 per equity share of face value of ₹ 2 each (on fully paid-up shares and on partly paid-up shares in proportion to their share in the paid-up share capital) for the year ended 31st March 2025.

The dividend, if approved by the Members, would involve a cash outflow of ~ ₹ 680.61 crore.

In terms of the provisions of the Income-Tax Act, 1961, dividend shall be taxable in the hands of shareholders at applicable rate of taxes. Our Company shall withhold tax at source appropriately.

The recommended dividend is in line with our Company's Dividend Distribution Policy which is available on the Company's website at https://www.grasim.com/upload/pdf/Grasim_Dividend_Policy_16.pdf

Transfer to Reserves

The Board of Directors ('the Board') of the Company has decided not to transfer any amount to the General Reserves, for the year ended 31st March 2025.

Performance Review

On a consolidated basis, the revenue from operations for FY 2024-25, stood at ₹ 1,48,477.89 crore registering a growth of 13.36% as compared to the previous year of ₹ 1,30,978.48 crore. The Consolidated EBITDA stood at ₹ 20,023.13 crore for FY 2024-25, which was ₹ 20,836.53 crore in the previous year.

On a standalone basis, revenue from operations for FY 2024-25 stood at ₹ 31,563.23 crore registering a growth of 22.11%, as compared to ₹ 25,847.33 crore in the previous year. The standalone EBITDA is ₹ 2,856.58 crore for 2024-25, which was ₹ 3,572.64 crore in the previous year. The standalone PAT is ₹ 212.10 crore for FY 2024-25, which was ₹ 945.39 crore in the previous year.

Strategic Initiatives and Significant Developments

Paints Business

The Indian paints industry created a historic highest ever capacity addition in decorative paints in FY 2024-25. The organised installed capacity jumped ~40% YoY from FY 2023-24, which is the single largest capacity addition (of ~1,500 million litres per annum (MLPA)) in any year in the century old paints industry. The industry, led by entry of your Company's Birla Opus, saw a host of innovative programmes for all stakeholders, number of first-time consumer programmes, unique influencer and dealer benefits, multi-media brand campaigns and exciting new product launches, etc. in FY 2024-25.

Birla Opus made an indelible mark in the first year and with high-capacity share is preparing itself to become a significant player in the decorative paints sector.

Birla Opus announced commercial production at three plants namely Panipat, Ludhiana and Cheyyar on 30th April 2024. The Company launched 5 out of its planned 6 plants and commissioned 1,096 MLPA capacity in FY 2024-25, contributing an unprecedented ~21% share of organised industry capacity. Birla Opus capacity share is further expected to rise to ~24% of organised industry in FY 2025-26 with 1,332 MLPA manufacturing capacity commissioning post the launch of its 6th plant at Kharagpur. Birla Opus is amongst the few players in India with fully backward integrated plants capable of producing 376.5 MLPA of Emulsion and 92.6 MLPA of Resins more than sufficient for its own needs. The Company incurred ₹ 2,288 crore of capital expenditure during FY 2024-25 and cumulatively its capex spends reached ~₹ 9,352 crore upto FY 2024-25.

On the back of a robust in-house R&D, Birla Opus launched a wide range of 176+ products and 1,250+ SKUs across a) water-based paints, b) enamel paints, c) wood finishes, d) waterproofing, e) distemper f) designer finishes and textures g) colorants and h) wallpapers (imported + in-house). The products cater to various consumer segments - economy, premium, luxury, super luxury, and institutional clients. The products are being sold under the main brand of "Birla Opus" and sub brands of "One" for luxury and super-luxury range, "Calista" for premium range, "Style" for economy range, "Allwood" for wood finishes, "Alldry" for waterproofing range and "Prime" for institutional range. The entire Birla Opus product range has differentiated products and offers many industry-first, leading product features (scuff resistance, 5,000+ washes to name a few). Birla Opus offers industry leading warranty on its products across the entire range of emulsion, enamel, waterproofing, distemper and wood finishes etc. These products have been conceptualised and designed in-house by over 100+ scientists and chemists who have tirelessly worked over last 3 years at our R&D centre in Taloja near Mumbai. In a market research study monitored by third party audit firm, 9 out 10 Painters who have used Birla Opus products said that they will recommend using it.

In a short period of 11 months, Birla Opus has set up Pan India distribution of dealer network with 137 depots servicing dealers in 6,600+ towns to make its products

available to over 500 million population spread over these towns and adjoining smaller cities. These depots enable Birla Opus to reach dealers across the country with near 4 hour delivery in depot town and next day delivery in upcountry town and villages. Birla Opus' tinting machine, used for delivering 2,320+ colour shades including 216 iconic Indian shades, has great acceptance both due to its smaller size and the proprietary easy-to-use software and tablet. For simplifying lives of our dealers, Birla Opus has created an expansive infrastructure to enable the dealer partners to experience world class services through Dealer Management System (DMS). Birla Opus offers a democratised loyalty programme known as "Signature Club" inviting all performing dealers to join the Birla Opus network. The front-end sales team is approaching entire 1,00,000 plus decorative paints and allied industry dealers, across India both in metro and large towns and even in mid and small towns to become part of the fast-expanding Birla Opus distribution network.

Birla Opus promises to delight the consumers, and has taken on itself to transform the decorative paints retailing industry by building its own experience stores known as Birla Opus Paint Studio in the metros and franchised mid-sized stores across India called Birla Opus Paint Gallery. Birla Opus Studios are in 11 major cities (Gurgaon, Mumbai, Bengaluru, Navi Mumbai, Hyderabad, Kolkata, Delhi, Lucknow, Surat, Jaipur, and Ahmedabad) while Birla Opus Paint Gallery has a massive retail footprint across 300+ towns. Both are helping build the brand salience and drive throughput and premium products sale. Further, Birla Opus offers the Company led Painting Services under the brand name "Paint Craft" which guarantees the highest quality of service, delivered by fully trained and certified professionals. Birla Opus has a consumer app called "My Opus" that helps discover Opus, sign up for services, buy products online, track a painting project step-by-step, register warranty and directly communicate with the Company for any consumer needs. The App also has a visualiser to help customers choose the right paint colour for their space. This AI-powered visualiser provides a unique 'in-app' experience. Birla Opus paint cans feature a QR-based system for "Track & Trace", which enables end-to-end traceability of a paint can from production to application. This ensures no counterfeits and allows the Company to trace the manufacturing batch in case any, complaint is received. This is by far the first digital tracking system operationalised in the sector to assure consumers of product quality and integrity.

Birla Opus brand was launched through an enigmatic and thematic brand campaign "Make Life Beautiful" in June 2024 with the message of "Duniya Ko Rang Do!" (Colour the world) paired with a melodious track, which went on to become one of the most lovable ad campaigns. In the second half, another brand campaign demonstrating product superiority of Birla Opus products was launched under the banner "Naye Zamane ka Naya Paint". These brand campaigns have been promoted through multimedia including diverse multi language TV channels and popular digital media. The campaign has been supported by on-ground product expositions, mobile van activations, outdoor hoardings, wall paintings, dealer boards and point-of-sale merchandise. The campaigns have been well appreciated across stakeholders and won laurels from the industry.

Birla Opus has a robust influencer engagement programme to win contractors, painters, architects and interior designers. The Company used digital technology for access and establish real time connection with the painter and contractor community across India. Birla opus has actively engaged with lakhs of contractors and painters registered with the Company through a digitally savvy user friendly exclusive painter and contractor mobile App called "Birla Opus ID". Birla Opus plans to open 10 learning centres across 10 cities to upskill lakhs of unorganised workforce of painters and contractors. Currently, there are 6 learning centres already live in the cities of Bengaluru, Delhi, Kolkata, Hyderabad, Mumbai, & Pune.

Birla Opus has a diverse, young employee team at its six manufacturing plants, head office, R&D centre and nation-wide spread regional offices. In sales and services team, Birla Opus has inducted amongst the largest field team in paints industry to support all its key stakeholders – dealers, contractors, painters, architects, and consumers. Birla Opus team, with a committed mission to become #2 decorative brand in India, is striving hard, collaborating as a team, moving with agility and remains focused on achieving this vision while delivering superior value to all its stakeholders.

Birla Pivot, the B2B E-commerce business of our Company is one of the fastest growing businesses to have achieved an Annualised run rate of ₹ 5,000 crore (as per Q4 FY25) within 2 years of inception.

In line with the government's vision of creating Digital India and empowering small and medium businesses, Birla Pivot has created a new-age, high-growth e-commerce platform that helps businesses with procurement of raw material across various sectors and catalyzes their growth by streamlining financing and supply chain gaps.

Some of the key highlights for the year:

- Evolved our technology stack into a comprehensive B2B E-commerce platform that is unique and solves the needs of the ecosystem. The platform now powers a

catalog of more than 40,000 SKUs across 300+ brands and OEMs in 35 product categories. Our proprietary stack — Pivot Grid, Pivot Edge, Pivot Vault, and Pivot XP — enables end-to-end B2B commerce across digital procurement, credit-linked transactions, seamless fulfillment, and marketplace selling.

- Birla Pivot's customer base spans top-tier EPC companies, civil contractors, real estate developers, OEMs, fabricators, dealers, and retailers. With successful deliveries to over 375 cities across 26 States and Union Territories, the unit has established a robust network of suppliers and logistics providers who facilitate a very seamless fulfillment experience.
- The significant scale up in revenue is driven by new customer acquisition and higher penetration amongst existing buyers, driven by a superior OTIF (On-time and In-full delivery) and seamless experience
- Our competitive pricing is driven by demand aggregation across categories and strategic partnerships with OEMs and regional brands. To further support ecosystem efficiency, we offer customised, end-use-restricted financing solutions that optimise working capital for both buyers and sellers.
- The business launched Birla Pivot Bathware in Q3FY25, expanding the private label portfolio beyond Tiles and Plywood. The focus now is to increase the reach and distribution of these products across both Retail and Projects.
- We launched custom credit and financing solutions that are relevant for different buyer segments and sellers, there by solving their working capital requirements.
- In FY26, we will continue to strengthen our foundation by scaling up our customer base, expanding credit programmes, and accelerating digitisation. We will offer more personalised solutions for buyers and sellers using data and intelligence & helping them optimise their overall procurement and project costs.
- The aspiration for Birla Pivot is to reach $1 billion revenue in the next two years, leveraging technology to create smarter and more efficient solutions across the value chain. This would be the first big milestone in our journey of building the most trusted B2B E-commerce platform in the country. Given the rapid evolution of small businesses (70 million+ growing at 13%) who are using the digital ecosystem for business processes (GST, e-way bill generation, loans and payments), Birla Pivot is well positioned to be the platform that will drive the shift to B2B E-commerce and digital adoption across all these sectors.

Industry Context

India's building materials industry is undergoing exponential growth and is projected to double to $ 200 billion in next five years. With less than 2% digital penetration, this sector faces many challenges - from fragmented supplier networks, and logistical bottlenecks to access to credit.

However, this remains one of the sectors that is yet to see meaningful disruption or adoption of technology. Indian B2B supply chain continues to operate in an inefficient, fragmented, and localised manner with a lot of involvement from intermediaries. There is a limited presence of large-scale distributors or digital channels, and sourcing happens largely offline. There is a huge opportunity to create a platform that can manage end to end requirements for the customers - right from demand prediction / sourcing to post delivery.

The aspiration for Birla Pivot is to reach a $1 billion revenue in the next two years, leveraging technology to create smarter and more efficient solutions across the value chain. This would be the first big milestone in our journey of building the largest and the most trusted B2B E-commerce platform in India.

Given the rapid evolution of small businesses (70 million+ growing at 13%) who are using the digital ecosystem for business processes (GST, e-way bill generation, loans and payments), Birla Pivot is well positioned to be the platform that will drive the shift to B2B E-commerce and digital adoption across all these sectors.

Lyocell Project

The Board has approved setting up of 110K TPA capacity of Lyocell, the fastest growing Cellulosic Fibre at Harihar, Karnataka. The first phase of 55K TPA which is planned to be executed by mid-2027 is progressing as per plan. Negotiations and ordering of major long lead items are underway.

Consolidated Financial Statements

In accordance with the provisions of the Companies Act, 2013 ('the Act'), read with the Companies (Accounts) Rules, 2014, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('Listing Regulations' / 'SEBI Listing Regulations') and Ind AS 110 – Consolidated Financial Statements and Ind AS 28 – Investments in Associates and Joint Ventures, the Audited Consolidated Financial Statements forms integral part of this Integrated Annual Report. Consolidated Financial Statements include financial performance of the Company's subsidiaries, Associates and Joint Ventures,

which inter-alia includes UltraTech Cement Limited, Aditya Birla Capital Limited, Aditya Birla Renewables Limited and other entities as mentioned in Notes to Consolidated Financial Statements.

Subsidiaries, Associates and Joint Venture Companies

Following were the additions during the year:

- Aditya Birla Renewables SPV 3 Limited was incorporated on 21st November 2024 as a wholly owned subsidiary (WOS) of Aditya Birla Renewables Limited (ABReL).
- Aditya Birla Renewables SPV 4 Limited (ABReL SPV 4) was incorporated on 14th December 2024 as a WOS of ABReL. The status of ABReL SPV 4 changed from WOS to subsidiary pursuant to transfer of 26% of its shares to Gujarat Alkalies and Chemicals Limited on 21st February 2025.
- Aditya Birla Renewables SPV 5 Limited was incorporated on 24th January 2025 as a WOS of ABReL.

There were no changes in the direct Subsidiaries, Associates and Joint Venture Companies of the Company during the year.

In accordance with the provisions of Section 129(3) of the Act, read with the Companies (Accounts) Rules, 2014, a report on the performance and financial position of each of the subsidiaries, associates and joint venture Companies is provided, in the prescribed Form AOC-1, in **Annexure 'A'** to this Report.

In accordance with the provisions of Section 136 of the Act, the Audited Standalone and Consolidated Financial Statements and related information of the Company and audited accounts of each of its subsidiaries are available on the website of the Company at https://www.grasim.com/investors/results-reports-and-presentations

UltraTech Cement Limited and Aditya Birla Capital Limited are the material listed Subsidiary Companies of the Company. Our Company does not have any material unlisted Subsidiary. The Audit Committee and the Board reviews the financial statements, significant transactions of all Subsidiary Companies, and the minutes of unlisted Subsidiary Companies are placed before the Board.

Our Company has in accordance with the Listing Regulations adopted the Policy for determining material subsidiaries. The said Policy is available on the Company's website at https://www.grasim.com/upload/pdf/Grasim_Policy_Material_Subsidiary_Cos.pdf

UltraTech Cement Limited ('UltraTech')

UltraTech is the top-tier manufacturer of grey cement and ready-mix concrete (RMC), and one of the largest manufacturers of white cement in India. UltraTech operates 34 integrated manufacturing units, 34 grinding units, 1 clinkerisation unit and 10 bulk packaging terminals. It also has 395 RMC plants across 155 cities. UltraTech has one white cement unit and three wall care putty units. As on 31st March 2025, UltraTech's grey cement capacity in India stood at 183.4 MTPA, reflecting an addition of 42.6 MTPA capacity in a year alone. Its robust logistics network includes daily dispatch of 50+ rakes, 13,000+ trucks addressing the requirement of 1,40,000+ channel partners. Following de-bottlenecking of capacities in May 2025, UltraTech's overall capacity (India + Overseas) stood crossed 190 MTPA+.

For FY 2024-25, consolidated grey cement sales volumes grew 17% YoY to 132 MMT, with capacity utilisation at 78%. RMC sales volumes grew 19% YoY to 13.41 million cubic meter. The share of green power (WHRS + renewables) in total power consumption was at 32.7%. Consolidated revenue grew 7% YoY to ₹ 75,955 crore. EBITDA declined 2% YoY to ₹ 13,302 crore while PAT declined 14% YoY to ₹ 6,039 crore. Operating cash flow stood at ₹ 10,673 crore.

Aditya Birla Capital Limited ('ABCL')

Key Highlights of ABCL's Consolidated Performance for the Financial Year ended 31st March 2025 are as under

- Consolidated Revenue: ₹ 40,651 crore (grew 20% year on year)
- Consolidated Net Profit: ₹ 2,981 crore (grew 8% year on year)
- Overall, AUM across asset management, life insurance and health insurance at over ₹ 5.11 lakh crore (grew 17% year on year)
- Overall lending book [Non-Banking Financial Company ("NBFC") and Housing Finance] at ₹ 1.57 lakh crore (grew 27% year on year)
- Gross premium (across Life and Health Insurance) at ₹ 25,579 crore (grew 22% year on year)

Share Capital

The Authorised Share Capital of the Company stood at ₹ 423.50 crore comprising of 2,06,25,00,000 Equity Shares of ₹ 2 each and 11,00,000 Redeemable Cumulative Preference Shares of ₹ 100 each as at 31st March 2025.

Issued Share Capital of the Company stood at ₹ 136.12 crore comprising of 68,05,83,601 Equity Shares of Face Value ₹ 2 each as at 31st March 2025.

Subscribed and paid-up capital of the Company stood at ₹ 136.11 crore comprising of 68,05,80,576 Equity Shares as at 31st March 2025.

Issue of Equity Shares on Rights Basis

During the year, the Board of Directors, in accordance with the letter of offer dated 4th January 2024 made two calls in respect of outstanding partly-paid up Equity Shares of the Company.

The details of Rights Issue call's are as under:

- **First Call:** The Board at its meeting held on 22nd May 2024 decided to make the first call of ₹ 453 per partly paid Equity Shares (comprising ₹ 0.50 towards face value and ₹ 452.50 towards securities premium), payable during the period from 4th July 2024 to 18th July 2024, both days inclusive; and

- **Second and Final Call:** The Board at its meeting held on 14th November 2024 decided to make Second and Final call of ₹ 906 per partly paid Equity Shares (comprising ₹ 1 towards face value and ₹ 905 towards securities premium), payable during the period from 6th January 2025 to 20th January 2025, both days inclusive.

The funds raised by the Company through Rights Issue, have been utilised for the objects stated in the letter of offer, towards repayment of certain borrowings of the Company and general corporate purposes.

Employee Stock Option Scheme and Purchase of Treasury Shares

During the year, Grasim Employees' Welfare Trust ('Trust') acquired 3,18,750 equity shares of the Company from the secondary market. As per Ind AS, purchase of own equity shares are treated as treasury shares. The Trust constituted in terms of the Company's Employee Stock Option Schemes ('ESOS') holds 20,65,343 equity shares of the Company as on 31st March 2025 for transfer to the eligible employees under ESOS 2018 and ESOS 2022.

ESOS-2013

During the year, the Stakeholders' Relationship Committee of the Board allotted 30,440 Equity Shares of ₹ 2/- each of the Company to Stock Option Grantees, pursuant to exercise of the Stock Options and Restricted Stock Units ('RSUs') under ESOS-2013. During the year, ESOS-2013 has been completed.

ESOS-2018

During the year, 3,62,685 Equity Shares were transferred from the Trust account to the employees account due to exercise of Stock Options and RSUs by the grantees under ESOS-2018.

ESOS-2022

During the year, the Nomination and Remuneration Committee ('NRC') of the Board approved grant of 3,54,938 Stock Options and 98,137 Performance Stock Units ('PSUs') to the eligible employees, including Managing Director of the Company, under ESOS-2022.

During the year, 11,703 Equity Shares were transferred from the Trust account to the employees account due to exercise of Stock Options and PSUs by the grantees under ESOS-2022.

The ESOS-2018 and ESOS-2022 are being administered through the Trust.

The details of Stock Options and RSUs granted pursuant to ESOS-2013 and ESOS-2018 and Stock Options and PSUs granted pursuant to ESOS-2022, and the other disclosures in compliance with the provisions of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, are available on your Company's website at https://www.grasim.com/Upload/PDF/esos-disclosures-2024-25.pdf

A certificate from the Secretarial Auditor with respect to implementation of your Company's ESOS, will be available at the ensuing AGM for inspection by the Members.

Deposits

During the year, our Company has not accepted or renewed any deposits within the meaning of Section 73 of the Act, read with the Companies (Acceptance of Deposits) Rules, 2014.

Issue of Non-Convertible Debentures (NCDS)

During the year, our Company has issued following NCDs on private placement basis:

Particulars of NCD's	Face Value	Amount
2,00,000 Fully paid, Unsecured, Listed, Rated, Redeemable, Rupee Denominated, NCDs	₹ 1,00,000 each	₹ 2,000 crore
Total		**₹ 2,000 crore**

During the year, our Company has redeemed following NCDs:

Particulars of NCD's	Face Value	Amount
12,500 Fully paid-up, Unsecured, Listed, Rated, Redeemable NCDs	₹ 10,00,000 each	₹ 1,250 crore
1,00,000 Fully paid-up, Unsecured, Listed, Rated, Redeemable, NCDs	₹ 1,00,000 each	₹ 1,000 crore
Total		**₹ 2,250 crore**

Particulars of Loans, Guarantees and Investments

Pursuant to Section 186 of the Act, read with the Companies (Meetings of the Board and its Powers) Rules, 2014, disclosures relating to loans and investments as on 31st March 2025 are given in the Notes to the Financial Statements. During the year, there are no guarantees issued or securities provided by the Company in terms of Section 186 of the Act, read with the Rules issued thereunder.

Management Discussion and Analysis

Management Discussion and Analysis for the year, as stipulated under the Listing Regulations, is presented in a separate section and forms an integral part of this Integrated Annual Report.

Corporate Governance

Your Directors re-affirm their continued commitment to the best practices of Corporate Governance. Corporate Governance principles form an integral part of the core values of the Company. Our Company is in compliance with the provisions relating to Corporate Governance.

The Report on Corporate Governance for the year, as stipulated under Regulation 34 of the Listing Regulations, is presented in a separate section, and forms an integral part of this Integrated Annual Report. A certificate from the Statutory Auditors on its compliance is given in **Annexure 'B'** to this Report.

Directors and Key Managerial Personnel

Appointment / Re-appointment of Directors

In accordance with the provisions of the Act and the Articles of Association of the Company, Ms. Ananyashree Birla and Mr. Aryaman Vikram Birla, Non-executive Directors of our Company, are liable to retire by rotation at the ensuing Annual General Meeting ('AGM').

Ms. Ananyashree Birla and Mr. Aryaman Vikram Birla, being eligible, has offered themselves for re-appointment at the ensuing AGM.

Further, in terms of the Listing Regulations, no listed Company shall appoint or continue the appointment of a Non-executive Director, who has attained the age of 75 years, unless a special resolution is passed to that effect. Mr. Yazdi Piroj Dandiwala, Independent Director, will attain the age of 75 (Seventy Five) years in November 2025, as a Non-executive Director of the Company, resolution seeking his continuation as Non-executive Director form part of the Notice of the ensuing the AGM.

Brief profile of Ms. Ananyashree Birla, Mr. Aryaman Vikram Birla and Mr. Yazdi Piroj Dandiwala are provided in the Report on Corporate Governance and Notice of AGM.

During the year, the Board of Directors appointed:

1. Mr. N. Mohan Raj (DIN: 00181969), Independent Director, was reappointed for a second term of 5 years with effect from 12th July 2024 upto 11th July 2029 (both days inclusive).

2. Mr. Ashvin Dhirajlal Parekh (DIN: 06559989) as an Independent Director, with effect from 23rd August 2024 upto 22nd August 2029 (both days inclusive).

3. Mr. Haigreve Khaitan (DIN: 00005290) as an Independent Director, with effect from 26th September 2024 upto 25th September 2029 (both days inclusive).

4. Mr. Mukkavilli Jagannath (DIN: 10090437) as a Non-executive Director, with effect from 26th September 2024, liable to retire by rotation.

The Board of Directors at their meeting held on 10th February 2025, based on recommendation of Nomination and Remuneration Committee and subject to the approval of Members of the Company, approved the appointment of Mr. Himanshu Kapania (DIN: 03387441) as an Additional Director, Managing Director ('MD') and Key Managerial Personnel ('KMP') of the Company, not liable to retire by rotation, with effect from 1st April 2025 upto 30th April 2028.

Cessation of Directors

During the year, Mr. Cyril Shroff and Dr. Thomas M. Connelly, Jr. completed their second term of five years as an Independent Directors of the Company on 22nd August 2024.

Mr Raj Kumar, Non-executive Director, who was liable to retire by rotation at 77th AGM of the Company did not offer himself for re-appointment and ceased to be the Non-executive Director of the Company with effect from 20th August 2024.

Mr. Harikrishna Agarwal (DIN: 09288720) took an early retirement and ceased to be the Managing Director and Key Managerial Personnel of the Company with effect from the close of business hours of 31st March 2025. There was no other material reason for his cessation except as stated.

The Board placed on record its sincere appreciation for the valuable contribution and services rendered by the Directors during their tenure with the Company.

There is no pecuniary or business relationship between the Non-executive Directors and the Company, except for the sitting fees and commission payable to the Non-executive Directors, in accordance with the applicable laws and approval of the Members of the Company.

Key Managerial Personnel

Pursuant to the provisions of Sections 2(51) and 203 of the Act, Mr. Harikrishna Agarwal, Managing Director, Mr. Pavan Kumar Jain, Chief Financial Officer ('CFO') and Mr. Sailesh Kumar Daga, Company Secretary are the Key Managerial Personnel ('KMP') of the Company as on 31st March 2025.

Consequent to the early retirement of Mr. Harikrishna Agarwal, the Board of Directors at its meeting held on 10th February 2025 approved the appointment of Mr. Himanshu Kapania as MD and KMP of the Company, with effect from 1st April 2025.

Consequent to the superannuation of Mr. Pavan Kumar Jain, CFO and KMP, with effect from 15th August 2025, and based on the recommendations of the Nomination and Remuneration Committee and the Audit Committee, the Board of Directors, at its meeting held on 22nd May 2025, approved the appointment of Mr. Hemant Kumar Kadel as CFO and KMP of the Company, effective from 16th August 2025.

Mr. Sailesh Kumar Daga, the Company Secretary and Compliance Officer of the Company, has tendered his resignation to pursue opportunities outside the Company with effect from the close of business hours of 15th July 2025.

Meetings of the Board

The Board of the Company met 6 (six) times during the year to deliberate on various matters. The meetings were held on 4th April 2024, 22nd May 2024, 9th August 2024, 27th August 2024, 14th November 2024 and 10th February 2025. Further details are provided in the Report on Corporate Governance, which forms an integral part of this Integrated Annual Report.

Statutory Committees of the Board

Audit Committee

As on date of this report, the Audit Committee comprises of Mr. N. Mohan Raj, Chairman, Mr. V. Chandrasekaran, Mr. Yazdi Piroj Dandiwala and Mr. Himanshu Kapania as its members. Majority of the members including Chairman of Audit Committee are Independent Directors. The Chief Financial Officer of your Company is a permanent invitee at the Audit Committee Meetings.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee ('NRC') comprises of Ms. Anita Ramachandran, Chairperson, Mr. Kumar Mangalam Birla, Mr. Haigreve Khaitan and Mr. Adesh Kumar Gupta as its members. Majority of the members including Chairperson of NRC are Independent Directors.

Corporate Social Responsibility Committee

As on date of this report, the Corporate Social Responsibility ('CSR') Committee comprises of Smt. Rajashree Birla, Chairperson, Ms. Anita Ramachandran and Mr. Himanshu Kapania as its members.

Stakeholders' Relationship Committee

As on date of this report, the Stakeholders' Relationship Committee ('SRC') comprises of Ms. Anita Ramachandran, Chairperson, Mr. Yazdi Piroj Dandiwala and Mr. Himanshu Kapania as its members. Majority of the members including Chairperson of SRC are Independent Directors.

Risk Management and Sustainability Committee

As on date of this report, the Risk Management and Sustainability Committee ('RMSC') comprises of Mr. N. Mohan Raj, Chairman, Mr. Ashvin Parekh, Mr. V. Chandrasekaran, Mr. Himanshu Kapania, Mr. Kapil Agrawal and Mr. Jayant V. Dhobley as its members.

The Chief Financial Officer and Chief Sustainability Officer of our Company are permanent invitees at the RMSC Meetings.

All the recommendations made by the above Committees, during the year, were accepted by the Board of the Company.

Further details relating to the above Committees are provided in the Report on Corporate Governance, which forms an integral part of this Integrated Annual Report.

Independent Directors

Our Company has received declarations from all the Independent Directors of the Company, confirming that:

a) they meet the criteria of independence as prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations;

b) they are not aware of any circumstance or situation which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective of independent judgement and without any external influence; and

c) they have registered their names in the Independent Directors Databank.

Our Company's Board is of the opinion that the Independent Directors possess requisite qualifications, experience and expertise in Corporate Governance, Legal and Compliance, Financial Literacy, General Management, Human Resource Development, Industry Knowledge, Technology, Digitisation and Innovation, Marketing, Risk Management, Strategic Expertise and Sustainability and they hold highest standards of integrity.

Formal Annual Evaluation

Pursuant to the provisions of the Act and the Listing Regulations, the Board has carried out an annual evaluation of its own performance, its Committees, Independent Directors, Non-executive Directors, Executive Director and the Chairman of the Board.

The NRC of the Board has laid down the manner in which annual evaluation of the performance of the Board, its Committees and Individual Directors has to be made. It includes circulation of evaluation forms separately for evaluation of the Board and its Committees, Independent Directors/Non-executive Directors/Executive Director and the Chairman of the Company.

The performance of Non-independent Directors, the Board, as a whole, and the Committees of the Board has been evaluated by Independent Directors in a separate meeting. At the same meeting, the Independent Directors also evaluated the performance of the Chairman of the Company, after taking into account the views of Executive Director and Non-executive Directors. Evaluation as done by the Independent Directors was submitted to the NRC and subsequently to the Board.

Thereafter, the Board at its meeting discussed the performance of the Board, as a whole, its Committees and Individual Directors. The Board expressed satisfaction on the overall functioning of the Board and its Committees. The Board was also satisfied with the contribution of the Directors, in their respective capacities, which reflected the overall engagement of the Individual Directors.

The new Director inducted on the Company's Board attends an orientation programme. The details of the programme for familiarisation of Independent Directors are provided in the Report on Corporate Governance, which forms an integral part of this Integrated Annual Report and is also available on the Company's website at https://www.grasim.com/Upload/PDF/familiarisation-programme-independent-directors.pdf.

Directors' Responsibility Statement

The audited accounts for the year are in conformity with the requirements of the Act and the Accounting Standards. The financial statements reflect fairly the form and substance of transactions carried out during the year and reasonably present your Company's financial condition and results of operations.

Pursuant to Section 134(5) of the Act, the Board of Directors, to the best of its knowledge and ability, confirms that:

a) in the preparation of the Annual Accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures, if any;

b) the accounting policies selected have been applied consistently, and judgements and estimates are made that are reasonable and prudent, so as to give a true and fair view of the state of affairs of the Company as at 31st March 2025, and of the profit of the Company for the year ended on that date;

c) proper and sufficient care have been taken for the maintenance of adequate accounting records, in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d) annual accounts have been prepared on a 'going concern' basis;

e) the Directors have laid down proper internal financial controls, and that such internal financial controls are adequate and were operating effectively; and

f) the Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

The information on Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo stipulated under Section 134(3)(m) of the Act, read with the Companies (Accounts) Rules, 2014, is given in **Annexure 'C'** to this Report.

Integrated Annual Report

The Company is publishing its sixth Integrated Annual Report for the FY 2024-25. This report is prepared in alignment with the Integrated Reporting Framework laid down by the International Integrated Reporting Council and aims at presenting the value creation approach for our stakeholders.

Auditors and Audit Reports

Statutory Auditors

M/s. B S R & Co. LLP, Chartered Accountants (Registration No. 101248W/W-100022) and M/s. KKC & Associates LLP, Chartered Accountants (Registration No. 105146W/W100621), were appointed as Joint Statutory Auditors of the Company for a term of 5 (five) consecutive years, to hold office till the conclusion of the 79th AGM and 80th AGM of the Company, respectively.

The observations made by the Joint Statutory Auditors on the Financial Statements (Standalone and Consolidated) of the Company, in their Report for the financial year ended 31st March 2025, read with the Notes therein, are self-explanatory and, therefore, do not call for any further explanation or comments from the Board of Directors under Section 134(3)(f) of the Act. The Auditors' Report does not contain any qualification, reservation, disclaimer or adverse remark.

During the year, M/s. Singhi & Co., Chartered Accountants (Firm Registration Number 302049E) has tendered their resignation as Branch Auditor of the Company vide their letter dated 14th November 2024. Consequent to the resignation of Branch Auditor, the Company's Statutory Auditors has carried out the audit of the subject Branch.

Cost Auditor

Our Company is required to prepare and maintain the cost accounts and cost records pursuant to Section 148(1) of the Act, read with rules made thereunder.

Based on the recommendation of the Audit Committee, the Board appointed M/s. D. C. Dave & Co., Cost Accountants, Mumbai (Registration No. 000611), as the Cost Auditors to conduct the cost audit of the Company for FY 2025-26 at a remuneration of ₹ 28 lakh (Rupees twenty eight lakh only) plus applicable taxes and reimbursement of out-of-pocket expenses.

The Company has received the consent from M/s. D. C. Dave & Co., Cost Accountants, to act as the Cost Auditor of our Company for FY 2025-26, along with the certificate confirming their eligibility.

In accordance with the provisions of Section 148(1) of the Act and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditor is required to be ratified by the Members of the Company. Accordingly, an Ordinary Resolution, for ratification of remuneration payable to the Cost Auditor for FY 2025-26, forms part of the Notice of the ensuing AGM.

Secretarial Auditor

The Securities and Exchange Board of India, vide its Notification no. SEBI/LAD-NRO/GN/2024/218 dated 12th December 2024, introduced significant amendments to the Listing Regulations.

Pursuant to the amended Regulation 24A of the Listing Regulations Listed Companies are now mandated to appoint a Secretarial Auditor for a term of 5 (Five) years, subject to the approval of the Members of the Company, to conduct Secretarial Audit and provide a Secretarial Compliance Report, effective from 1st April 2025.

In compliance with this mandate, the Board of Directors, upon the recommendation of the Audit Committee, proposes the appointment of M/s. Makarand M. Joshi & Co., Company Secretaries (Firm Registration Number - P2009MH007000), as the Secretarial Auditor (a peer reviewed firm) to hold office for a first term of five consecutive years from FY 2025-26 till FY 2029-30 of the Company, to the shareholders for their approval.

They have confirmed their eligibility and qualification required under the Act for holding the office, as Secretarial Auditor of the Company.

Accordingly, an Ordinary Resolution, proposing the appointment of M/s. Makarand M. Joshi & Co., Company Secretaries (Firm Registration Number - P2009MH007000), forms part of the Notice of the 78th AGM of the Company.

The Secretarial Audit Report, issued by M/s. BNP & Associates, Company Secretaries, Mumbai, for the FY 2024-25, is given in **Annexure 'D'** to this Report. The Secretarial Audit Report does not contain any qualification, reservation, disclaimer or adverse remark. The Secretarial Compliance Report for the financial year ended 31st March 2025, in relation to compliance of all applicable SEBI Regulations / circulars / guidelines issued thereunder, pursuant to the requirement of Regulation 24A of the Listing Regulations, is available on the website of the Company at https://www.grasim.com/Upload/PDF/intimation-annual-secretarial-compliance-report.pdf

Secretarial Standards

During the year, our Company is in compliance with the applicable Secretarial Standards specified by the Institute of Company Secretaries of India.

Reporting of Frauds by Auditors

During the year, in the course of audit, auditors did not come across any instances of fraud, except a fraud relating to inventory identified by the Management aggregating to ₹ 4.50 crore involving erstwhile employee, transporter and warehouse staff, for which the Management has taken the appropriate steps.

A report under sub-section (12) of Section 143 of the Companies Act, 2013 has been filed by one of the joint auditors of the Company in Form ADT-4 as prescribed under rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

Disclosures

Contracts and Arrangements with Related Parties

During the year, all contracts / arrangements / transactions entered into by the Company with Related Parties were on arm's length basis and in the ordinary course of business. There are no material transactions with any Related Party as defined under Section 188 of the Act, read with the Companies (Meetings of Board and its Powers) Rules, 2014.

In line with the requirements of the Act and amendment to the Listing Regulations, all Related Party Transactions have been approved by the Audit Committee and reviewed by it on a periodic basis. Our Company has formulated a 'Policy on Related Party Transactions', which is also available on the Company's website at https://www.grasim.com/upload/pdf/Grasim_policy_on_RPT.pdf. The Policy intends to ensure that proper reporting, approval and disclosure processes are in place for all transactions between the Company and Related Parties.

The details of contracts and arrangements with Related Parties of the Company for the financial year ended 31st March 2025, are given in Notes to the Standalone Financial Statements, forming part of this Integrated Annual Report.

Further, at the last AGM of the Company, the Members approved the material Related Party Transaction(s) with i) Hindalco Industries Limited, a promoter group Company for an aggregate value of upto ₹ 1,250 crore; and ii) AV Group NB Inc, Canada ('AVNB'), Joint Venture of the Company for an aggregate value of upto ₹ 1,108 crore for the financial year 2024-25.

The Board at its meeting held on 22nd May 2025, subject to approval of shareholders of the Company has approved entering into material Related Party Transaction(s) with i) Hindalco Industries Limited, a promoter group Company for an aggregate value of up to ₹ 2,535 crore; and ii) AV Group NB Inc, Canada ('AVNB'), Joint Venture of the Company for an aggregate value of up to ₹ 1,300 for the FY 2025-26.

Vigil Mechanism / Whistle-Blower Policy

Our Company has established a mechanism for directors and employees to report instances and concerns about unethical behaviour, actual or suspected fraud, or violation of the Company's Code of Conduct. It also provides adequate safeguards against the victimisation of employees, who avail the mechanism and allows direct access to the Chairman of the Audit Committee in exceptional cases. During the year, no person was denied access to the Audit Committee.

The details of the Vigil Mechanism are also provided in the Report on Corporate Governance, which forms an integral part of this Integrated Annual Report and the Vigil Mechanism / Whistle-Blower Policy is available on the website of the Company at https://www.grasim.com/Upload/PDF/whistle-blower-policy.pdf

Corporate Social Responsibility

In terms of the provisions of Section 135 of the Act and Rules made thereunder, the Board has a Corporate Social

Responsibility ('CSR') Committee, which is chaired by Smt. Rajashree Birla. The other Members of the Committee as on date of this report are Ms. Anita Ramachandran, Independent Director and Mr. Himanshu Kapania, Managing Director. Dr. Pragnya Ram, Group Executive President - CSR is a permanent invitee to the Committee. The Corporate Social Responsibility Policy ('CSR Policy'), indicating the activities undertaken by the Company, is available on your Company's website at https://www.grasim.com/Upload/PDF/grasim-csr-policy.pdf

Our Company is a caring corporate citizen and lays significant emphasis on development of the host communities around which it operates. Our Company, with this intent, has identified several projects relating to Social Empowerment and Welfare, Rural Development, Sustainable Livelihood, Health Care and Education, during the year, and initiated various activities in neighbouring villages around its plant locations.

During the year, the Company has spent ₹ 88.42 crore, of which ₹ 67.80 crore was spent towards obligatory CSR of the Company and an amount of ₹ 20.62 crore was voluntarily spent for CSR activities.

The initiatives undertaken by the Company on CSR activities, during the year, are given in **Annexure 'E'** to this Report, in the format prescribed in the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended.

Risk Management and Sustainability

Our Company remains firmly committed to a comprehensive and forward-looking approach to risk management and sustainability, recognising them as essential enablers for long-term value creation and achievement of organisational objectives. In an increasingly dynamic business environment, our robust risk management framework facilitates the identification, assessment, mitigation, and continuous monitoring of diverse risks across the organisation. This approach not only safeguards our interests but also allows us to proactively seize emerging opportunities.

The Board-level Risk Management and Sustainability Committee (RMSC) plays a pivotal role in embedding risk management into the core of strategic and operational decision-making. The Committee is entrusted with framing relevant policies, monitoring their implementation, and reviewing the Company's risk and sustainability performance to ensure alignment with our long-term vision. Our Risk Management Policy is available on the Company's website at https://www.grasim.com/Upload/PDF/risk-management-policy.pdf serves as the cornerstone for guiding these efforts.

We have systematically identified and assessed a wide range of risk areas including external, strategic, financial, operational, sustainability, cyber security, compliance, and knowledge-based risks. Our risk-informed decision-making culture empowers us to take timely and well-considered actions, enabling the Company to adapt quickly to change while ensuring business continuity and stakeholder confidence. Tailored mitigation strategies have been implemented for each risk category to strengthen our operational resilience.

The Management Discussion & Analysis section of this Report outlines the key risks identified and the corresponding mitigation plans. During the financial year, the RMSC met three times to review the effectiveness of our risk management and sustainability practices. The Board remains confident in the Company's ability to navigate uncertainties, achieve strategic objectives, and generate sustainable value. Importantly, there are no risks currently identified that, in the opinion of the Board, pose a threat to the Company's continued existence.

Business Responsibility and Sustainability Report

As per Regulation 34(2)(f) of the Listing Regulations, a separate section on Business Responsibility and Sustainability Report, describing the initiatives taken by the Company from environmental, social and governance perspective, forms an integral part of this Integrated Annual Report.

Annual Return

Pursuant to Sections 92 and 134 of the Act, and the Rules made thereunder, the Annual Return of your Company as on 31st March 2025 is available on the Company's website at https://www.grasim.com/Upload/PDF/form-mgt-7-annual-return-fy-2024-2025.pdf

Internal Controls

Our Company has in place adequate internal control systems (including internal financial control system) commensurate with the size and complexity of its operations. Internal control systems comprising of policies and procedures are designed to ensure sound management of the Company's operations, safe keeping of its assets, optimal utilisation of resources, reliability of its financial information and compliance. Systems and procedures are periodically reviewed to keep pace with the growing size and complexity of the Company's operations. During the year, no material or serious observation has been received from the Joint Statutory Auditors of your Company, citing inefficiency or inadequacy of such controls.

Remuneration Policy

The Company's remuneration policy is directed towards rewarding the performance based on review of achievements. The remuneration policy is in consonance with the existing industry practice. There has been no change in the policy during the year.

The Remuneration Policy of the Company, as formulated by the NRC of the Board is given in **Annexure 'F'** to this Report and is also available on the Company's website at https://www.grasim.com/upload/pdf/ABG-executive-remuneration-philosophy-policy.pdf

Research and Development (R&D)

The R&D projects undertaken by the Company focus on developing and commercialising differentiated premium / new products, improving our competitive cost position, product quality and environmental sustainability. To support these goals, the Company develops a pipeline of projects to address near and mid-term needs, as well as the exploration of future opportunities.

Business wise details are described hereunder:

Cellulosic Staple Fibre (CSF)

The Cellulosic Staple Fibre (CSF) business continues to strengthen its position as one of the world's leading producers of Manmade Cellulose Fibres (MMCF), built on a foundation of sustainability, innovation, and cost competitiveness.

Our unwavering commitment to environmental responsibility was once again recognised by Canopy, a globally respected NGO. We retained our industry-leading Dark Green Shirt rating, reaffirming our leadership in sustainable raw material sourcing and processing.

A key milestone this year was the commercial production of Saxcell fibre, a breakthrough in chemical recycling derived from pre-consumer textile waste. Alongside Liva Reviva recycled viscose fibres, this achievement positions us as the only MMCF manufacturer globally offering both recycled viscose and Lyocell fibres at commercial scale, reinforcing our leadership in the circular economy.

In our pursuit of novel Value-Added Products (VAPs), we achieved the first successful commercial production run of Liva Intellicolour fibre at our Nagda facility. The product is now undergoing validation through downstream customer testing. Our innovation pipeline also progressed on the flame-retardant front, with a successful large-scale production run of phosphate-based FR fibres, which have been distributed to potential customers. Additionally, development of silicate-based FR fibres advanced with successful pilot trials.

In our Excel fibre portfolio, we demonstrated a new green chemistry process at pilot scale for producing Non-Fibleration / Low-Fibleration Excel. Commercial implementation of this chemistry process is nearing completion, with initial production runs already underway. We also expanded our capability to produce short-cut Excel fibres with ultra-low cut lengths, enabled by the development of customised fibre-cutting hardware—broadening the application potential of our fibres. Simultaneously, we continued exploring alternative sustainable feedstocks for viscose and Lyocell production, which hold long-term promise for improving pulp supply security.

On the quality enhancement front, our process development team introduced a new additive in the Excel manufacturing process, which has significantly improved fibre abrasion resistance without compromising other key properties—resulting in an overall uplift in performance.

We are also leveraging Artificial Intelligence (AI) and Machine Learning (ML) to transform our manufacturing operations. Notably, computer vision-enabled AIML sensors have been successfully deployed to detect spinning faults in real time. This innovation has improved process stability post-shutdown and is now being replicated across other viscose and Excel lines. We also validated several soft sensors and real-time optimisers through proof-of-concept trials, particularly to enhance energy efficiency in spin bath evaporation and improve control of the viscose slurry process. These interventions are driving higher energy efficiency, process consistency, and ultimately, superior fibre quality.

A significant development on the raw material front was the commissioning of a pulp pilot plant at Harihar, focused on testing cost-effective and sustainable pulp alternatives derived from agri-residues, textile waste, veneer waste, and more. The facility also enables optimisation of pulping parameters and greener chemical processes. Complementing this, we commissioned a pulp treatment station to enhance pulp reactivity and solubility—further strengthening our backward integration capabilities.

To ensure ongoing excellence, we institutionalised a fibre benchmarking programme across all manufacturing sites. By systematically comparing our fibre properties with global standards and competitors, we are generating actionable insights to maintain and enhance our competitive edge.

As we look ahead, the CSF business remains steadfast in its mission to drive sustainable innovation, operational excellence, and market leadership. With a focus on advanced fibre technologies, resource efficiency, and value creation, we are well-positioned to lead the transformation of the textile industry toward a greener and more circular future.

Cellulosic Fashion Yarn (CFY)

The Fashion Yarn (Cellulosic Filament Yarn – CFY) business is driving innovation with sustainable cellulosic filament yarn. This is based on indigenously developed closed-loop technology, enhanced with European inputs. A pilot plant is being planned following a successful lab-scale proof of concept.

The business has launched high-DPF and microfilament products to leverage emerging fashion trends. Additionally, a molecular tracer has been integrated into the yarn during production. This enables full traceability across the textile value chain, ensuring authenticity, transparency, and sustainability.

Chemicals

The Research and Development ('R&D') efforts are focusing on cost optimisation, developing new products after understanding customers latent needs and further enhancing our chlorine derivative portfolio.

We are focused on advancing water treatment technologies through our R&D Centre. We are developing safer, more sustainable solutions for potable water, including demonstrating the use of HSBP technology for both swimming pools and drinking water sanitation. In the textile industry, we are providing effective solutions for treating colored effluent with new Vytal formulations. Additionally, we offered cost-effective alternatives for treating COD, phosphate, and ammoniacal nitrogen in Effluent Treatment Plants (ETPs) and Common Effluent Treatment Plants (CETPs). Our new Vytal range for the sugar industry focuses on improving color removal efficiency during processing, while for rubber processing, we are offering more sustainable solutions for latex recovery.

R&D Team at Vilayat site worked closely with customers from artificial leather and flexible garden pipes, PVC pipes and sustainable formulations and commercialised under 'Twist' brand. New green sustainable product developed which is effective as co-plasticiser by reducing the load of phthalate-based plasticiser by partial replacement. Customer specific variants are developed of long chain chlorinated paraffins successfully at kilo lab scale for PVC compounding.

Our R&D which is recognised by the Department of Scientific and Industrial Research (DSIR) and is executing collaborative project with many renowned institutes. The Company received NSF / ANSI, Halal and Kosher certifications for its operating Units and adding to new sites for new product range, K-REACH was received for the products to support international business to explore new markets which is implemented from January 2025 in South Korea. R&D Centre published research articles / papers and presentations around Water Treatment and Cleaning solutions at various forums like CII and Everything About Water Journal and International Journal of Environmental Science and Technology.

Our Company's R&D Centre has also collaborated with the Aditya Birla Science and Technology Company Private Limited ('ABSTCPL') and the academia in the scientific and technical forums. R&D Centre had worked with the industry to develop multiple improved technology of phosphoric acid from which few are implemented, and the site is upgraded to reap the benefits on other to improve product quality, reduce cost and enhancing safety, technology improvement of mono chloro acetic acid. The Company is also developing specialty blends (plastics, water treatment, FMCG etc.), new formulations for paints and chemicals for agrochemical applications.

Various enhancements in production process have also been undertaken by the team to enhance its efficacy and quality of deliverables. We observed an improvement in plant capacity in PAC and ACH liquid production for improved process.

Specialty Chemicals (Epoxy Polymers & Curing Agents)

Our Research and Development (R&D) team is leading and driving the Sustainability portfolio through New Product Development in the area of Bio-based products, waterless, solvent free, green processes and chemistries, as well as innovation in the area of Recyclability & Circularity of Materials. The team has successfully developed several CMR free formulations, contributing to safe products for human health and environment. The teams are also actively synthesising novel molecules and in developing products and applications that drive growth of specialty segment for the business. Additionally, the team has expanded their existing epoxy portfolio by integrating new products and offerings in the fields of polyamide and polyester applications.

R&D team is working with leading Universities, Institutes and Global experts in building the innovation footprint and speeding up the research to market phase.

To highlight one of the few developments, they have successfully developed a Recyclable Composite Hydrogen Cylinder which is a breakthrough innovation for the automotive segment. They are deeply engaged in development of various bio-based products and has developed polyamide hardeners which are based on bio-materials like fatty acids and dimer acids derived from plant sources.

R&D team is involved in application development in epoxy system solutions for composite segment, wind segment, pipes, LPG, CNG and H2 storage tanks, e-mobility, products for power generation, transmission and distribution and auto-electronics, powder coating segment, adhesives and construction segment, water soluble coating solution for can coating applications, developing products for floor coating and marble coating.

Textiles

The Textiles business is involved in driving innovation, servicing new customers with focus on sustainability and customers emerging needs, and constantly improving its processes.

This year, we have launched:

Silk Touch Fabric- This fabric is crafted entirely from cellulosic fibres such as linen and rayon, offering a silk-like feel with high lustre and exquisite softness against the skin. It easily breaks down at the end of its lifecycle without causing harm to the environment. This sustainable approach reflects our strong commitment to ethical and responsible manufacturing.

Circular Solutions- Although Linen is considered as an eco-friendly fabric, we've stretched the limits further by developing fabrics with recycled Linen from pre-consumer linen waste. Increasing focus on circular economy and demand of recycled fabrics is expected to fuel the demand of this product in coming days. We are in the process of creating a closed-loop system where our resources can be used and recycled in a continuous cycle, minimising waste and environmental impact. Recycled linen helps in reducing waste and conserving natural resources, making it a key value driver in our journey toward a more sustainable and future-ready textile business.

Our Company is continuously working in collaboration with ABSTCPL, TRADC (Textile Research & Application Development Centre), ICAR (Indian Council of Agricultural research), and global partners, e.g., CELC, Wool Mark, Sanitised, Asahi-Kasei and other specialty fibres and chemical suppliers to explore and develop innovative yarns and fabrics.

Our broad R&D activities are aimed at addressing the present and future needs of the Textile business.

Insulators

During the year our R&D efforts were focused mainly on new customer requirements, design optimisation for cost optimisation and performance improvement, and new product developments for new markets. Developmental actions were taken in the following areas:

- Development of new products of porcelain discs for new markets.
- Design changes in existing substation products in porcelain for new markets and cost optimisation.
- Development of new colours of glaze for porcelain insulators as per customer requirement.
- Improvement in the existing glaze to enhance high temperature stability.
- New products development in composite long rod insulators for HVDC and export markets.

Particulars of Employees

Disclosures pertaining to remuneration and other details as required under Section 197(12) of the Act, read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, are given in **Annexure 'G'** to this Report.

In accordance with the provisions of Section 197(12) of the Act read with Rules 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the names and other particulars of employees drawing remuneration in excess of the limits, set out in the aforesaid rules, forms part of this Report. In line with the provisions of Section 136(1) of the Act, the Report and Accounts, as set out therein, are being sent to all the Members of the Company, excluding the aforesaid information about the employees. Any Member, who is interested in obtaining these particulars about employees, may write to the Company Secretary at grasim.secretarial@adityabirla.com.

Policy on Prevention of Sexual Harassment of Women at Workplace

Our Company has zero tolerance for sexual harassment at workplace. Our Company has adopted a Policy on Prevention, Prohibition and Redressal of Sexual Harassment at Workplace in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ('POSH Act'), and the Rules framed thereunder. All employees (permanent, contractual, temporary and trainees) are covered under this policy.

Our Company has constituted Internal Complaints Committee to redress and resolve any complaints arising under the POSH Act. There was 1 (one) complaint pending at the beginning of the year. During the year, 12 (twelve) complaints were received. 11 (eleven) complaints were resolved and 2 (two) were outstanding as on 31st March 2025. The Company is committed to providing a safe and conducive work environment to all its employees and associates.

Human Resources

Our Company's human resource is the strong foundation for creating many possibilities for its business. The efficient operations of manufacturing units, market development and expansion for various products were the highlight of our people effort.

Continuous people development for developing knowledge and skills coupled with the Talent Management practices will deliver the talent needs of the Organisation. Our Company's employee engagement score reflects high engagement and pride in being part of the Organisation.

The Group's Corporate Human Resources plays a critical role in the Company's talent management process.

Awards and Accolades

Grasim Industries Awards and Accolades 2024-25

Some of the significant accolades for the Company during the year include:

- Economic Times Conscious Corporate Award
- Times Now Sustainable Organisation 2024
- BW-Businessworld Top 30 Sustainable Organisation 2024
- Top 10 Environment Service Companies 2024 – Inventia
- Hurun India Manufacturing Excellence Award
- Business Today's Top 50 Valuable Companies of India
- The 11th National Gold Award 2024 (CSR Times in collaboration with Govt. of Goa)
- National CSR Award, 2024 (World CSR Congress)

Cellulosic Fibres and Fashion Yarn

- Birla Cellulose No 1 ranking in Canopy's Hot Button Report 2024 for fifth consecutive year for its commitment to conserve Ancient and Endangered Forests and promote circular solutions.
- World Safety Organisation's OHSE Silver Award (2024), 3 Star rating in the manufacturing sector - Harihar Polyfibres & Grasilene division
- MATEXIL Export Award - Outstanding Export performance for the Year 2023-24
- MATEXIL Export Award - Best Export Performance Continuous Viscose Yarn 2023-24

Chemicals:

- Golden Peacock Award 2024 - Occupational Health and Safety – Vilayat Unit
- Golden Peacock National Training Award 2025 - Veraval Unit
- Digital Excellence in Logistics at the CII – Supply Chain and Logistics Excellence Awards – 2024
- Outstanding Performance in Supply Chain & Logistics across the "Chemical Industries" at the CII – Supply Chain and Logistics Excellence Awards – 2024.
- IGMC Award & Net Zero "Torch Bearer" by International Research Institute for Manufacturing – Rehla Unit
- Energy Awards in Chlor – Alkali Sector: Bureau of Energy Efficiency, Government of India from Honourable Vice-President of India – Rehla Unit
- Gold Medal for India Green Manufacturing Challenge - GCA- Rehla Unit
- IRIM Golden Award in the Field of Environment, Energy saving & environmental protection organised by the Odisha government – Ganjam Unit
- Winner of Best National Thermal Power for generation excellence and sustainable operation by CEE in September 2024 GCA – Veraval Unit
- JEC Composites Innovation Awards 2025 (Design, Furniture & Home, Sports, Leisure & Recreation) - Advanced Materials Team
- The FICCI Global Symposium on Resource Efficiency & Circular Economy for pioneering eco-friendly initiatives 2025 -Veraval Unit

Domestic Textiles:

- CII – ITC Sustainability Awards for Domain Excellence in CSR - Jaya Shree
- Gold- Retail Marketing Campaign of the Year - ASSOCHAM - Branding & Marketing Excellence Awards 2025
- Gold-Regional Marketing Campaign and Retail & E-commerce - BW Businessworld 2024

- Most Trusted Brands of India 2025 - Marksmen Daily

Birla Opus:

- Gold: Best Use of PR for a Challenger Brand- Afaqs Communicon
- Gold: Best Integrated Campaign, Media Innovation (Television), Media Innovation (Branded Content), Media Innovation (Sports Marketing - Cricket) at Emvies 2025

Update on Material Orders Passed by the Regulators

- The Competition Commission of India ('CCI') had passed an order under Section 4 of the Competition Act, 2002, dated 16th March 2020, imposing a penalty of ₹ 301.61 crore. The Company had filed an appeal against the order before the Hon'ble National Company Law Appellate Tribunal ('NCLAT'), and has obtained a stay by depositing ₹ 30.16 crore with NCLAT by way of fixed deposit. While the matter is pending before the NCLAT, CCI has passed another order dated 3rd June 2021, and levied a penalty of ₹ 3.49 crore on the Company (@ ₹ 1 lakh per day for a period of 349 days and continuing thereafter) for non-compliance with its order passed on 16th March 2020. The Company has filed a writ petition with the Hon'ble Delhi High Court, and the Hon'ble Delhi High Court has stayed the operation of the CCI order on 3rd June 2021.
- The CCI has passed another order dated 6th August 2021, under Section 4 of the Competition Act, 2002. However, because of the penalty of ₹ 301.61 crore has already been imposed on the Company in a previous order for the period overlapped partly; the CCI deemed it appropriate not to impose any further monetary penalty on the Company. The Company filed an appeal before the Hon'ble NCLAT.
- The Company, believes that the above orders are not tenable in law. Accordingly, no provision has been made in the books of account on account of these matters.

General

Your Directors state that no disclosure or reporting is required in respect of the following items as there were no transactions on these matters during the year:

1. No material changes and commitments affected the financial position of the Company between the end of the financial year and the date of this Report;
2. Issue of equity shares with differential rights as to dividend, voting or otherwise;
3. Issue of shares (including sweat equity shares) to employees of the Company under any Scheme save and except ESOS referred to in this Report;
4. The Managing Director of the Company does not receive any remuneration or commission from any of its subsidiaries;
5. There were no revisions in the financial statement(s);
6. There has been no change in the nature of business of the Company;
7. No significant or material orders were passed by the Regulators or Courts or Tribunals which impact the going concern status and the Company's operations in the future. The update on the status of material orders passed by the Regulators or Hon'ble Court or Hon'ble Tribunals is provided in this Report;
8. There were no proceedings initiated under the Insolvency and Bankruptcy Code, 2016;
9. There was no instance of one-time settlement with any Bank or Financial Institution; and
10. There was no failure to implement any Corporate Action.

Acknowledgement

Your Directors express their deep sense of gratitude to the shareholders, banks, financial institutions, stakeholders, business associates, Central and State Governments for their co-operation and support, and look forward to their continued support in future.

Your Directors very warmly thank all our employees for their contribution to the Company's performance. We applaud them for their superior levels of competence, dedication and commitment to our Company.

For and on behalf of the Board



Kumar Mangalam Birla
Chairman
DIN: 00012813

Mumbai, 22nd May 2025

Annexure 'A' to the Board's Report

Form AOC - 1

Statement containing salient features : Pursuant to first proviso to sub- section (3) of section 129 read with Rule 5 of Companies (Accounts) Rules, 2014

Part "A" - Subsidiaries

Sr. No.	1	2	3	4	5	6
Name of Subsidiaries	Samruddhi Swastik Trading And Investments Limited	ABNL Investments Limited	Grasim Business Services Private Limited	Aditya Birla Renewables Limited (ABReL)	ABReL Hybrid Projects Limited ¥¥	Aditya Birla Renewables SPV1 Limited ¥¥ +
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	8.17	28.14	0.10	855.72	0.01	62.61
Other Equity	77.96	51.90	1.37	50.47	(0.13)	4.02
Total Assets	87.18	86.84	11.98	4,668.43	17.20	252.88
Total Liabilities	1.05	6.80	10.50	3,762.24	17.31	186.25
Investments	75.29	30.44	-	1,122.53	-	2.17
Revenue from Operations	1.08	5.55	76.91	378.93	-	36.33
Profit/(Loss) before Tax	3.14	3.69	1.64	109.03	(0.09)	0.32
Tax Expenses	0.65	1.02	0.55	25.91	-	-
Profit/(Loss) for the Year	2.50	2.68	1.10	83.12	(0.09)	0.32
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	100.00%	100.00%	100.00%	100.00%	100.00%	88.59%
Exchange Rate as on 31st March 2025	NA	NA	NA	NA	NA	NA

Sr. No.	7	8	9	10	11	12
Name of Subsidiaries	Aditya Birla Renewables Subsidiary Limited ¥¥	Aditya Birla Renewables Utkal Limited ¥¥	Aditya Birla Renewables Energy Limited ¥¥ +	Aditya Birla Renewables Solar Limited ¥¥	ABRel SPV 2 Limited ¥¥	Aditya Birla Renewables Green Power Private Limited (formerly known as Waacox Energy Private Limited) ¥¥
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	26.52	4.90	105.33	158.50	341.10	34.26
Other Equity	(2.76)	1.07	1.23	(12.29)	(220.86)	(0.97)
Total Assets	1,012.01	20.19	610.77	828.71	3,717.09	90.12
Total Liabilities	988.25	14.22	504.21	682.50	3,596.85	56.83
Investments	0.26	1.59	5.00	9.37	0.23	6.42
Revenue from Operations	14.73	3.33	20.18	79.80	104.86	9.96
Profit/(Loss) before Tax	(3.96)	0.58	(8.45)	(14.21)	(161.26)	(0.10)
Tax Expenses	(0.27)	0.15	(0.53)	-	-	(0.14)
Profit/(Loss) for the Year	(3.69)	0.43	(7.92)	(14.21)	(161.26)	0.04
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	74.00%	74.00%	88.59%	74.00%	100.00%	100.00%
Exchange Rate as on 31st March 2025	NA	NA	NA	NA	NA	NA

¥¥ Subsidiaries of ABReL

\+ 74% shares held by ABReL and 26% shares held by UTCL

Sr. No.	13	14	15	16	17	18
Name of Subsidiaries	ABRel Solar Power Limited ¥¥ $	ABReL (MP) Renewables Limited ¥¥ +	ABReL Green Energy Limited ¥¥ +	ABReL EPCCO Services Limited ¥¥	ABReL EPC Limited ¥¥	ABReL (RJ) Projects Limited ¥¥ +
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	283.39	136.12	91.77	0.01	0.25	574.51
Other Equity	(38.58)	(8.79)	0.30	(1.02)	28.79	(1.48)
Total Assets	1,423.14	778.17	474.96	6.72	976.37	2,315.06
Total Liabilities	1,178.33	650.84	382.89	7.74	947.33	1,742.03
Investments	-	-	-	-	-	293.77
Revenue from Operations	37.86	-	2.65	10.54	2,001.77	-
Profit/(Loss) before Tax	(17.59)	(7.08)	(2.19)	(1.26)	14.93	(0.83)
Tax Expenses	(0.00)	-	0.01	0.72	3.89	0.54
Profit/(Loss) for the Year	(17.59)	(7.08)	(2.20)	(1.98)	11.04	(1.38)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	100.00%	88.59%	88.59%	100.00%	100.00%	88.59%
Exchange Rate as on 31st March 2025	NA	NA	NA	NA	NA	NA

Sr. No.	19	20	21	22	23	24
Name of Subsidiaries	ABReL (Odisha) SPV Limited ¥¥ +	ABReL Renewables EPC Limited ¥¥	ABReL Century Energy Limited ¥¥	Aditya Birla Renewables SPV 3 Limited (w.e.f. 21st November 2024) ¥¥	Aditya Birla Renewables SPV 4 Limited (w.e.f. 14th December 2024) ¥¥	Aditya Birla Renewables SPV 5 Limited (w.e.f. 24th January 2025) ¥¥
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	19.28	0.01	34.03	0.01	0.01	0.01
Other Equity	(10.54)	(2.63)	(14.97)	(0.28)	(0.90)	(0.01)
Total Assets	103.16	10.60	158.07	8.57	14.23	0.01
Total Liabilities	94.41	13.22	139.01	8.85	15.13	0.00
Investments	-	-	-		-	
Revenue from Operations	8.72	16.12	19.20	-	-	
Profit/(Loss) before Tax	(6.26)	(2.48)	(2.44)	(0.28)	(0.90)	(0.01)
Tax Expenses	-	0.40	-	-	-	-
Profit/(Loss) for the Year	(6.26)	(2.88)	(2.44)	(0.28)	(0.90)	(0.01)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	88.59%	100.00%	74.00%	100.00%	74.00%	100.00%
Exchange Rate as on 31st March 2025	NA	NA	NA		NA	

¥¥ Subsidiaries of ABReL
+ 74% shares held by ABReL and 26% shares held by UTCL
$ 74% shares held by ABReL and 26% shares held by Grasim

Sr. No.	25	26	27	28	29
Name of Subsidiaries	Aditya Birla Power Composites Limited	UltraTech Cement Limited (UTCL)	Harish Cement Limited !	Gotan Limestone Khanij Udyog Pvt. Ltd. !	Bhagwati Lime Stone Company Pvt. Ltd. !
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	44.57	294.68	0.25	2.33	0.01
Other Equity	(34.42)	69,382.55	155.02	15.58	0.57
Total Assets	106.27	121,340.27	157.63	18.78	6.25
Total Liabilities	96.12	51,663.04	2.37	0.88	5.67
Investments	-	16,990.55	-	-	-
Revenue from Operations	67.26	71,894.97	-	0.01	11.97
Profit/(Loss) before Tax	2.70	7,697.01	(ß)	0.01	(0.31)
Tax Expenses	-	1,504.38	-	-	-
Profit/(Loss) for the Year	2.70	6,192.63	(ß)	0.01	(0.31)
Proposed/Interim Dividend	-	2,283.75	-	-	-
Percentage Holding as on 31st March 2025	51.00%	56.11%	100.00%	100.00%	100.00%
Exchange Rate as on 31st March 2025	NA	NA	NA	NA	NA

Sr. No.	30		31		32	
Name of Subsidiaries	UltraTech Cement Lanka Pvt. Ltd. !		UltraTech Cement Middle East Investment Ltd. (UCMEIL) !		Star Cement Co LLC, Dubai @	
Currency	SLR in crore	₹ in crore	AED in crore	₹ in crore	AED in crore	₹ in crore
Share Capital (Equity)	50.00	28.01	50.61	1,177.71	1.50	34.90
Other Equity	(62.25)	(31.54)	31.69	737.48	(27.68)	(644.16)
Total Assets	490.81	141.63	195.43	4,547.56	26.49	616.39
Total Liabilities	503.05	145.16	113.13	2,632.36	52.67	1,225.66
Investments	-	-	37.44	850.30	-	-
Revenue from Operations	1,910.73	542.86	-	-	42.68	982.56
Profit/(Loss) before Tax	(145.63)	(41.37)	(5.24)	(120.61)	(5.26)	(121.06)
Tax Expenses	4.16	1.18	-	-	0.00	(0.02)
Profit/(Loss) for the Year	(149.79)	(42.56)	(5.24)	(120.61)	(5.26)	(121.04)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	80.00%		100.00%		100.00%	
Exchange Rate as on 31st March 2025	BS - SLR 3.4655 = 1.00 INR		BS - AED 0.0430 = 1.00 INR		BS - AED 0.0430 = 1.00 INR	
	PL - SLR 3.5197 = 1.00 INR		PL - AED 0.0434 = 1.00 INR		PL - AED 0.0434 = 1.00 INR	

! Subsidiaries of UltraTech Cement Ltd.
@ Subsidiaries of UltraTech Cement Middle East Investment Ltd.
ß Represents that the amount is less than 50,000

Sr. No.	33		34		35	
Name of Subsidiaries	Arabian Cement Industry LLC, Abu Dhabi @		Star Cement Co LLC, Ras Al Khaimah @		Al Nakhla Crushers LLC, Fujairah @	
Currency	AED in crore	₹ in crore	AED in crore	₹ in crore	AED in crore	₹ in crore
Share Capital (Equity)	1.00	23.27	0.50	11.63	0.20	4.65
Other Equity	6.55	152.34	22.29	518.71	11.47	266.82
Total Assets	18.15	422.38	50.32	1,170.82	12.78	297.33
Total Liabilities	10.60	246.77	27.52	640.47	1.11	25.86
Investments	-	-	-	-	-	-
Revenue from Operations	28.65	659.53	40.67	936.13	4.99	114.85
Profit/(Loss) before Tax	4.75	109.39	0.84	19.30	1.49	34.39
Tax Expenses	0.02	0.46	0.09	2.13	-	-
Profit/(Loss) for the Year	4.73	108.93	0.75	17.18	1.49	34.39
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	100.00%		100.00%		100.00%	
Exchange Rate as on 31st March 2025	BS - AED 0.0430 = 1.00 INR		BS - AED 0.0430 = 1.00 INR		BS - AED 0.0430 = 1.00 INR	
	PL - AED 0.0434 = 1.00 INR		PL - AED 0.0434 = 1.00 INR		PL - AED 0.0434 = 1.00 INR	

Sr. No.	36		37	38	
Name of Subsidiaries	UltraTech Cement Bahrain Company WLL, Bahrain @		Letein Valley Cement Ltd !	Bhumi Resources (Singapore) PTE. Ltd (Bhumi) ! $$	
Currency	BHD in crore	₹ in crore	₹ in crore	US$ in crore	₹ in crore
Share Capital (Equity)	0.03	6.80	6.26	1.51	129.07
Other Equity	1.34	304.41	-	(1.50)	(127.96)
Total Assets	1.75	397.13	6.26	0.01	1.14
Total Liabilities	0.38	85.93	-	ß	0.04
Investments	-	-	-	-	-
Revenue from Operations	0.98	220.87	-	-	-
Profit/(Loss) before Tax	0.02	3.98	ß	ß	(0.04)
Tax Expenses	-	-	-	-	-
Profit/(Loss) for the Year	0.02	3.98	ß	ß	(0.04)
Proposed/Interim Dividend	-	-	-	-	-
Percentage Holding as on 31st March 2025	100.00%		100.00%	100.00%	
Exchange Rate as on 31st March 2025	BS - BHD 0.0044 = 1.00 INR		NA	BS - US$ 1.00 = INR 85.4750	
	PL - BHD 0.0045 = 1.00 INR			PL - US$ 1.00 = INR 84.5694	

! Subsidiaries of UltraTech Cement Ltd.
@ Subsidiaries of UltraTech Cement Middle East Investment Ltd.
$$ These have been classified as assets held for sale.
ß Represents that the amount is less than 50,000

Sr. No.	39		40		41	
Name of Subsidiaries	Star Super Cement Industries LLC (SSCILLC) @@		Duqm Cement Project International, LLC, Oman		PT Anggana Energy Resources $$	
Currency	AED in crore	₹ in crore	OMR in crore	₹ in crore	IDR in crore	₹ in crore
Share Capital (Equity)	3.19	74.33	0.05	11.76	568.80	2.94
Other Equity	6.62	154.01	(0.01)	(1.83)	(474.77)	(2.45)
Total Assets	26.64	620.00	0.06	12.44	948.60	4.90
Total Liabilities	16.83	391.67	0.01	2.52	854.57	4.41
Investments	-	-	-	-	-	-
Revenue from Operations	49.35	1,136.06	-	-	-	-
Profit/(Loss) before Tax	1.53	35.13	ß	0.90	(0.41)	-
Tax Expenses	0.04	0.87	-	-	-	-
Profit/(Loss) for the Year	1.49	34.25	ß	0.90	(0.41)	-
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	100.00%		UCMEIL - 70%		100% of BHUMI	
Exchange Rate as on 31st March 2025	BS - AED 0.0430 = 1.00 INR		BS - OMR 0.0045 = 1.00 INR		BS - IDR 193.6380 = 1.00 INR	
	PL - AED 0.0434 = 1.00 INR		PL - OMR 0.0046 = 1.00 INR		PL - IDR 189.4450 = 1.00 INR	

Sr. No.	42		43		44	
Name of Subsidiaries	BC Tradelink Limited ##		Binani Cement Tanzania Limited ##		Binani Cement (Uganda) Ltd ##	
Currency	TZS in crore	₹ in crore	TZS in crore	₹ in crore	UGX in crore	₹ in crore
Share Capital (Equity)	ß	ß	3.20	0.10	ß	ß
Other Equity	2.42	0.08	249.07	8.03	0.59	0.01
Total Assets	2.42	0.08	252.53	8.14	0.59	0.01
Total Liabilities	-	-	0.25	0.01	-	-
Investments	-	-	-	-	-	-
Revenue from Operations	-	-	-	-	-	-
Profit/(Loss) before Tax	-	-	-	-	-	-
Tax Expenses	-	-	-	-	-	-
Profit/(Loss) for the Year	-	-	-	-	-	-
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	100.00%		100.00%		100.00%	
Exchange Rate as on 31st March 2025	BS - TZS 31.0048 = INR 1.00		BS - TZS 31.0048 = INR 1.00		BS - UGX 42.8548 = INR 1.00	
	PL - TZS 30.9511 = INR 1.00		PL - TZS 30.9511 = INR 1.00		PL - UGX 43.9011 = INR 1.00	

Wholly owned subsidiaries of SSCILLC
@@ Wholly owned subsidiaries of UCMEIL
ß Represents that the amount is less than 50,000
$$ These have been classified as assets held for sale

Sr. No.	45		46		47	
Name of Subsidiaries	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW) (w.e.f 10th July 2024) *		Ras Al Khaimah Lime Co, Noora LLC (w.e.f 10th July 2024) *		Modern Block Factory Establishment (w.e.f 10th July 2024) *	
Currency	AED in crore	₹ in crore	AED in crore	₹ in crore	AED in crore	₹ in crore
Share Capital (Equity)	50.02	1,163.84	4.40	102.39	1.00	23.27
Other Equity	36.07	839.27	(1.41)	(32.72)	1.98	46.06
Total Assets	88.08	2,049.68	16.55	385.22	4.11	95.62
Total Liabilities	2.00	46.57	13.56	315.55	1.13	26.29
Investments	6.45	150.10	-	-	-	-
Revenue from Operations	16.27	374.54	9.73	223.87	6.99	160.92
Profit/(Loss) before Tax	2.63	60.51	0.24	5.62	2.12	48.74
Tax Expenses	0.23	5.35	0.02	0.45	0.19	4.31
Profit/(Loss) for the Year	2.40	55.16	0.22	5.17	1.93	44.43
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	66.34%		66.34%		66.34%	
Exchange Rate as on 31st March 2025	BS - AED 0.0430 = 1.00 INR		BS - AED 0.0430 = 1.00 INR		BS - AED 0.0430 = 1.00 INR	
	PL - AED 0.0434 = 1.00 INR		PL - AED 0.0434 = 1.00 INR		PL - AED 0.0434 = 1.00 INR	

Sr. No.	48	49	50	51	52	53
Name of Subsidiaries	The India Cements Limited (ICEM) !	ICL Financial Services Limited (ICLFSL) !!	India Cements Infrastructures Limited !!	Industrial Chemicals & Monomers Limited !!	ICL International Limited !!	ICL Securities Limited (ICLSL) !!
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	309.90	5.96	0.05	2.23	0.05	6.13
Other Equity	9,313.36	190.58	(40.82)	144.06	(36.76)	200.99
Total Assets	13,639.62	197.13	49.92	158.40	1.35	207.27
Total Liabilities	4,016.36	0.58	90.69	12.12	38.06	0.14
Investments	44.19	0.03				0.02
Revenue from Operations	1,276.10	-	-	-	0.26	-
Profit/(Loss) before Tax	(104.97)	4.67	(0.09)	-	0.05	7.28
Tax Expenses	(26.09)	-	-	-	-	-
Profit/(Loss) for the Year	(78.89)	4.67	(0.09)	ß	0.05	7.28
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	81.49%	100.00%	100.00%	98.59%	100.00%	100.00%
Exchange Rate as on 31st March 2025	NA	NA	NA	NA	NA	NA

@ Subsidiaries of UltraTech Cement Middle East Investment Ltd.
! Subsidiaries of UltraTech Cement Ltd.
!! Subsidiaries of The India Cements Limited
ß Represents that the amount is less than 50,000
* Subsidiaries of RAKW

Sr. No.	54		55		56	
Name of Subsidiaries	Coromandel Minerals Pte Ltd (CMP) (w.e.f. 24th December 2024) @		PT Coromandel Mineral Resources (CMR) (w.e.f. 24th December 2024) $		Raasi Minerals Pte Ltd (RMP) (w.e.f. 24th December 2024) #	
Currency	US$ in crore	₹ in crore	IDR in crore	₹ in crore	US$ in crore	₹ in crore
Share Capital (Equity)	0.69	58.70	248.92	1.29	0.09	7.45
Other Equity	0.56	47.99	2,000.81	10.33	0.01	0.79
Total Assets	1.25	106.70	2,962.38	15.30	0.10	8.47
Total Liabilities	0.00	0.00	712.65	3.68	0.00	0.23
Investments	0.34	28.66	-	-	-	-
Revenue from Operations	-	-	-	-	-	-
Profit/(Loss) before Tax	0.00	0.34	(355.54)	(1.88)	0.00	0.03
Tax Expenses	-	-	210.99	1.11	-	-
Profit/(Loss) for the Year	0.00	0.34	(566.53)	(2.99)	0.00	0.03
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	100.00%		100.00%		100.00%	
Exchange Rate as on 31st March 2025	BS - US$ 1.00 = INR 85.4750		BS - IDR 193.6380 = 1.00 INR		BS - US$ 1.00 = INR 85.4750	
	PL - US$ 1.00 = INR 84.5694		PL - IDR 189.4450 = 1.00 INR		PL - US$ 1.00 = INR 84.5694	

Sr. No.	57		58	59
Name of Subsidiaries	PT Adcoal Energindo (AEI) (w.e.f. 24th December 2024) !!		Coromandel Electric Company Limited ^ (w.e.f. 24th December 2024)	Coromandel Travels Limited ^ (w.e.f. 24th December 2024)
Currency	IDR in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	977.01	5.05		
Other Equity	278.70	1.44		
Total Assets	1,265.97	6.54		
Total Liabilities	10.27	0.05		
Investments	269.60	1.39		
Revenue from Operations	-	-	22.63	
Profit/(Loss) before Tax	(644.72)	(3.40)	1.56	ß
Tax Expenses	50.58	0.27	(0.29)	
Profit/(Loss) for the Year	(695.30)	(3.67)	1.85	ß
Proposed/Interim Dividend	-	-		
Percentage Holding as on 31st March 2025	100.00%		78.73%	98.42%
Exchange Rate as on 31st March 2025	BS - IDR 193.6380 = 1.00 INR		NA	NA
	PL - IDR 189.4450 = 1.00 INR			

@ Subsidiaries of The India Cements Limited.
$ 98% by India Cements Limited and 2% ICL Financial Services Limited (ICLFSL).
Subsidiary of Coromandel Minerals Pte Ltd (CMP).
!! 71.90% by RMP and 28.10% by CMR.
ß Represents that the amount is less than 50,000
^ These had been classified as asset held for sale and ceased to be subsidiary with effect from 28th March 2025.

Sr. No.	60	61	62	63	64	65
Name of Subsidiaries	Aditya Birla Capital Limited (ABCL)	Aditya Birla Housing Finance Limited !!	Aditya Birla Financial Shared Services Limited !!	Aditya Birla PE Advisors Private Limited !!	Aditya Birla Sun Life Pension Management Limited ¥¥¥	Aditya Birla Trustee Company Private Limited !!
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	2,607.01	634.66	3.12	3.50	98.00	0.05
Other Equity	22,586.63	3,148.40	87.84	1.01	(36.25)	0.40
Total Assets	1,39,299.89	30,427.50	305.42	4.60	74.11	0.50
Total Liabilities	1,14,106.25	26,644.44	214.46	0.09	12.36	0.05
Investments	12,829.40	741.42	-	1.54	66.31	0.21
Revenue from Operations	15,418.68	2,655.18	-	-	8.25	-
Profit/(Loss) before Tax	3,926.80	419.44	1.35	0.21	(9.56)	0.01
Tax Expenses	969.58	96.01	0.01	0.12	0.11	0.01
Profit/(Loss) for the Year	2,957.22	323.43	1.34	0.09	(9.67)	-
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	52.54%	100.00%	100.00%	100.00%	100.00%	100.00%
Exchange Rate as on 31st March 2025	NA	NA	NA	NA	NA	NA

Sr. No.	66	67	68	69	70	71	72
Name of Subsidiaries	Aditya Birla Money Limited !!	Aditya Birla ARC Limited !!	Aditya Birla Stressed Asset AMC Private Limited !!	Aditya Birla Capital Digital Limited !!	Aditya Birla Sun Life Trustee Private Limited !!	Aditya Birla Wellness Private Limited !!	Aditya Birla Sun Life Insurance Company Limited !!
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	5.65	100.00	14.80	713.00	0.02	14.26	2,019.59
Other Equity	230.48	356.86	26.04	(521.50)	2.06	8.20	1,980.68
Total Assets	2,471.00	1,273.69	40.96	334.34	2.32	40.45	1,04,740.60
Total Liabilities	2,234.87	816.83	0.12	142.84	0.25	17.99	1,00,740.33
Investments	716.76	58.89	-	56.26	2.00	18.97	99,495.86
Revenue from Operations	447.61	472.76	3.60	34.89	0.36	15.78	26,443.79
Profit/(Loss) before Tax	101.65	430.30	3.25	(327.44)	0.50	(9.45)	100.89
Tax Expenses	27.46	240.58	1.08	-	0.12	-	1.31
Profit/(Loss) for the Year	74.19	189.72	2.17	(327.44)	0.38	(9.45)	99.58
Proposed/Interim Dividend	-	-	-	-	-	-	-
Percentage Holding as on 31st March 2025	73.53%	100.00%	100.00%	100.00%	50.85%	51.00%	51.00%
Exchange Rate as on 31st March 2025	NA	NA	NA	NA	NA	NA	NA

!! Subsidiaries of Aditya Birla Capital Limited

¥¥¥ wholly owned subsidiary of Aditya Birla Sun Life Insurance Company Limited

The financials of all the entities in above annexure are as per their statutory books.

Notes:

A. Subsidiaries which are yet to commence operations -

1. ABReL (RJ) Projects Limited
2. ABReL Hybrid Projects Limited
3. ABReL (MP) Renewables Limited.
4. Aditya Birla Renewables SPV 3 Limited.
5. Aditya Birla Renewables SPV 5 Limited.
6. Aditya Birla Renewables SPV 4 Limited

B. Subsidiaries which have been liquidated or sold during the year -

1. Coromandel Electric Company Limited
2. Coromandel Travels Limited

C. Additional Notes

1. The Hon'ble NCLT has sanctioned the Scheme, vide order dated 2nd July 2024 for amalgamation of Aditya Birla Money Insurance Advisory Services Limited ("ABMIASL"), Aditya Birla Money Mart Limited ("ABMML") and Aditya Birla Capital Technology Services Limited ("ABCTSL") with Aditya Birla Financial Shared Services Limited ("ABFSSL"), all wholly owned subsidiaries of Aditya Birla Capital Limited (ABCL). As per the Hon'ble NCLT order, the effective date of the Scheme is 2nd July 2024 and accordingly, the ABMIASL, ABMML and ABCTSL has ceased to exist.

2. Pursuant to the Scheme of Amalgamation approved by the Hon'ble National Company Law Tribunal (NCLT) under Sections 230–232 of the Companies Act, 2013, erstwhile Aditya Birla Finance Limited ("the ABFL"), a then wholly owned subsidiary of ABCL, was amalgamated with ABCL with effect from the Appointed Date, i.e., 1st April 2024. The Scheme became effective upon filing of the certified order of the NCLT with the Registrar of Companies on 1st April 2025.

3. ABCL has sold its entire stake of 50.002% in Aditya Birla Insurance Brokers Limited ("ABIBL") to Edme Services Private Limited, part of the Samara Capital Group and an affiliate of Samara Alternate Investment Fund on 30th August 2024 and accordingly ABIBL has ceased to be a Subsidiary of ABCL w.e.f. 30th August 2024.

4. On 10th July, 2024, UltraTech Cement Middle East Investments Limited (UCMEIL), a wholly owned subsidiary of UTCL has acquired 12,50,39,250 equity shares representing 25% of the equity share capital of RAKWCT under the partial conditional cash offer announced by UCMEIL on 27th May, 2024. Together with the existing shareholding of 29.79% in RAKWCT, UCMEIL's aggregate shareholding in RAKWCT stands increased to 54.79%. Consequently, RAKWCT became a subsidiary of UCMEIL with effect from 10th July, 2024. Further on 6th November, 2024, UCMEIL increased its shareholding in RAKWCT with the acquisition of 5,77,74,407 equity shares representing 11.55% of the share capital of RAKWCT. Together with the existing shareholding in RAKWCT, UCMEIL's aggregate shareholding in RAKWCT stands increased to 66.34%.

Form AOC - 1

Statement containing salient features : Pursuant to first proviso to sub- section (3) of section 129 read with Rule 5 of Companies (Accounts) Rules, 2014

Part B : Joint Ventures/Associates

in ₹ crore

Sr No	Name of the Associates and Joint Ventures	Latest audited Balance Sheet Date	Shares of Joint venture/Associate held by the company on year end			Networth attributable to shareholding as per latest audited Balance Sheet	Profit /(Loss) for the year	Considered in Consolidation	Not considered in Consolidation
			Nos.	Amount of Equity Investment in Joint venture/ Associate	Extent of Holding (%)				
1	Madanpura (North) Coal Company Private Limited#$$	31.03.2025	1,152,560	1.11	11.17%	0.25	0.06	0.01	0.05
2	Bhaskarpara Coal Company Limited$$	31.03.2025	8,141,050	8.22	47.37%	6.54	0.47	0.22	0.25
3	AV Group NB Inc.	31.03.2024	204,750	153.04	45.00%	390.73	-141.09	-63.49	-77.60
4	Birla Jingwei Fibres Company Limited	31.03.2025	-	117.40	26.63%	59.23	4.02	1.07	2.95
5	Bhubaneswari Coal Mining Limited	31.12.2024	33,540,000	33.54	26.00%	271.48	88.58	23.03	65.55
6	Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi	31.03.2025	16,665	0.47	33.33%	0.03	-0.99	-0.33	-0.66
7	Aditya Group AB	31.03.2025	50	274.89	33.33%	339.41	-123.61	-41.20	-82.41
8	AV Terrace Bay Inc. (AVTB)	31.03.2025	81,600,000	484.49	40.00%	-	-30.55	-12.22	-18.33
9	Aditya Birla Science & Technology Company Private Limited#	31.03.2025	9,899,500	11.35	49.50%	50.09	15.92	7.88	8.04
10	Birla Advanced Knits Private Limited	31.03.2025	25,000,000	25.00	50.00%	-31.03	-63.30	-31.65	-31.65
11	Renew Surya Uday Private Limited#!	31.03.2024	-	-	-	-	2.97	-1.87	4.84
12	Greenyana Sunstream Private Limited#!	31.03.2024	-	-	-	-	-1.08	0.43	-1.51

in ₹ crore

Sr No	Name of the Associates and Joint Ventures	Latest audited Balance Sheet Date	Shares of Joint venture/Associate held by the company on year end			Networth attributable to shareholding as per latest audited Balance Sheet	Profit /(Loss) for the year	Considered in Consolidation	Not considered in Consolidation
			Nos.	Amount of Equity Investment in Joint venture/ Associate	Extent of Holding (%)				
13	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKWCT)#@	31.03.2025	-	-	-	-	13.09	3.14	9.95
14	PT Mitra Setia Tanah Bumbu^$$	31.12.2024	2,695	1.31	49.00%	39.56	-15.39	-7.54	-0.08
15	Aditya Birla Sun Life AMC Limited#$^^	31.03.2025	129,643,873	29.75	44.94%	1,674.96	930.60	418.43	512.17
16	Aditya Birla Health Insurance Co. Limited^^	31.03.2025	246,872,585	1,181.08	45.89%	3,169.62	6.38	2.93	3.45

Represents Associates

@ RAKWCT was an associate upto 9th July 2024 and with effect from 10th July 2024, it has become a subsidiary of UltraTech Cement Middle East Investments Limited (UCMEIL)

^ Associates of The India Cements Limited (ICEM)

* Ceased to be Associates of ICEM from 28th March 2025

! Ceased to be Associates of w.e.f from 1st July 2024

$ During the year, Aditya Birla Capital Limited (ABCL) had sold 3,90,728 Equity Shares of Aditya Birla Sun Life AMC Limited ("ABSLAMC") representing 0.14% of the issued and paid-up equity share capital of the ABSLAMC.

$$ Joint venture and associate of UltraTech Cement Limited

^^ Joint venture and associate of Aditya Birla Capital Limited

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Pavan K. Jain
Chief Financial Officer

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohanraj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

Annexure 'B' to the Board's Report

INDEPENDENT AUDITORS' CERTIFICATE ON CORPORATE GOVERNANCE

To the Members of
Grasim Industries Limited

We have examined the compliance of conditions of Corporate Governance by Grasim Industries Limited (the 'Company'), for the year ended 31st March 2025, as per the relevant provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations').

Management's Responsibility

The compliance of the conditions of Corporate Governance is the responsibility of the management. This responsibility includes the design, implementation, and maintenance of internal control procedures to ensure the compliance with the conditions of the Corporate Governance stipulated in Listing Regulations.

Auditor's Responsibility

Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

We have examined the books of account and other relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company.

We have carried out an examination of the relevant records of the Company in accordance with the Guidance Note on Certification of Corporate Governance issued by the Institute of the Chartered Accountants of India (the ICAI), the Standards on Auditing specified under Section 143(10) of the Companies Act, 2013, in so far as applicable for the purpose of this certificate and as per the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

Opinion

Based on our examination of the relevant records and according to the information and explanations given to us, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned Listing Regulations.

We further state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **KKC & Associates LLP**
Chartered Accountants
FRN–105146W/W100621

Gautam Shah
Partner
Membership No: 117348
ICAI UDIN: 25117348BMOBCQ7652

Place: Mumbai
Date: 22nd May 2025

Annexure 'C' to the Board's Report

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO PURSUANT TO PROVISIONS OF SECTION 134 OF THE COMPANIES ACT, 2013 READ WITH THE COMPANIES (ACCOUNTS) RULES, 2014

A. CONSERVATION OF ENERGY

a) The steps taken and impact on conservation of energy

The Company undertakes various initiatives for energy conservation through continuous improvements in operational efficiency, equipment upgradation, modernisation etc.

Following measures have been taken by different Businesses of the Company:

Cellulosic Staple Fibre (CSF) Business

- Modified aluminum busbars in the CS2 furnace for better efficiency.
- Variable Frequency Drives (VFDs) on Circulating Fluidized Bed Combustion (CFBC) boiler Wall Seal blower motors to replace inefficient dampers.
- Replaced old chillers with new energy-efficient mix charge lye cooling chillers.
- Upgraded chiller systems and improved cooling efficiency by modifying the chilled water pipeline layout and adding proper insulation.
- Implemented online heating of desulph bath on Spinning Line from scrubber residual heat, enabling reuse of waste heat and reducing fresh steam consumption.

Cellulosic Filament Yarn (CFY) Business

- Energy consumption reduction by:
  - (a) Plant lighting power saving by optimisation of wattage/Illuminance of IP65 fitting.
  - (b) Energy efficient pump installed in cooling tower and chilled water system.
  - (c) Multi-Stage Flash Evaporator (MSFE) circulation pump replacement with new design (75 to 40 HP motor).
  - (d) Dissolver agitator speed optimisation for better energy saving by reducing heat dissipation thus enhancing dissolution process.
- Replacement of Cubic Feet per Minute (CFM) Screw Air Compressors by VFD and high-capacity screw air compressors.
- Replacement of leather flat belts with energy-efficient synthetic flat belts.
- Optimisation of ducting, replacement of low-efficiency fans and recalibration of airflow set points for air loss reduction.

Chemicals Business

- Remembraning/ Recoating of six electrolysers for improvement of cell efficiency and reduction in cell power consumption.
- Saving in CPP auxiliary power and station heat rate improved by various initiatives like de-staging of CPP, overhauling turbine, natural ventilation fan installation, air supply for ash handling unit provided by separate compressor, etc.
- Steam consumption is reduced by installation of new screw chiller, replacement of evaporator bottom dome, etc.

- Reduced the intake air pressure resulting in lower compressor energy consumption in Specialty Chemicals business.

Textiles Business

- Installed VFD at Hackling return system and TFO machines.
- Installation of Energy efficient Motors.
- Upgradation of Dyeing HTHP Panels with VFD.

Insulators Business

- Utilisation of waste heat of batch kilns to preheat combustion air of burners.
- Kiln firing operation optimisation based on Computational Fluid Dynamics (CFD) Simulation.

Paints Business

- Implementing 90% condensate reuse in the boiler system has reduced fresh water and fuel consumption, improving boiler efficiency from 85% to 90%.

b) The steps taken by the Company for utilising alternate sources of energy

CSF Business

- Commissioned a 200-kW rooftop solar power plant at the Energy Centre, contributing to renewable energy integration.

CFY Business

- Replacement of kerosene-fired burner system with HP steam for salt drying in Tyre Cord Calcination Plant.
- Increased share of Renewable Power in overall energy mix.

Chemicals Business

- Increased share of Renewable Power in overall energy mix.

Textiles Business

- Utilisation of biomass fuel to reduce carbon footprint.

Paints Business

- The existing boiler and thermic fluid heater systems are designed to operate on both HSD and gas, incorporating dual fuel burners. Transitioning to greener fuels (PNG) at 100% capacity has helped reduce the carbon footprint.

c) The capital investment on energy conservation equipment:

Total investment made during FY 2024-25: ₹ 22.99 crore

B. TECHNOLOGY ABSORPTION

a) The efforts made towards technology absorption

CSF Business

- Commissioned turbines to efficiently generate electricity and convert high-pressure steam from acid and power plants into lower-pressure steam for process use.

CFY Business

- Introduced Elko meter (yarn defect analysis instrument in laboratory) to test inside broken filaments and Fluffs.
- Designed and developed new spinnerets to produce innovative products.

- Spin bath cartridge filters installed on two machines in the CSY plant to reduce turbidity and improve filament quality.
- Non-woven filter cloth introduced in the third-stage filtration in the CSY plant to reduce filament breakage and enhance yarn quality.
- Non-woven filters replaced PP shirting in baby filters to achieve better filtration and production consistency.
- Non-woven filters were used in place of cotton batting in candle filters to improve filter life and stability.

Chemicals Business

- New technology used for Anode coating and increase in membrane active area.

Textiles Business

- Addition of new technology Ring frame, Autoconer machines in Linen spinning and worsted Plant.
- Old Hackling machines replaced with new advance technology in Linen spinning.

Insulators Business

- To cater to new market requirements, company has introduced new designs for catering to Middle East market.
- Semi Conducting glaze has been developed on porcelain insulators for specific customers' needs.
- The company has further worked on lower weight porcelain and metal parts.

b) The benefits derived like product improvement, cost reduction, product development or import substitution

CSF Business

- Use of the SAP Plant Maintenance (PM) module for reliability improvement through standardised maintenance strategies, including equipment master standardisation, LLF checklists, and centralised monitoring.

CFY Business

- Successfully developed black dyed SSY variants (60/12, 75/24, 50/30, 60/24), with SSY 60/12 commercialised.
- Improved productivity due to change in package size in CSY.
- Quality improvement through reduction in breakages during Spinning, improved tenacity to lower breakages at customer-end and consistent Yarn thickness.

Chemicals Business

- ALCP (Aluminum clusters stabilised by Cp* ligands) product appearance improved through reactor design modification.
- Poly Aluminum Chloride (PAC) bag filter waste re-utilised in production.
- Reduced consumption of Aluminum Trihydrate by strengthening filter press operation.

Textiles Business

- New product development from recycling of Linen yarn process waste.
- Quality improvement and waste reduction in winding section.
- Advance Ring frame machines enabled production of fine counts in Linen Yarn.

Insulators Business

- Based on the R&D study, recipe cost has been optimised and improved product performance
- New Products have been developed for customers in the oversees market

c) In case of imported technology (imported during the last three years reckoned from the beginning of the financial year):

CFY Business

- High Speed Constant Tension New Generation spindles (WSF Winders) for improvement in quality.
- Added fifth generation Cable Corder (CC5) machine to cater the demand of Tire Cord.

Chemicals Business

- Imported technology used in Sulphate Recovery System (SRS) in Brine plant.
- Membrane based filtration used for brine treatment, eliminating Clarifier, Anthracite filter and Polished filter.

d) The expenditure incurred on Research and Development ('R&D'):

Expenditure	₹ in crore
For in-house R&D:	
i) Capital	35.98
ii) Revenue	144.70
Contribution to Scientific Research Company	28.75
Total R&D Expenses	**209.43**

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

	₹ in crore
Foreign Exchange used	10,287.58
Foreign Exchange earned	2,547.31

Annexure 'D' to the Board's Report

FORM NO. MR-3
SECRETARIAL AUDIT REPORT
FOR THE FINANCIAL YEAR ENDED 31ST MARCH 2025

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Grasim Industries Limited
P.O. Birlagram, Nagda,
District Ujjain - 456331,
Madhya Pradesh, India

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Grasim Industries Limited having CIN: - L17124MP1947PLC000410** (hereinafter called the 'the Company') for the financial year ended on **31st March 2025** (the "Audit Period").

We have conducted the Secretarial Audit in a manner that provided us with a reasonable basis for evaluating the Company's corporate conducts/ statutory compliances and expressing our opinion thereon.

We are issuing this report based on:

(i) Our verification of the Company's books, papers, minutes books, forms and returns filed, records provided through virtual data room / physically and other records maintained by the Company;

(ii) Compliance certificates confirming compliance with corporate laws applicable to the Company given by the Key Managerial Personnel / Senior Managerial Personnel of the Company and taken on record by the Company's Audit Committee / Board of Directors; and

(iii) Representations made, documents produced and information provided by the Company, its officers, agents and authorised representatives during our conduct of Secretarial Audit

We hereby report that, in our opinion, during the Audit Period covering the financial year ended on 31st March 2025, the Company has:

(i) Complied with the statutory provisions listed hereunder; and

(ii) Board processes and compliance mechanisms are in place to the extent, in the manner and subject to the reporting made hereinafter.

The members are requested to read this report along with our letter of even date annexed to this report as **"Annexure-A"**.

1. Compliance with Specific Statutory Provisions

We further report that:

1.1 We have examined the books, papers, minutes books, forms and returns filed and other records maintained by the Company during the financial year in terms of the applicable provisions / clauses of:

(i) The Companies Act, 2013 (the "Act"), and the Rules made thereunder;

(ii) The Securities Contracts (Regulation) Act, 1956 (SCRA'), and the Rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Byelaws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Overseas Direct Investments and Foreign Direct Investment.

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):

(a) Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011; (to the extent applicable);

(b) *Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

(c) Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

(d) Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;

(e) Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;

(f) Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018; (to the extent applicable)

(g) Securities and Exchange Board of India (Issue and Listing of Non-Convertible securities) Regulations, 2021.

*The Company has also maintained a Structured Digital Database ("SDD") pursuant to the requirement of Regulations 3(5) and 3(6) of Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015.

(vi) Secretarial Standards relating to Board Meetings and General Meetings issued by the Institute of Company Secretaries of India (Secretarial Standards) and notified by the Central Government under Section 118 (10) of the Act which have mandatory application.

1.2 During the Audit Period under review:

(i) The Company has complied with all the applicable provisions of all the aforesaid Acts, Rules, Regulations, Guidelines and Secretarial Standards as mentioned above.

(ii) Complied with the applicable provisions / clauses of:

(a) FEMA as mentioned under paragraph 1.1 (iv);

(b) The Secretarial Standards on meetings of Board of Directors (SS-1) and on General Meetings (SS-2) mentioned under paragraph 1.1(vi) above, which are applicable to the meetings of the Board and the Committees constituted by the Board and 77th Annual General Meeting held on 20th August 2024 and the Postal Ballot held by the Company as on 16th April 2024, held during the year. The compliance of the provisions of the Rules made under the Act with regard to participation of Directors through video conference for the Board / Committee meeting(s) held during the year, were verified based on the minutes of the meetings provided by the Company.

1.3 During the Audit Period under review, provisions of the following Acts / Regulations were not applicable to the Company:

(i) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of External Commercial Borrowings;

(ii) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993;

(iii) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; and

(iv) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018.

1.4 We have also examined on a test-check basis the relevant documents and records maintained by the Company and provided to us with respect to the following Statute which is applicable to the Company:

a) The Environment Protection Act, 1986

2. Board Processes of the Company:

We further report that:

2.1 The Board of Directors of the Company as on 31st March 2025 comprised of:

(i) *One Executive Director - Mr. Harikrishna Agarwal (DIN: 09288720);

*Early retirement of Mr. Harikrishna Agarwal as Managing Director and Key Managerial Personnel as well as Member of the Board of Directors of the Company with effect from the close of business hours of 31st March 2025;

(ii) Six Non-Executive Non-Independent Directors - Mr. Kumar Mangalam Birla (DIN: 00012813), Smt. Rajashree Birla (DIN: 00022995), Ms. Ananyashree Birla (DIN: 06625036), Mr. Aryaman Vikram Birla (DIN: 08456879), Mr. Mukkavilli Jagannath (DIN: 10090437) and Mr. Sushil Agarwal (DIN: 00060017);

(iii) Seven Non-Executive Independent Directors, including one Woman Independent Director - Ms. Anita Ramachandran (DIN: 00118188), Mr. N. Mohan Raj (DIN: 00181969), Mr. Yazdi Piroj Dandiwala (DIN: 01055000), Mr. V. Chandrasekaran (DIN: 03126243), Mr. Adesh Kumar Gupta (DIN: 00020403), Mr. Ashvin Dhirajlal Parekh (DIN: 06559989) and Mr. Haigreve Khaitan (DIN: 00005290).

2.2 The processes relating to the following changes in the composition of the Board of Directors and Key Managerial Personnel during the year were carried out in compliance with the provisions of the Act and SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015:

1. Mr. Raj Kumar (DIN: 06627311), as a Director of the Company, liable to retire by rotation at the 77th Annual General Meeting held on 20th August 2024, has not offered himself for re-appointment and retired as a director with effect from 20th August 2024.

2. Re-appointment of Smt. Rajashree Birla (DIN: 00022995) as a Director of the Company, liable to retire by rotation at the 77th Annual General Meeting held on 20th August 2024.

3. Members of the Company at the 77th Annual General Meeting held on 20th August 2024 approved the continuation of Smt. Rajashree Birla (DIN: 00022995) as a Non-executive Director of the Company who has attained the age of 75 (Seventy-Five) years, liable to retire by rotation.

4. Members of the Company at the 77th Annual General Meeting held on 20th August 2024 approved the Appointment of Mr. Haigreve Khaitan (DIN: 00005290) as an Independent Director of the Company, not liable to retire by rotation, for a term of 5 (Five) consecutive years commencing from 26th September 2024 upto 25th September 2029 (both days inclusive).

5. Members of the Company at the 77th Annual General Meeting held on 20th August 2024 approved the Appointment of Mr. Ashvin Dhirajlal Parekh (DIN: 06559989) as an Independent Director of the Company not liable to retire by rotation, for a term of 5 (Five) consecutive years commencing from 23rd August 2024 upto 22nd August 2029 (both days inclusive) and to continue to act as an Independent Director of the Company, on attaining the age of 75 ((Seventy Five)) years in the year 2028.

6. Members of the Company at the 77th Annual General Meeting held on 20th August 2024 approved the Appointment of Mr. Mukkavilli Jagannath (DIN: 10090437) as a Non-executive Director of the Company, with effect from 26th September 2024, whose office shall be liable to retire by rotation.

7. The members of the Company by way of Postal ballot held on 16th April 2024 approved the appointment of:

   a) Mr. Sushil Agarwal (DIN: 00060017) as a Non-executive Director of the Company with effect from 8th February 2024, be and is hereby approved as a Non-Executive Director of the Company, whose office shall be liable to retire by rotation.

   b) Mr. N. Mohan Raj (DIN: 00181969) as an Independent Director of the Company, not liable to retire by rotation, to hold office for a second term of five consecutive years with effect from 12th July 2024 upto 11th July 2029 and to continue to act as an Independent Director of the Company, attaining the age of seventy-five (75) years in the year 2028.

8. Cessation of office of Mr. Cyril Shroff (DIN: 00018979) as Non-executive Independent Director of the Company with effect from 22nd August 2024 due to completion of their second tenure as Independent Director.

9. Cessation of office of Dr. Thomas M. Connelly, Jr (DIN: 03083495) as Non-executive Independent Director of the Company with effect from 22nd August 2024 due to completion of their second tenure as Independent Director.

2.3 Adequate notice(s) with Agenda and the detailed notes to Agenda of at least seven days was given to all the Directors to enable them to plan their schedule for the meetings of the Board and the Committees constituted by the Board, and where the meetings were held at shorter notice, due compliance was ensured, as required under the Act and the Secretarial Standard on meetings of the Board of Directors.

2.4 A system exists for Directors to seek and obtain further information and clarifications on the agenda items before the meetings and to ensure their meaningful participation at the meetings.

2.5 We note from the minutes examined that at the Board meetings held during the year:

(i) Decisions were taken through the majority of the Board; and

(ii) No dissenting views were expressed by any Board member on any of the subject matters discussed, which were required to be recorded as part of the minutes.

Annexure 'D' to the Board's Report (Contd.)

3. Compliance Mechanism

There are reasonably adequate systems and processes prevalent in the Company, which are commensurate with its size and operations, to monitor and ensure compliance with all applicable laws, rules, regulations and guidelines.

4. Specific Events / Actions

4.1 During the Audit Period under review, the following specific events / actions, having a major bearing on the Company's affairs that took place: -

1. Competition Commission of India (CCI) vide its order dated 16th March 2020 ("Order") held that the Company had violated section 4 (abuse of dominance) of the Competition Act, 2002 ("Act"). Besides cease and desist, CCI imposed a penalty of ₹ 301.62 crore. The Company had obtained a stay by depositing ₹ 30 crore with Hon'ble NCLAT on 11th November 2020, which has been extended from time to time. The matter is now fixed for hearing before the Hon'ble NCLAT on 21st July, 2025.

2. CCI vide its order dated 3rd June 2021, levied a penalty of ₹ 3.49 crore on the Company (@ ₹ 1 lakh per day for a period of 349 days and continuing thereafter) for non-compliance with the order passed on 16th March 2020, against which the Company has filed a writ petition before the Hon'ble Delhi High Court. The Hon'ble Delhi High Court directed that CCI will not take any precipitative steps against the Company till the next date of hearing. The matter was fixed for hearing before the Hon'ble Delhi High Court on 16th July, 2025.

3. The Members of the Company at the 77th Annual General Meeting held on 20th August 2024 approved the following businesses:

   a) Material Related Party Transactions with Hindalco Industries Limited (Hindalco'), a related party of the Company on such terms and conditions as may be agreed between the Company and Hindalco, for an aggregate value of up to ₹ 1,250 crore (Rupees One Thousand Two Hundred Fifty crore only) entered into / to be entered during the FY 2024-25.

   b) Material Related Party Transactions with AV Group NB Inc, Canada ('AVNB'), Joint Venture of the Company and accordingly a related party of the Company, on such terms and conditions as may be agreed between the Company and AVNB, for an aggregate value of up to ₹ 1,108 crore (Rupees One Thousand One Hundred Eight crore Only) entered into / to be entered during the FY 2024-25.

4. The members of the Company by way of Postal ballot held on 16th April 2024 approved the following Special Businesses: -

   a) Material Related Party Transactions between ABReL (RJ) Projects Limited, an indirect Subsidiary of the Company and ABReL EPC Limited, an indirect wholly-owned subsidiary of the Company, on such terms and conditions as may be agreed between ABReL (RJ) Projects Limited and ABReL EPC Limited for an aggregate value of up to ₹ 2,600 crore (Rupees Two Thousand Six Hundred crore Only) proposed to be entered during the FY 2024-25 and FY 2025-26, provided that such transaction(s) / contract(s) / arrangement(s) / agreement(s) is / are carried out at an arm's length basis and in the ordinary course of business.

   b) Material Related Party Transactions between ABReL (RJ) Projects Limited, an indirect Subsidiary of the Company and Aditya Birla Renewables Limited, a wholly-owned subsidiary of the Company on such terms and conditions as may be agreed between ABReL (RJ) Projects Limited and Aditya Birla Renewables Limited for an aggregate value of up to ₹ 1,325 crore (Rupees One Thousand Three Hundred Twenty Five crore Only) proposed to be entered during the FY 2024-25 and FY 2025-26 provided that such transaction(s) / contract(s) / arrangement(s) / agreement(s) is / are carried out at an arm's length basis and in the ordinary course of business.

   c) Material Related Party Transactions between Aditya Birla Renewables Subsidiary Limited, an indirect Subsidiary of the Company and ABReL EPC Limited, an indirect wholly-owned subsidiary of the Company on such terms and conditions as may be agreed between Aditya Birla Renewables

Subsidiary Limited and ABReL EPC Limited for an aggregate value of up to ₹ 1,450 crore (Rupees One Thousand Four Hundred Fifty crore Only) proposed to be entered during the FY 2024-25 and FY 2025-26 provided that such transaction(s) / contract(s) / arrangement(s) / agreement(s) is / are carried out at an arm's length basis and in the ordinary course of business.

5. Allotment of 2,00,000 Fully paid, Unsecured, Listed, Rated, Redeemable, Rupee Denominated, Non-Convertible Debentures of face value of ₹ 1,00,000 each were approved by the Members of Stakeholders Relationship Committee through resolution passed by circulation on 19th December 2024.

6. Allotment of 30,440 fully paid-up equity shares of ₹ 2 each under Employee Stock Option Scheme - 2013 (ESOS – 2013) was approved by the Members of Stakeholders Relationship Committee on 22nd October 2024.

7. During the Audit Period under review, the Company has received first call and second and final call money on partly paid-up equity shares of the Company. On account of receipt of the second and final call money the partly paid up shares are converted into fully paid equity shares of the Company (ISIN INE047A01021) of face value of ₹ 2/- each. The said shares rank pari-passu with the existing fully paid-up equity shares of the Company in all respects.

8. All the cases pursuant to Whistle Blower and POSH have been closed except for two POSH case for which investigation is in process.

9. There is an instance of internal reporting on fraud by the statutory auditors including the reporting on frauds in accordance with requirements of Section 143 (12) of the Companies Act, 2013.

For BNP & Associates
Company Secretaries
[Firm Regn. No. P2014MH037400]
[PR No.: 6316/2024]

Avinash Bagul
Partner
FCS No.: F5578
COP No.: 19862
UDIN: F005578G000405551

Place: Mumbai
Date: 22nd May 2025

Annexure A to the Secretarial Audit Report for the financial year ended 31st March 2025

To,
The Members of,
Grasim Industries Limited

Our Secretarial Audit Report of even date is to be read along with this letter.

1. The Company's management is responsible for maintenance of secretarial records and compliance with the provisions of corporate and other applicable laws, rules, regulations and standards. Our responsibility is to express an opinion on the secretarial records produced for our audit.

2. We have followed such audit practices and processes as we considered appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records.

3. We have considered compliance related actions taken by the Company based on independent legal / professional opinion obtained as being in compliance with law.

4. We have verified the secretarial records furnished to us on a test basis to see whether the correct facts are reflected therein. We have also examined the compliance procedures followed by the Company. We believe that the processes and practices we follow provided a reasonable basis for our opinion.

5. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

6. We have obtained the management's representation about the compliance of laws, rules and regulations and the happening of events, wherever required.

7. Our Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For BNP & Associates
Company Secretaries
[Firm Regn. No. P2014MH037400]
[PR No.: 6316/2024]

Avinash Bagul
Partner
FCS No.: F5578
COP No.: 19862
UDIN: F005578G000405551

Place: Mumbai
Date: 22nd May 2025

Annexure 'E' to the Board's Report

ANNUAL REPORT ON CSR ACTIVITIES

1. Brief outline on CSR Policy of the Company:

The Company is actively contributing to the social and economic development of the communities in which it operates. The Company is doing so in sync with the United Nations Sustainable Development Goals to build a better, sustainable way of life for the weaker sections of society and raise the country's human development index.

The Company's Corporate Social Responsibility ('CSR') policy conforms to the National Voluntary Guidelines on Social, Environment and Economic Responsibilities of the Business released by the Ministry of Corporate Affairs, Government of India.

2. Composition of CSR Committee:

Sl. No.	Name of the Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the tenure	Number of meetings of CSR Committee attended during the tenure
1	Smt. Rajashree Birla	Chairperson, Non-executive Director	2	2
2	Ms. Anita Ramachandran	Member, Independent Director	2	2
3	Mr. Harikrishna Agarwal*	Member, Managing Director	2	2
4	Mr. Himanshu Kapania$	Member, Managing Director	-	-

*Ceased to be the member of the Committee w.e.f. 31st March 2025

$Appointed as member of the Committee w.e.f. 1st April 2025

Dr. Pragnya Ram, Group Executive President – CSR is a Permanent Invitee to the CSR Committee.

3. Provide the web-link(s) where Composition of CSR Committee, CSR Policy and CSR Projects approved by the Board are disclosed on the website of the Company:

Composition of the CSR Committee:	https://www.grasim.com/investors/corporate-governance
CSR Policy and Projects:	https://www.grasim.com/investors/policies-and-code-of-conduct

4. Provide the Executive Summary along with web-link(s) of Impact Assessment of CSR projects carried out in pursuance of Sub-rule (3) of Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable:

The Company had appointed independent agency to undertake impact assessment for eligible CSR projects of the Company.

The detailed reports of impact assessment carried out in pursuance of Rule 8(3) of the Companies (Corporate Social Responsibility Policy) Rules, 2014 by the independent agency can be accessed on the Company's website at https://www.grasim.com/sustainability/corporate-social-responsibility. Executive Summary of the aforesaid impact assessment reports are attached as Annexure to this Report.

Annexure 'E' to the Board's Report (Contd.)

5.			
	(a)	Average net profit of the Company as per Sub-section (5) of Section 135:	₹ 1,795.12 crore
	(b)	Two percent of average net profit of the Company as per sub-section (5) of Section 135:	₹ 35.90 crore
	(c)	Surplus arising out of the CSR Projects or programmes or activities of the previous financial years:	Nil
	(d)	Amount required to be set-off for the Financial Year, if any:	Nil
	(e)	Total CSR obligation for the Financial Year [(b)+(c)-(d)]:	₹ 35.90 crore

6.			
	(a)	Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project):	₹ 87.31 crore*
	(b)	Amount spent in Administrative Overheads:	₹ 1.11 crore
	(c)	Amount spent on Impact Assessment, if applicable:	₹ 0.12 crore
	(d)	Total amount spent for the Financial Year [(a)+(b)+(c)]: *Including ₹ 20.62 crore spent towards voluntary CSR activities.	₹ 88.54 crore
	(e)	CSR amount spent or unspent for the Financial Year:	

Total Amount Spent for the Financial Year	Amount Unspent	
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of Section 135#	Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of Section 135
The Company has spent ₹ 67.80* crore towards obligatory CSR activities and additionally ₹ 20.62 crore as voluntary CSR activities (including of administrative overheads).	NIL	

*Excluding ₹ 0.12 crore spent on study of Impact Assessment.

#The Company has spent over the obligatory requirement of two percent of average net profit of the Company as per Section 135(5).

(f) Excess amount for set-off, if any:

Sl. No.	Particulars	Amount (₹ in crore)
ii.	Two percent of average net profit of the Company as per sub-section (5) of Section 135	35.90
iii.	Total amount spent for the Financial Year*	88.42
iv.	Excess amount spent for the Financial Year [(ii)-(i)]#	52.52
v.	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	Nil
vi.	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	Nil

*excluding ₹ 0.12 crore spent on study of Impact Assessment.

#The Company shall not utilise the excess CSR amount spent in FY2024-25 towards set-off of CSR expenses in succeeding three financial years.

7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years:

(₹ in crore)

1	2	3	4	5	6		7	8
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub-section (6) of Section 135	Balance Amount in Unspent CSR Account under subsection (6) of Section 135	Amount spent in the Financial Year	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of Section 135, if any		Amount remaining to be spent in succeeding Financial Years	Deficiency, if any
					Amount (₹ in crore)	Date of Transfer		
1.	FY – 1 [2023-24]	-	-	-	-	-	-	-
2.	FY – 2 [2022-23]#	4.50	-	4.50	-	-	-	-
3.	FY – 3 [2021-22]#	4.75	-	4.75	-	-	-	-
Total		**9.25**		**9.25**				

#The Company has spent over the obligatory requirement of two percent of average net profit of the Company as per Section 135(5) in FY 2022-23 and FY 2021-22.

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year (Yes/ No): None

If Yes, enter the number of Capital Assets created/ acquired: Not applicable

9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per Sub-section (5) of Section 135 –

Not Applicable

Place: Mumbai
Date: 22nd May 2025

Himanshu Kapania
Managing Director
DIN: 03387441

Rajashree Birla
Chairperson, CSR Committee
DIN: 00022995

ANNEXURE

EXECUTIVE SUMMARY OF IMPACT ASSESSMENT REPORT

Grasim Industries Limited, part of the Aditya Birla Group, is one of India's leading companies. Founded in 1947 as a textile maker, Grasim operates in diverse sectors including Cellulosic Fibres, Chemicals, Decorative Paints and Textiles. Its CSR efforts, channelised through the Aditya Birla Centre for Community Initiatives and Rural Development, focus on human development. Through programmes in education, healthcare, livelihoods, and infrastructure, Grasim is improving lives in rural and tribal areas, while also extending its support to urban localities wherever necessary.

Grasim's CSR strategy focuses on holistic human development through education, healthcare, and rural empowerment. It goes beyond infrastructure to support quality learning through teacher training, digital access and scholarships especially for girls and underprivileged students and providing mental health support. In healthcare, Grasim addresses both medical needs and social determinants like sanitation, nutrition, and awareness. For rural development, it promotes sustainable livelihoods, supports Self Help Groups (SHGs) and Farmer Producer Organisations (FPOs), and empowers women, tribal, and economically weaker communities through skill-building and entrepreneurship. Grasim's Aadyam initiative focuses on conservation of traditional art and heritage by supporting weavers.

MMJC has undertaken the impact assessment of Grasim's CSR projects for the FY 2022–23. This assessment process helps measure the effectiveness, relevance and sustainability of interventions, offering valuable insights for continuous improvements.

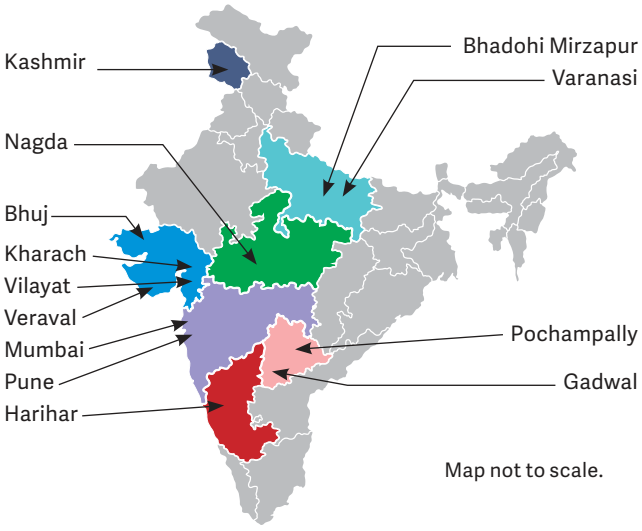
Methodology of the Assessment study:

An evaluation research study was conducted using mixed methods design to assess the effectiveness and impact of Grasim's education, healthcare and rural development programmes. Primary Data was collected from a variety of direct and indirect stakeholders through a combination of qualitative and quantitative research methods.

Evaluation Framework:

The impact assessment of Grasim's education, healthcare and rural development CSR programmes used an integrated evaluation framework OECD-DAC criteria inclusiveness, relevance, coherence, effectiveness, efficiency, impact, sustainability.

Grasim CSR Outreach



Kharach (GJ)	Veraval (GJ)	Vilayat (GJ)
Bhuj (GJ)	Nagda (MP)	Harihar (KA)
Varanasi (UP)	Bhadohi Mirzapur (UP)	Kashmir (J&K)
Gadwal (TG)	Pochampally (TG)	
Pune (MH)	Mumbai (MH)	

Education

The Company's education initiatives aim to foster inclusive and quality learning environments across Nagda (MP), Kharach, Vilayat, Veraval (GJ), Mumbai (MH) and Harihar (KA). In FY 2022-23, Grasim supported ~6,910 students through various initiatives, including scholarships for 127 eligible girls and assistance to 410 girls from KGBV (Kasturba Gandhi Balika Vidyalaya). Additionally, 192 students benefited from access to sports equipment, 84 students completed computer training courses and 216 students received education kits as part of merit awards. Beyond this, Grasim has also extended its support to over 28 Anganwadis and more than 184 primary schools, strengthening the foundations of education in rural India.

In FY 2022-23, Grasim CSR expenditure on education was ₹ 17.32 crore.

Grasim's Education Initiatives

Early Childhood Education - Strengthened early learning by supporting Anganwadi centres with educational materials, toys, and improved infrastructure. Innovative methods

like BaLa (Building as Learning Aid) and visual curriculum enhancements were introduced, creating engaging and child-friendly environments for foundational education.

Education for the Girl Child - Multiple initiatives focused on empowering girls through health awareness, anaemia check-ups, and infrastructure support in schools. Scholarship programmes recognised academic excellence, while efforts like enrolment under savings schemes and distribution of educational materials to vulnerable children provided holistic support.

Science and Computer Education - STEM (Science, Technology, Engineering and Mathematics) education was promoted through fairs, educational tours, and science-themed visual aids. Students benefited from hands-on exposure to science labs, models, and certified computer training, enhancing their curiosity and technical skills.

Teaching Learning Materials (TLMs) - Essential learning tools such as school bags, stationery, notebooks, and uniforms were distributed to support students in both primary and secondary education. These materials helped to improve school readiness and attendance across multiple schools and communities.

Scholarships and Performance Awards - Meritorious students were encouraged through financial scholarships, awards, and recognition programmes. Initiatives such as "Star Topper of the Year" and merit-based support schemes rewarded high-achieving students and motivated academic excellence.

Aditya Birla School (ABS) - Provided quality education from Montessori to Class XII in both English and regional mediums of instruction. These institutions educate children from local communities, offering inclusive and quality education. Substantial improvements were made to school infrastructure, including the installation of smart boards, new classroom buildings, sanitation facilities, and educational wall art. These efforts enhanced the overall learning environment, ensuring safety, accessibility, and better academic engagement.

Sports Promotion - Physical education was encouraged through the distribution of sports kits, tracksuits, and support for local teams. Special initiatives promote team spirit, physical fitness, and extracurricular engagement among school-going children.

Mpower - Mpower Foundation is committed to making mental health care accessible and inclusive, especially for underprivileged communities, particularly students and youth from low-income settings. Through initiatives like Project Saksham, it supports individuals facing trauma and psychosocial challenges. Grasim's collaboration with Mpower strengthens its CSR efforts in mental health awareness and social inclusion, reinforcing its commitment to holistic community development.

A key focus of this partnership is the support extended to government schools, where Mpower conducts mental health sensitisation sessions, counselling, and capacity-building programmes for students. These efforts address emotional well-being highlighting Mpower's strong contribution under the Education.

OECD-DAC criteria

INCLUSIVENESS: Grasim's education programme addressed the needs of diverse groups by strengthening early childhood education through Anganwadi support and promoting girl child education via scholarships and health initiatives. It also focused on the distribution of teaching-learning materials, improving access to tech-enabled education. As part of the programme review, 484 students from ABS participated in a survey, including 266 females and 218 males.

Mpower Foundation added depth by focusing on mental health awareness, skill development, and professional guidance creating a safe and inclusive space, especially for individuals from vulnerable and underserved backgrounds.

RELEVANCE: Grasim's education programme is highly relevant in addressing critical gaps in school infrastructure, early childhood education, and student centric learning environments. By providing smart boards, science models, educational kits, STEM aids, and computer training facilities, the programme responded directly to challenges identified by students, such as lack of access to technology and poor classroom conditions.

80% of respondents were satisfied with the school infrastructure but emphasised the need for improvement in infrastructure.

COHERENCE: Grasim's education initiatives align with the National Education Policy by promoting holistic, inclusive, and skill-based learning through infrastructure development, digital tools, and early education support.

Executive Summary (Contd.)

They contribute to SDG 4 by improving access to quality education, SDG 5 by promoting gender equality through scholarships and hygiene facilities, and SDG 10 by reducing inequalities via outreach to rural and tribal students. Integration with government programmes like Samagra Shiksha Abhiyan and KGBVs further supports localisation of the SDGs.

EFFECTIVENESS: Grasim successfully met its education-related goals through teacher training, infrastructure upgrades, and the provision of essential learning resources. 80% respondents said the support helped reduce school-related expenses and improved their focus. Recognition programmes like "Star Topper of the Year" celebrated academic excellence, with 73% of students scoring above 80%. Additionally, 85% of ABS teachers reported that their teaching methods had improved after training, and over half of the students rated school facilities and cleanliness positively.

98% respondents of ABS confirmed access to a library and adequate infrastructure.

At Anganwadi centres, teachers acknowledged vital support in infrastructure and materials.

EFFECIENCY: Grasim's CSR initiatives enhanced educational quality and student well-being. Projects are identified and planned by the CSR team in alignment with Grasim's values and programmatic focus areas. In alignment with the Company policy of prioritising the communities in and around its factory locations, projects are implemented within a radius of 15-20 km from Grasim factories. During interviews with respondents, including community leaders, school leaders, and local administration, strong relationships and collaboration were observed. Respondents shared positive feedback on the CSR team's responsiveness to queries and requests, their good conduct, and friendly approach—indicating Grasim CSR's strong grassroots connect and hands-on engagement.

IMPACT: Grasim's efforts fostered inclusive learning and better academic outcomes, with many students performing above average. Skill development and digital integration support lifelong learning for students and teachers alike. Over 40% of parents reported positive behavioural changes in children, reflecting improved well-being.

Mother's Committee (Mata Samiti) has fostered greater parental engagement by encouraging mothers to take an active role in the educational journey of their children, leading to improved attendance, hygiene practices, and learning continuity at home. Simultaneously, the Anandaghar Shikshika initiative has empowered local women by training them as early childhood educators, creating a nurturing and familiar learning environment for young children. These efforts have enhanced foundational learning outcomes and also built local ownership and accountability, making education a collective community responsibility.

Mpower's mental health support helped reduce stress for students and trauma, contributing to better performance, decision-making, and community engagement.

SUSTAINABILILTY: Grasim's education initiatives are sustainable in the long term, focusing on teacher training, infrastructure, and resource provision. These efforts ensure ongoing access to quality education and create a lasting foundation for continuous improvement, benefiting both students and educators.

Findings of the Study

The analysis covers respondents who benefitted from education projects implemented across the six locations -Nagda (MP), Kharach, Vilayat, Veraval (GJ), Mumbai (MH) and Harihar (KA).

90%	Respondents agreed that the Anganwadi Centres (AWCs) are now well- ventilated and receive adequate natural light.
69%	Respondents confirmed that the Anganwadi Centres (AWCs) are adequately protected from water seepage and rain. In some centres however, respondents expressed that there is scope for improvement in infrastructure.
90%	Respondents agreed that Mother's Committee (Mata Samiti) plays a valuable role in maintaining a feedback mechanism that enhances learning, encouraging other parents to support positive changes, improving student attendance, reducing dropouts, and inspiring new initiatives.
100%	Respondents at Aditya Birla School rated the facilities—including blackboards, benches, and sanitary pad vending machines—from good to excellent, reflecting high levels of satisfaction with the infrastructure provided.
85%	Respondents from ABS rated the science and computer facilities between excellent to good, reflecting a high level of satisfaction with the available resources and learning environment.

95%	Respondents agreed that participating in the Math and Science competition has increased their interest and enthusiasm in Math and Science.
85%	Respondents rated the school uniform, slate and slate pen box, notebooks, school bags, water bottles, pencils, erasers, and sharpeners as being of good quality.
95%	Respondents confirmed that they had received a scholarship.
80%	Respondents, including those who somewhat agreed, acknowledged that the education and related resources provided have helped reduce their family's school-related expenses and allowed them to stay more focused on their studies.
80%	Respondents rated the school facilities from good to excellent. The facilities include audio-visual facilities, improved classroom attentiveness, teacher competencies, library, digital boards, drinking water, washrooms and toilets, playground and sports amenities, and ramps for differently abled students and overall student development
70%	Respondents agreed that school health camps enabled early diagnosis, and students developed good habits, showing increased enthusiasm and self- motivation.
60%	Respondents observed positive changes in students, including improved academic performance, active participation in classroom activities, better communication skills, greater interest in extracurricular pursuits, and increased confidence and self-expression.

Healthcare

In the area of healthcare, the Company is committed to delivering quality services in rural areas of Nagda, Ujjain (MP) and Kharach, Veraval and Vilayat (GJ) through hospitals, health centres, and special programmes for mothers and children, adolescents, and the differently abled. It emphasises preventive care with initiatives focused on health seeking behaviour and awareness of good health practices-on malnutrition, immunisation, non-communicable diseases, hygiene, sanitation, and safe drinking water. In FY 2022-23, it supported more than ~2 lakh persons through CSR funding of ₹ 8.6 crore.

Grasim's healthcare initiatives span across primary, secondary and tertiary services and include projects across the care continuum:

- **Preventive Healthcare:** Programmes include HIV/AIDS awareness, immunisation drives for diseases like polio and hepatitis, a malnutrition control initiative in Anganwadis reproductive and child health awareness and disease control through fogging machines to combat malaria.
- **Diagnostic Healthcare:** Grasim organises school health screening camps, blood grouping, hemoglobin testing and Thalassemia screening in collaboration with local institutions and healthcare services partners.
- **Curative Healthcare:** Services include specialised medical camps for chronic and general ailments, mobile medical units (MMUs) providing doorstep services, and four hospitals offering multispecialty care and supporting a blood bank. Additionally, tuberculosis (TB) patients are supported with six-month nutrition kits to aid recovery.

OECD-DAC criteria

INCLUSIVENESS: Grasim's healthcare programme ensures inclusiveness by serving diverse groups, including women, children, the elderly, and persons with disabilities. Notably, 56% of those attending medical camps were above 60 years of age, highlighting the programme's strong outreach to elderly beneficiaries.

RELEVANCE: 100% of respondents reported challenges like poor healthcare access, limited guidance, and financial constraints. Grasim's programme addressed these structural issues by providing doorstep services along with secondary and tertiary care services at lower than market rates for the vulnerable communities.

COHERENCE: Grasim's healthcare initiatives are aligned with the National Health Mission. Grasim's projects account for the changing healthcare need context by organising healthcare services, focusing on noncommunicable diseases, infectious diseases, preventing treatment induced poverty, promotion of good health and access to technologies. The programme also contributes to SDG 2 (Zero Hunger) and SDG 3 (Good Health and Well-being), reflecting its commitment to sustainable and inclusive development.

EFFECTIVENESS: Grasim provided effective healthcare services through medical camps, mobile vans, and hospital support. 63% of respondents rated the quality of care and treatment as "Very Good" to "Excellent," reflecting strong satisfaction, though improvements in hospital infrastructure and resources were suggested.

EFFECIENCY: Grasim's healthcare programme ensured affordability through free camps and low-cost hospital services, reducing financial barriers for underserved communities. 100% of respondents reported that they had adopted the health practices recommended, over 70% gave positive ratings for doctors, treatment quality,

ambulance services, and food at Indubhai Parekh Memorial Hospital, highlighting the programme's efficiency.

IMPACT: Grasim's healthcare programme has impacted almost 2 lakh people by improving health outcomes and awareness, especially through mobile health camps in underserved areas. 96% of respondents reported better access to healthcare, 91% saw improvements in vision, and 100% acknowledged increased awareness in maternal health, vaccination, and child nutrition. The initiative has also fostered better health practices, reduced stigma around TB, and encouraged proactive healthcare seeking in the community.

SUSTAINABILILTY: 100% of respondents who attended the health camps agreed that the health camps have successfully built awareness and capacity within the community to manage their health in the long term. During the interview they mentioned they are following the practices mentioned during the health camps.

Findings of the Study

The analysis covers respondent demographics and categorises healthcare projects into preventive, curative, and diagnostic types, detailing activities across five locations:

56%	Respondents among the users of Mobile Medical Units (MMUs) were above 60 years of age, it suggests that many senior citizens, who often face mobility challenges, are benefiting from these doorstep services.
87%	Respondents have an annual family income below ₹ 1,00,000 highlighting that the camps primarily benefit economically disadvantaged communities, aligning with national priorities for low-income healthcare access.
96%	Respondents acknowledged early detection and timely treatment of health issues through the MMU services.
50%	Respondents showed greater participation in specialised health camps, especially for Polio, Hepatitis B, and Tetanus. This suggests Grasim should focus more on specialised camps to maximise impact and community response.
100%	Reported ensuring regular immunisation for their children.
88%	Respondents now seek regular health checkups indicating improved health seeking behaviour.
76%	Respondents acknowledged an increase in awareness about HIV/AIDS within the community.
100%	Respondents of the maternal and child health (MCH) awareness programme positively responded that there has been a noticeable reduction in the occurrence of diseases among children post the MCH vaccination programme.
97%	Respondents found the thalassemia counselling sessions highly effective in improving their understanding of the condition and addressing concerns.
90%	Respondents revealed they had no prior knowledge of tuberculosis and are now informed and take precautions post the TB awareness and diagnosis programme.
84%	Respondents rated the cleanliness of Nagda Hospital between excellent to good, while over 70% gave positive ratings for doctors, treatment quality, infrastructure, ambulance services, and food.

Rural Development

The Company's rural development initiatives are designed to promote sustainable livelihoods and enhance the quality of life across Nagda (MP), Kharach, Vilayat, Veraval, Bhuj (GJ), Harihar (KA), Varanasi, Bhadohi Mirzapur (UP), Pochampally, Gadwal (TG), Kashmir (J&K) through integrated programmes in sustainable agriculture, artificial insemination, plantation, promotion of Farmer Producer Organisations (FPOs), strengthening Self Help Groups (SHGs), skill development initiatives, infrastructure improvement and conservation of traditional art and heritage. These initiatives empower rural communities to achieve self-reliance. Efforts in water conservation, the installation of RO plants for safe drinking water, and environmental sustainability further ensure resilience and ecological balance.

In FY 2022-23, it supported more than ~1.20 lakh beneficiaries through CSR funding of ₹ 16.29 crore.

Grasim's Rural Development Initiatives:

Sustainable Agriculture - Wadi Project, Agricultural Development Practices, Capacity Building and Afforestation

Sustainable Agriculture Programme aimed at enhancing the livelihoods of farming comm- unities promoting ecological balance. Key projects include the Wadi Project which supports farming on small plots to ensure long-term income generation for farmers.

Agricultural Development Practices promote modern techniques such as soil health management, integrated nutrient management, integrated pest management, seed treatment, nutritional gardening, high-value crops, crop diversification, and water-efficient systems to improve farm productivity. Capacity Building involves training and awareness sessions to empower farmers with the knowledge and tools required for sustainable agriculture.

Afforestation contributes to environmental conservation and soil preservation through large-scale plantation drives. Additionally, the Grasim Van initiative complements these efforts by creating green spaces through afforestation. In one such effort, Grasim developed a Miyawaki forest near its Vilayat facility in Gujarat.

Animal Husbandry - Artificial Insemination, Cattle Breed Improvement, Cattle Drinking Water Tanks

Grasim's artificial insemination and cattle breed improvement programme focuses on enhancing the quality and productivity of local cattle. By facilitating access to advanced breeding services, veterinary care and awareness sessions, the initiative helps farmers to improve milk yields, strengthen cattle health, and boost their household income.

Skill Development Programme - Vocational Training Centre, Women Empowerment, Entrepreneurship Development

The skill development programmes at Grasim focus on enhancing the employability of rural youth and women through vocational training and capacity-building initiatives. By offering courses aligned to local industry demands and entrepreneurial opportunities, Grasim equips participants with practical skills, opening pathways for employment, self- employment and socio-economic upliftment. Self Help Groups (SHGs) are trained and supported in activities like tailoring, agarbatti making and goat rearing to promote income generation and self-reliance.

Under the Kaushalya Vardhan initiative, Grasim facilitates advanced skill training tailored to local needs, aiming to bridge the gap between education and employability.

Infrastructure Development - RO Plant, CCTV Camera, LED Street Light, RCC Benches

As part of its infrastructure enhancement efforts, Grasim supports the installation of RO plants to provide access to safe drinking water, CCTV cameras to improve community security, LED street lighting for better public safety and RCC benches to create comfortable public spaces. These initiatives collectively enhance the quality of life and well-being of rural communities.

Aadyam Handwoven – Conservation of Traditional Art and Heritage

Grasim's Aadyam initiative focuses on conserving traditional crafts while empowering rural artisans, especially women through skill training, design development and market linkage helping them earn sustainable livelihoods. An important aspect is that the Company also cares about the health challenges faced by artisans and has addressed them by taking preventive measures such as conducting eye check-up camps.

OECD-DAC criteria

INCLUSIVENESS: Grasim's CSR programme successfully included women, marginalised groups and disadvantaged families with initiatives like Kaushalya Vardhan, Self-Help Groups, and Computer Training engaging a majority of female participants.

RELEVANCE: Grasim's rural development efforts focused on income generation and community infrastructure. Initiatives like Wadi Project and Kaushalya Vardhan boosted while RO plants and Artificial Insemination (AI) services improved water access and livestock productivity.

88% of respondents rely on animal husbandry and have used AI services for over three years. 90% respondents agreed that inter-cropping introduced new income streams. Aadyam addresses the challenges to conserve traditional handloom art while enhancing artisan livelihoods.

COHERENCE: Grasim's rural development initiatives are well-aligned with key government schemes. Its agricultural and livestock programmes support PM-KISAN and the National Livestock Mission. Infrastructure projects align with Pradhan Mantri Gram Sadak Yojana (PMGSY), Swachh Bharat Mission (SBM), and the Jal Jeevan Mission. Environmental efforts like Miyawaki forests support the National Afforestation Programme (NAP), while skill development initiatives complement National Rural Livelihoods Mission (NRLM) creating strong coherence with national priorities.

Grasim's initiatives support SDG 1 by boosting rural incomes through Wadi Project, Farmer Producer Organisations (FPOs), skill development, and Self-Help Groups (SHGs). They address SDG 2 by promoting crop diversification and livestock productivity, enhancing food security. RO plants and health drives contribute to SDG 3 by improving hygiene and well-being. Efforts under

Executive Summary (Contd.)

SDG 6 ensure clean water access and promote water conservation in rural communities.

EFFECTIVENESS: Grasim's rural development programme has significantly improved quality of life in rural areas through Artificial Insemination (AI) services, Wadi Project, skill training, and water infrastructure. Beneficiaries reported reduced expenses, healthier livestock, increased cattle numbers, better incomes, and improved access to clean water.

100% of respondents said AI services reduced cattle costs and increased size, while over 85% saw improved livestock health. More than 90% of Farmer Producer Organisations (FPOs) members expressed strong satisfaction with the Company's support. Aadyam initiative successfully connects weavers to premium markets through design support and marketing channels.

EFFECIENCY: Grasim prioritised key community needs sustainable agricultural and skill development for youth and women. By addressing specific gaps, the Company ensured efficient, cost-effective implementation with a strong focus on impact.

The installation of RO plants significantly improved public health, with 100% of respondents reporting a decline in waterborne illnesses like diarrhoea, typhoid, and cholera. Skill development programmes in tailoring, agarbatti making, computer training, and livestock rearing empowered participants, with over 65% reporting increased income post-training.

IMPACT: Grasim's programme brought measurable improvements in income, livelihood and rural infrastructure. Support for home construction, RO plants, check dams, roads, and sanitation upgraded living conditions and community facilities.

The formation of Farmer Producer Organisations (FPOs) is, in itself, an impact of the support provided by Grasim to farmers in adopting sustainable agricultural practices, intercropping and other techniques that have led to increased production. These FPOs have been established to ensure fair pricing for crops like papaya and oranges, improve market linkages, and promote farmer self-reliance and sustainable growth.

Communities experienced better access to clean water, improved health, more livelihood options, digital literacy, and greater resilience. Over 98% of respondents reported improved quality of life and higher income, while over 70% said Self Help Groups (SHGs) boosted their confidence and positively impacted community well-being.

Aadyam has established a continuous flow of income for artisans, resulting in the continued practice of traditional crafts and the preservation and promotion of cultural heritage.

SUSTAINABILILTY: Grasim initiatives are designed for long-term sustainability through a focus on skill-building, livelihood promotion, and durable infrastructure. Training for farmers, youth, and women's Self-Help Groups (SHGs), along with income-generating activities and support for community assets, ensures continued benefits beyond the programme period. These steps help ensure that the community takes ownership, and the impact lasts even after the programme ends.

By building long-term market demand and supporting generational skill transfer, Aadyam aims for a self-sustaining ecosystem.

Findings of the Study

The findings highlight the impact of Grasim's CSR initiatives in advancing rural development, with a strong focus on sustainable agriculture, skill development, the Aadyam Handwoven initiative, infrastructure enhancement, and animal husbandry.

90%	Respondents acknowledged the positive impact of the rural development initiatives. They shared that sustainable farming training led to increased yields, while selling sustainable produce improved profit margins.
90%	Respondents agreed that Farmer Producer Organisations (FPOs) helped them access wider markets and check dams enabled year-round farming.
90%	Respondents agreed that intercropping introduced new income streams.
60%	Respondents reported challenges related to pest control and adverse weather conditions.
69%	Respondents rated sustainable farming at the highest level of satisfaction, giving it a score of 5 on a scale of 1 to 5 reflecting the strong acceptance and positive perception of sustainable farming practices among the farmers supported by the initiative.
85%	Respondents agreed that tailoring has enabled them to become earning members of their families. This financial independence has brought them greater respect and a sense of empowerment within their communities. They also shared that their family's financial condition has improved, and their journey has inspired other women in the village to pursue self-employment.

60%	Interaction with respondents revealed that before the introduction of Artificial Insemination (AI) only 22% owned more than three cattle; however, after the implementation of AI practices, this number rose significantly, with over 60% of respondents reporting ownership of more than three cattle.
55%	During interactions with respondents, approximately 55% rated the overall effectiveness of the programme as "excellent," while 36% rated it as "good."
90%	Respondents agreed that AI facilities are useful and affordable.
90%	Respondents agreed that the SHG has strengthened their role in the community and enhanced their influence in decision-making. They also expressed increased confidence in starting their own businesses.
94%	Respondents agreed that before the installation of the RO plant, the drinking water was unsafe and unhygienic. Post-installation, families reported drinking clean water, experiencing relief from health issues, and noticing overall health improvements. Additionally, respondents mentioned reduced water expenditure and an improvement in the taste and smell of the water.
99%	Respondents agreed that the initiatives undertaken by the Company have led to a significant increase in farmers' incomes.
65%	Respondents agreed that the streetlights are consistently operational and well-maintained.
80%	Respondents rated the services provided by Pashu Vikas Kendra (PVK) between excellent and good. They shared that the expenditure for availing these services was reasonable and that the available expertise was of high quality.
60%	Respondents acknowledged that the mineral mixture provided through the rural development project helped improve livestock productivity and that green fodder served as a cost-effective source of nutrition for their cattle.

Alignment of CSR initiatives with Sustainable Development Goals (SDGs)

1 NO POVERTY	Grasim boosts rural incomes by promoting smart farming, animal husbandry, and Farmer Producer Organisations (FPOs) for small farmers, while supporting non-farm livelihoods like tailoring and handicrafts through Self Help Groups (SHGs). Aadyam generates income for rural artisans.
2 ZERO HUNGER	Grasim's malnutrition control programme and nutrition kits for Tuberculosis (TB) patients enhance children's nutrition. It promotes sustainable farming, quality seeds, organic practices, and smart agriculture, helping small farmers boost yields, incomes, and food security.
3 GOOD HEALTH AND WELL-BEING	Grasim advances SDG 3 through reproductive health initiatives, anemia check- ups, and health sessions for schoolgirls, enhancing health and education outcomes. It conducts campaigns on HIV/AIDS, TB, mental health, provides healthcare via mobile vans and Aditya Birla Hospitals. Also, ensures clean water and sanitation to combat waterborne diseases.
4 QUALITY EDUCATION	Grasim's CSR initiatives advance equitable access to quality education for all, by upgrading school infrastructure and Building as learning aid (BaLa) embedded Anganwadis for quality learning spaces.
5 GENDER EQUALITY	Grasim supports SDG 5 by offering scholarships for girls, enrolling them in savings schemes like Sukanya Samriddhi, and developing gender-sensitised school infrastructure. It empowers women through Self Help Groups (SHGs), skill training, and leadership opportunities, fostering economic independence and community participation.
6 CLEAN WATER AND SANITATION	Grasim has set up RO plants for clean drinking water, constructed water tanks, and promoted sanitation through toilet construction and awareness programmes to improve hygiene and public health.
8 DECENT WORK AND ECONOMIC GROWTH	Grasim fosters entrepreneurship and job creation through skill development and promotes non-farm activities like tailoring and handicrafts for sustainable livelihoods and local economic growth.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	By building sustainable infrastructure like solar lamps, and water harvesting structures, improving connectivity and access to essential services in rural areas.
10 REDUCED INEQUALITIES	Grasim's CSR initiatives reduce inequity in rural and marginalised communities by supporting under-resourced schools and promoting the inclusion of tribal and disadvantaged students. Scholarships empower academic and personal growth, bridging opportunity gaps and fostering a more inclusive society.
11 SUSTAINABLE CITIES AND COMMUNITIES	Aadyam preserves India's traditional crafts and cultural heritage through artisan empowerment creating sustainable communities.
13 CLIMATE ACTION	By promoting sustainable farming, water conservation and Miyawaki forests, helping rural communities build resilience to climate-related hazards.
17 PARTNERSHIPS FOR THE GOALS	Grasim's CSR initiatives align with SDG 17 by collaborating with local schools, Anganwadi's, and government education schemes, and integrating with national programmes like Sukanya Samriddhi Yojana and Kasturba Gandhi Balika Vidyalayas (KGBVs).

Recommendation:

- The Company's initiatives in the areas of Quality Education, Sustainable Farming, and Self Help Group (SHG) have made significant impact on the community. These initiatives benefit children, farmers, youth, and women, touching various strata of society and creating an integrated development model. These best practices can be extended in other CSR outreach areas after reassessing community needs.

Annexure 'F' to the Board's Report

Grasim Industries Limited, an Aditya Birla Group Company, has adopted the Executive Remuneration Philosophy / Policy as applicable across the group companies. This Philosophy/Policy is detailed below:

Aditya Birla Group: Executive Remuneration Philosophy/Policy

At the Aditya Birla Group, we expect our executive team to foster a culture of growth and entrepreneurial risk-taking. Our Executive Remuneration Philosophy/Policy supports the design of programmes that align executive rewards - including incentive programmes, retirement benefit programmes, promotion and advancement opportunities - with the long-term success of our stakeholders.

Our Business and Organisational Model

Our Group is a conglomerate and organised in a manner such that there is sharing of resources and infrastructure. This results in uniformity of business processes and systems thereby promoting synergies and exemplary customer experiences.

I. Objectives of the Executive Remuneration Programme:

Our executive remuneration programme is designed to attract, retain, and reward talented executives, who will contribute to our long-term success, and thereby build value for our shareholders.

Our executive remuneration programme is intended to:

1. Provide for monetary and non-monetary remuneration elements to our executives on a holistic basis; and

2. Emphasise "Pay for Performance" by aligning incentives with business strategies to reward executives, who achieve or exceed the Group business and individual goals.

II. Executives

Our Executive Remuneration Philosophy/Policy applies to the following:

1. Directors of the Company;
2. Key Managerial Personnel: Chief Executive Officer and equivalent e.g., Deputy Managing Director, Chief Financial Officer and Company Secretary; and
3. Senior Management.

III. Business and Talent Competitors

We benchmark our executive pay practices and levels against peer companies in similar industries, geographies and of similar size. In addition, we look at secondary reference (internal and external) benchmarks in order to ensure that the pay policies and levels across the Group are broadly equitable and support the Group's global mobility objectives for executive talent. Secondary reference points bring to the table, the executive pay practices and pay levels in other markets and industries, to appreciate the differences in levels and medium of pay, and build in as appropriate for decision-making.

IV. Executive Pay Positioning

We aim to provide competitive remuneration opportunities to our executives by positioning target total remuneration (including perks and benefits, annual incentive pay-outs, long-term incentive pay outs at target performance) and target the total cash compensation (including annual incentive pay-outs) at target performance directionally between median and top quartile of the primary talent market. We recognise the size and scope of the role and the market standing, skills and experience of incumbents while positioning our executives.

We use secondary market data only as a reference point for determining the types and amount of remuneration while principally believing that the target total remuneration packages should reflect the typical cost of comparable executive talent available in the sector.

V. Executive Pay-Mix

Our executive pay-mix aims to strike the appropriate balance between key components: (i) Fixed Cash Compensation (Basic Salary+Allowances) (ii) Annual Incentive Plan (iii) Long-Term Incentives (iv) Perks and Benefits.

Annual Incentive Plan:

We tie annual incentive plan pay-outs of our executives to the relevant financial and operational metrics achievement, ESG performance and their individual performance. We annually align the financial and operational metrics with priorities/ focus areas for the business.

Long-Term Incentive:

Our long-term incentive plans incentivise stretch performance, link executive remuneration to sustained long-term growth and act as a retention and reward tool.

We use stock options as the primary long-term incentive vehicles for our executives as we believe that they best align executive incentives with stockholder interests.

We grant performance stock units as a secondary long-term incentive vehicle, to motivate and retain our executives.

VI. Performance Goal Setting

We aim to ensure that, for both annual incentive plans and long-term incentive plans, the target performance goals shall be achievable and realistic.

Threshold performance (the point at which incentive plans are paid out at their minimum, but non-zero, level) shall reflect a base-line level of performance, reflecting an estimated 90% probability of achievement.

Target performance is the expected level of performance at the beginning of the performance cycle, taking into account all known relevant facts likely to impact measured performance.

Maximum performance (the point at which the maximum plan pay-out is made) shall be based on an exceptional level of achievement, reflecting no more than an estimated 10% probability of achievement.

VII. Executive Benefits and Perquisites

Our executives are eligible to participate in our broad-based retirement, health and welfare, and other employee benefits plans. In addition to these broad-based plans, they are eligible for perquisites and benefits plans commensurate with their roles. These benefits are designed to encourage long-term careers with the Group.

Other Remuneration Elements:

Each of our executives is subject to an employment agreement. Each such agreement generally provides for a total remuneration package for our executives, including continuity of service across the Group Companies.

We limit other remuneration elements, for example, Change in Control (CIC) agreements, severance agreements, to instances of compelling business need or competitive rationale, and generally do not provide for any tax gross-ups for our executives.

Risk and Compliance:

We aim to ensure that the Group's remuneration programmes do not encourage excessive risk taking. We review our remuneration programmes for factors, such as remuneration mix overly weighted towards annual incentives, uncapped pay-outs, unreasonable goals or thresholds, steep pay-out cliffs at certain performance levels that may encourage short-term decisions to meet pay-out thresholds.

Clawback Clause:

In an incident of restatement of financial statements, due to fraud or non-compliance with any requirement of the Companies Act, 2013, and the rules made thereafter, we shall recover from our executives, the remuneration received in excess, of what would be payable to him/her as per restatement of financial statements, pertaining to the relevant performance year.

Implementation:

The Group and Business Centre of Expertise teams will assist the Nomination and Remuneration Committee in adopting, interpreting and implementing the Executive Remuneration Philosophy/Policy. These services will be established through "arm's-length", agreements entered into as needs arise in the normal course of business.

Annexure 'G' to the Board's Report

Details pertaining to remuneration as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.

a. The ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the FY 2024-25 and percentage increase / decrease in remuneration of each Director, Chief Financial Officer and Company Secretary during the FY 2024-25 are as under:

Sr. No.	Name of the Director / Key Managerial Personnel ('KMP')	Designation	Ratio of remuneration of each Director to the median remuneration of employees for the FY 2024-25	% increase/ (decrease) in remuneration in the FY 2024-25
1	Mr. Kumar Mangalam Birla	Chairman, Non-executive Director	-	-
2	Smt. Rajashree Birla [i]	Non-executive Director	11.10	(63%)
3	Ms. Ananyashree Birla	Non-executive Director	2.09	(20%)
4	Mr. Aryaman Vikram Birla	Non-executive Director	2.51	(20%)
5	Ms. Anita Ramachandran	Independent Director	5.03	(4%)
6	Mr. N. Mohan Raj	Independent Director	5.45	(16%)
7	Mr. Yazdi Piroj Dandiwala	Independent Director	4.40	11%
8	Mr. V. Chandrasekaran	Independent Director	6.70	(9%)
9	Mr. Adesh Kumar Gupta	Independent Director	4.61	(15%)
10	Dr. Thomas M. Connelly, Jr. [ii]	Independent Director	2.09	Not Applicable
11	Mr. Cyril Shroff [ii]	Independent Director	0.84	Not Applicable
12	Mr. Ashvin Dhirajlal Parekh [iii]	Independent Director	1.89	Not Applicable
13	Mr. Haigreve Khaitan [iv]	Independent Director	1.05	Not Applicable
14	Mr. Raj Kumar [va] / Mr. Mukkavilli Jagannath [vb]	Non-executive Director	2.09	(33%)
15	Mr. Sushil Agarwal [vi]	Non-executive Director	2.51	Not Applicable
16	Mr. Harikrishna Agarwal [vii]	Managing Director	213.26	37%
17	Mr. Pavan Kumar Jain [viii]	Chief Financial Officer	Not Applicable	16%
18	Mr. Sailesh Kumar Daga [ix]	Company Secretary and Compliance Officer	Not Applicable	21%

Notes:

i Smt. Rajashree Birla, leads the entire CSR initiatives and monitors its implementation for the Company. She is deeply involved in identifying and planning the areas of social impact and closely monitors the progress of such CSR activities. For her exemplary contribution, she has won many awards and accolades. The most outstanding is the "Padma Bhushan" Award bestowed on her by the Government of India in 2011 in the area of **"Social Work"**.

ii Ceased to be an Independent Director w.e.f. 22nd August 2024. Remuneration was paid for part of the financial year i.e. 2024-25, hence, percentage increase/(decrease) in remuneration is not comparable.

iii Appointed as an Independent Director w.e.f. 23rd August 2024. Remuneration was paid for part of the financial year i.e. 2024-25, hence, percentage increase/(decrease) in remuneration is not comparable.

iv Appointed as an Independent Director w.e.f. 26th September 2024. Remuneration was paid for part of the financial year i.e. 2024-25, hence, percentage increase/(decrease) in remuneration is not comparable.

va Retired by rotation as a non-executive Director w.e.f. 20th August 2024. Remuneration for the FY 2024-25 shall be payable to LIC of India

vb Appointed as a non-executive Director w.e.f. 26th September 2024. Remuneration for the FY 2024-25 shall be payable to LIC of India

vi Appointed as non-executive Director w.e.f. 8th February 2024. Hence, percentage increase/(decrease) in remuneration is not comparable.

vii For determining the ratio of the remuneration to the median remuneration of the employees of the Company for the FY 2024-25 and percentage increase in remuneration during the FY 2024-2025, deferred compensation, Retiral payouts, Leave Travel Allowance claimed, one time payout and perquisities under Employee Stock options Scheme are excluded for FY 2024-2025 as well as FY 2023-24.

viii For determining the percentage increase in remuneration during the FY 2024-25, one time payout and perquisites under Employee Stock options Scheme are excluded for FY 2024-2025 as well as FY 2023-24

ix For determining the percentage increase in remuneration during the FY 2024-25, leave encashment, one time payouts incl. Award and perquisities under Employee Stock options Scheme are excluded for FY 2024-2025 as well as FY 2023-24

b. Sitting fees paid to Directors is not included in the remuneration.

c. The percentage increase in the median remuneration of the employees in the FY 2024-25 stands at 2.59%

d. There were 27,327 permanent employees on the rolls of the Company as on 31st March 2025.

e. Average percentage increase in the salaries of employees, other than the managerial personnel for the FY 2024-25, was 5.4%. The average percentage increase in the salaries of the key managerial personnel for the FY 2024-25 was 30%.

f. It is hereby affirmed that the remuneration paid is as per the Remuneration Philosophy / Policy of the Company.

Report on Corporate Governance

Company's Philosophy on Corporate Governance

Aditya Birla Group ("Group" / "ABG") is committed towards the adoption of the best Corporate Governance practices and its adherence in the true spirit, at all times. As a part of the Group, at Grasim Industries Limited ('Our Company' / 'the Company' / 'Grasim') we feel proud to belong to a Group whose visionary founders laid the foundation stone for good governance long back and made it an integral principle of the business. These are demonstrated in our Group Chairman's Vision, Group's purpose and values as mentioned below:



'At the core, good governance is about ensuring fair outcomes. The pre-requisite to achieving a fair outcome in the eyes of all stakeholders, is to first build trust. **Trust is the foundation of corporate governance**.'

MR. KUMAR MANGALAM BIRLA
Chairman, Aditya Birla Group

'To enrich lives, by building dynamic and responsible businesses and institutions, that inspires trust.'

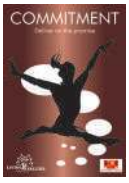
ABG Group Purpose

'Our Company is defined and driven by its unique set of 'Power of Five' values. These values-based approach is part of our Company's culture and ethics, which helps to pursue its purpose and achieve excellence in corporate governance.'

The Power of Five Values are encapsulated as:



Acting and taking decisions in a manner that is fair and honest. Following the highest standards of professionalism and being recognised for doing so. Integrity for us means not only financial and intellectual integrity, but encompasses all other forms as are generally understood.



On the foundation of integrity, doing all that is needed to deliver value to all stakeholders. In the process, being accountable for our own actions and decisions, those of our team and those on the part of the organisation for which we are responsible.



An energetic, intuitive zeal that arises from emotional engagement with the organisation that makes work joyful and inspires each one to give his or her best. A voluntary, spontaneous and relentless pursuit of goals and objectives with the highest level of energy and enthusiasm.



Thinking and working together across functional groups, hierarchies, businesses and geographies. Leveraging diverse competencies and perspectives to garner the benefits of synergy while promoting organisational unity through sharing and collaborative efforts.



Responding to internal and external customers with a sense of urgency. Continuously striving to finish before deadlines and choosing the best rhythm to optimise organisational efficiencies.

Corporate Governance refers to a set of laws, regulations and good practices that enables an organisation to perform its business efficiently and ethically to generate long-term wealth and create value for all its stakeholders. The essence of Corporate Governance lies in promoting and maintaining integrity, transparency, accountability, sustainability and safety across all business practices. Good Corporate Governance emerges from the application of the best and sound management practices and compliance with the laws coupled with adherence to the highest standards of transparency and business ethics.

Corporate Governance has always been intrinsic to the management of the business affairs of our Company. In line with the above philosophy, our Company continuously strives for excellence and focuses on enhancement of long-term stakeholder value through adoption of best governance and disclosure practices.

Our Company's governance rests on the highest standards of business ethics and corporate governance. The governance philosophy of the Group and our Company rests on following basic tenets viz.

Accountability and Interests:
Our practices ensure accountability towards all stakeholders, and protection of minority interests and rights.

Monitoring:
Effective monitoring and reviewing the risk management framework and associated practices is ensured.

Control:
Effective control systems are maintained to ensure efficient conduct of business and discharge of responsibilities.

Ethics:
Our practices ensure that we maintain high standards of ethics.

Transparency and Disclosures:
Transparency, integrity and disclosures are keys to corporate governance practices. Our practices ensure that we make timely and accurate disclosures.

Review:
Regular review of processes and management systems for improvement are ensured.

Our Company confirms compliance with the Corporate Governance requirements as stipulated in the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time ('Listing Regulations'), the details of which are as set out hereunder:

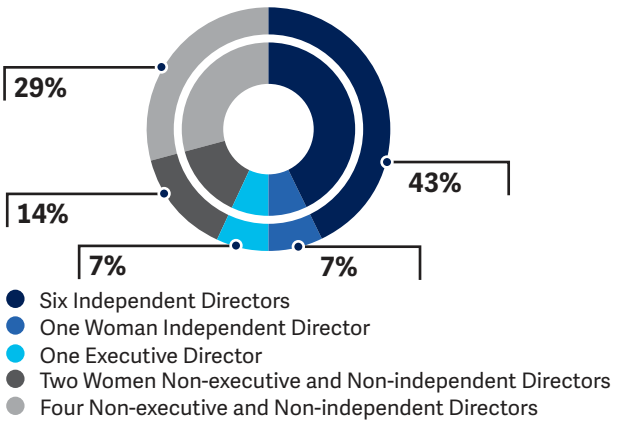
BOARD OF DIRECTORS

Composition of Board of Directors ('Board')

Our Company comprises of eminent and distinguished personalities with proficiency and vast experience in diversified sectors with an optimum mix of management and financial experts thereby ensuring the best interest of its stakeholders. Our Company has a balanced and diverse Board, which includes independent professionals and confirms to the provisions of the Companies Act, 2013 ('the Act') and the Listing Regulations. The Directors possess requisite qualification, experience and expertise in their respective functional areas, which enable them to discharge their responsibilities and provide effective leadership to the management. In designing the Board composition, number of factors are considered, which include educational background, professional experience, gender, skills and knowledge among others.

Our Company's Board comprises of 14 (Fourteen) Directors, 7 (Seven) are Independent Directors, 6 (Six) Non-executive Directors and 1 (One) Executive Director. Our Company's Board comprises of 3 (Three) Women Directors, out of which 1 (One) is an Independent Director. The position of Chairman and Managing Director are held by different individuals, where Chairman of the Board is a Non-executive Chairman.

Board Structure (%) - As on 31st March 2025



None of the Directors of our Company, is on the Board of more than 10 public limited companies or acts as an Independent Director in more than 7 (Seven) listed entities. None of the Director on the Board, who is a Whole Time Director / Managing Director serves as an Independent Director in more than 3 (Three) listed entities. Further, none of the Director of our Company is a member of more than 10 (Ten) Committees or Chairperson of more than 5 (Five) Committees, across all public companies in which he/she is a Director. The composition of the Board and its Committee(s) are in conformity with the requirements of the Act and the Listing Regulations.

Brief profile of the Board of our Company including their area of expertise, other directorships, committee positions and shareholding in the Company as on 31st March 2025 are as under:

MR. KUMAR MANGALAM BIRLA
Chairman, Non-executive and Non-independent Director



DIN: **00012813**

Age: **58 years**

Date of Appointment: **14th October 1992**

Term ending date: **Liable to retire by rotation**

Tenure : ~**33 years**

Shareholding: **14,94,989***

Board Memberships - Indian listed companies

1. Aditya Birla Capital Limited: **Non-executive Director**
2. Aditya Birla Fashion and Retail Limited: **Non-executive Director**
3. Aditya Birla Real Estate Limited: **Non-executive Director#**
4. Hindalco Industries Limited: **Non-executive Director**
5. UltraTech Cement Limited: **Non-executive Director**
6. Vodafone Idea Limited: **Non-executive Director**

Directorship(s) in public companies: **7**

Committee position: **Chairman — Nil** **Member — Nil**

Area of expertise

Corporate Governance, Legal & Compliance	Technology, Digitisation & Innovation
Financial Literacy	Marketing
General Management	Risk Management
Human Resource Development	Strategic Expertise
Industry Knowledge	Sustainability

*Including 93,287 shares held as Karta of Aditya Vikram Kumar Mangalam Birla HUF.

#Formerly known as Century Textiles and Industries Limited.

Profile –

Mr. Kumar Mangalam Birla is the Chairman of the Board of Directors of your Company and the Chairman of Aditya Birla Group ("Group"), which operates in 41 countries across six continents. He is a Chartered Accountant and holds an MBA degree from the London Business School.

Mr. Birla chairs the Boards of all major Group Companies in India and globally. In the 30 years that he has been at the helm of the Group, he has accelerated growth, built meritocracy, and enhanced stakeholder value. In the process he has raised the Group's turnover by over 30 times.

He has been the architect of over 60 acquisitions in India and globally, among the highest by any Indian multinational. Under his stewardship, the Group enjoys a position of leadership in all the major sectors in which it operates, from cement to chemicals, metals to textiles, fashion to financial services and real estate to renewables. Over the years, Mr. Birla has built a highly successful meritocratic organisation, anchored by an extraordinary force of over 185,000 employees.

Outside the Group, Mr. Birla has held several key positions on various regulatory and professional Boards. He was a Director on the Central Board of Directors of the Reserve Bank of India. He was Chairman of the Advisory Committee constituted by the Ministry of Company Affairs and also served on the Prime Minister of India's Advisory Council on Trade and Industry. As the Chairman of the Securities Exchange Board of India Committee on Corporate Governance, he framed the first- ever governance code for Corporate India.

Over the years, Mr. Birla has been conferred several prestigious awards. In 2023, he was conferred the prestigious Padma Bhushan, among India's highest civilian honours. India's leading business publication, The Economic Times, has honoured him three times with the 'Business Leader of the Year' award, most recently in 2025—making him the only industrialist to receive this distinction. He was also conferred the prestigious Business Leader of the Decade award by the All-India Management Association (AIMA). In 2021, he received the TiE Global Entrepreneurship Award for Business Transformation, the first Indian business leader to receive this honour. He is also the first Indian Industrialist to be conferred an Honorary degree by the Institute of Company Secretaries of India.

Mr. Birla is deeply engaged with Educational Institutions. He is the Chancellor of the Birla Institute of Technology & Science with campuses in Pilani, Goa, Hyderabad, Dubai and Mumbai. He has also been the Chairman of the Indian Institute of Management, Ahmedabad and Indian Institute of Technology, Delhi.

On the global arena, Mr. Birla is an Honorary Fellow of the London Business School. In 2019, Mr. Birla constituted a £15mn scholarship programme at the London Business School in memory of his grandfather, Mr. B. K. Birla, marking the largest ever endowed scholarship gift to a European Business School. A firm practitioner of the trusteeship concept, Mr. Birla has institutionalised the concept of caring and giving at the Group. With his mandate, the Group is involved in meaningful welfare driven activities that distinctively enrich the lives of millions.

SMT. RAJASHREE BIRLA
Non-executive and
Non-independent Director



DIN: **00022995**

Age: **80 years**

Date of Appointment: **14th March 1996**

Term ending date: **Liable to retire by rotation**

Tenure : ~**29 years**

Shareholding: **5,74,829**

Board Memberships - Indian listed companies

1. Aditya Birla Real Estate Limited: **Non-executive Director#**
2. Century Enka Limited: **Non-executive Director**
3. Hindalco Industries Limited: **Non-executive Director**
4. Pilani Investment and Industries Corporation Limited: **Non-executive Director**
5. UltraTech Cement Limited: **Non-executive Director**

Directorship(s) in public companies: **5**

Committee position: **Chairperson — Nil** **Member — Nil**

Area of expertise

- Corporate Governance, Legal & Compliance
- Industry Knowledge
- General Management
- Sustainability
- Human Resource Development

#Formerly known as Century Textiles and Industries Limited.

Profile –

Smt. Rajashree Birla is an exemplar in the area of community initiatives and rural development. Smt. Birla chairs the Aditya Birla Centre for Community Initiatives and Rural Development, the Group's apex body responsible for development projects. She oversees the social and welfare driven work across all the Group's major companies. The footprint of the Centre's work straddles over 9,000 villages, reaching out to 11 million people. The Group runs 24 hospitals. The Group reaches out to well over 100,000 students through its network of 54 formal schools and non-formal educational institutes. Of these, girls constitute 50%. Both its hospitals as well as schools are 'Not for Profit' institutions.

Smt. Birla is a member of the Advisory Board, Columbia Global Centre, Mumbai. She is the Chairperson of Xynteo's Vikaasa Advisory Board. She chairs FICCI – Aditya Birla CSR Centre for Excellence. Smt. Rajashree Birla serves as the Chairperson on the Habitat for Humanity India's IndiaBuilds Advisory Committee. She is also an active member at the Habitat for Humanity Asia Pacific Development Council and serves as a member at the Habitat for Humanity International Global Council.

She is the Chairperson of FICCI's first ever Expert Committee on CSR and is on the Board of BAIF Development Research Foundation, Pune, a Trustee of the Gujarat Vidyapith as well as Breach Candy Hospital Trust.

As a patron of arts and culture, she is the President of the "Sangit Kala Kendra", a Centre for performing arts, as well as the INT-ABCPA (Indian National Theatre-Aditya Birla Centre for Performing Arts).

In recognition of the exemplary work done by Smt. Rajashree Birla, leading national and international organisations have showered accolades upon her. Among these the most outstanding one has been that of the Government of India who bestowed the 'Padma Bhushan Award' in 2011 on Smt. Rajashree Birla in the area of 'Social Work'.

Most recently she was named the recipient of the 'Lal Bahadur Shastri Award for Excellence 2024'. At the G20 EMPOWER Meet in Ahmedabad, the 'G20 EMPOWER Award for 'Lifetime Achievement' was conferred upon Smt. Birla by Smt. Smriti Irani, the erstwhile Minister of Women and Child Development / Minority Affairs, Government of India. Furthermore, Smt. Birla was named as an exemplar in Rotary International's healthcare programmes by the Hon'ble President, Smt. Droupadi Murmu. Yet another prestigious award accorded to Smt. Birla is BRICS 'Living Legend and Icon for Community Excellence and Lifetime Achievement Award', at the hands of the then President of India, Mr. Ram Nath Kovind.

Additionally, for Smt. Birla's unrelenting endeavours towards polio eradication, she was given the much coveted 'Polio Eradication Champion Award' by the Government of India. Likewise, the 'Global Golden Peacock Award for CSR' was bestowed upon her by Dr. Ola Ullsten, the Former Prime Minister of Sweden in Portugal. Among other distinctive awards conferred upon Smt. Birla include - the All-India Management Association's 'Corporate Citizen of the Year Award', the IOD's 'Distinguished Fellowship Award' and the 'FICCI FLO Golden Laurel Award'. Under her exemplary leadership, the Economic Times' prestigious 'Corporate Citizen of the Year Award' was presented twice to the Group in 2002 and 2012, received by Smt. Birla.

MS. ANANYASHREE BIRLA
Non-executive and
Non-independent Director



DIN: **06625036**

Age: **30 years**

Date of Appointment: **6th February 2023**

Term ending date: **Liable to retire by rotation**

Tenure : ~**2 years**

Shareholding: **36,800**

Board Memberships - Indian listed companies

1. Aditya Birla Fashion and Retail Limited: **Non-executive Director**
2. Hindalco Industries Limited: **Non-executive Director**

Directorship(s) in public companies: **3**

Committee position: **Chairperson — Nil** **Member — 1**

Area of expertise

Corporate Governance, Legal & Compliance	Technology, Digitisation & Innovation
Financial Literacy	Marketing
General Management	Risk Management
Human Resource Development	Strategic Expertise
Industry Knowledge	Sustainability

Profile –

Ananya is a businesswoman and an artist.

Named as one of Business Today's Most Powerful Women 2023, Ananya started Svatantra Microfin, the youngest and fastest growing microfinance company in India, at the age of 17. In one of the largest deals in the industry, Ananya Birla's Svatantra has acquired Chaitanya India Fin Credit, making Svatantra the second largest microfinance organisation in the industry. With a team strength of over 19,500 and an AUM of over 16,000 crore, Svatantra is financing entrepreneurs who are powering India's growth story. Recently, Svatantra secured the largest PE investment deal in the microfinance sector, amounting to a whopping ₹ 1,930 crore. ($230 million), with investments from Advent International and Multiples. Svatantra has been a first mover and shaper of the industry by being the first end-to-end cashless organisation, and also the first to roll out an extensive customer facing app that is conducive to client social behaviours.

The AA- graded organisation (highest rating in the sector) was awarded the best microfinance organisation of the year and has been placed in the top 25 best places to work in its segment by globally recognised Great Places To Work 2020. In addition, Svatantra MHFC, her micro housing arm, is the only housing institution to focus on the EWS/LIG segment, and to have a completely branchless model.

Listed in the Fortune 40 Under 40 cohort, Ananya was also voted one of GQ's Most Influential Young Indians and featured in Miss Vogue's '28 Geniuses Under 28'. She has graced the cover of Forbes Women to Watch, been named Financial Express Newsmaker of the Year, and was honoured as one of Economic Times' Most Promising Women Business Leaders of 2022. Selected among Fortune's 100 Most Powerful Women, she was also featured in the 2024 edition of Economic Times' 40 Under Forty.

In 2024, she forayed in the beauty and personal care space with the launch of Birla Cosmetics. As part of this venture, she introduced her own fragrance brand, Contraband, followed by Lovetc, a performance-driven, homegrown colour cosmetics line crafted to global standards.

Ms. Ananya Birla's efforts in her entrepreneurial ventures have been recognised and felicitated by various Government entities such as the Hon'ble Prime Minister of India, Shri Narendra Modi at Champions of Change, an event organised by the National Institution for Transforming India (NITI Aayog). Ms. Ananya Birla was also conferred by the Hon'ble Chief Minister of Maharashtra, Shri Devendra Fadnavis, for her role in empowering rural Indian women and pioneering 100% cashless disbursement since inception. She was presented with Kamala Rising Star Award by the Hon'ble Governor of Maharashtra, Shri Bhagat Singh Koshyari, in April 2022.

An alumnus of Oxford University, she is also the founder of Ananya Birla Foundation which promotes global understanding and supports programs that build a kinder, happier, equal, stigma-free world, where no conversation is taboo, and all people are connected to the support they need to lead a fulfilling life. One of the key imperatives of the foundation is to make mental health mainstream. The Foundation has been committed to working with exemplary community-first non-profit organisations from India to be a part of the solution to pressing societal challenges primarily through grant-making.

In May 2020, the Foundation made its' first grant to Save The Children India targeting 1,00,000 individuals, and several grants thereafter in different areas of need, such as, surgeries for acid attack survivors and menstrual hygiene. The foundation is currently doing pioneering work in research and intervention designs for mental health in rural India. The findings of Project Blank Slate were translated into published papers at Cambridge, offering comprehensive insights into mental health resources, barriers, intervention needs, and perspectives among rural women in Maharashtra.

The Foundation's impact in numbers in 2024-25 showcases meaningful change across people, communities, and animals. Project UNLEARN educated 300 incarcerated men in Dehradun Prisons on gender equality, consent, and positive masculinity. In partnership with World For All, 2,568 critically ill canines were treated and rehabilitated, and over 4,000 stray dogs received medical care with a 90% survival and recovery rate. Through the Poribortonor Bij Amar program, implemented with Gram Panchayats and district authorities, 120 women across 30 Gram Panchayats were trained in solid waste management, data reporting, and financial literacy to operate sustainable SHG-led businesses. The MannSafar campaign reached 5,000 adolescents and youth in Mumbai colleges, while CIF (Children of India Foundation) enhanced mental health awareness and access to services for 2,000 EMGs across Karnataka.

An ardent advocate for mental health, Ananya is also a National Alliance on Mental Illness (NAMI) ambassador. She is also the co-founder of Mpower, a foundation that provides mental health awareness across the country.

Ananya was recently appointed on the board of Aditya Birla Management Corporation Pvt. Ltd., Aditya Birla Fashion & Retail, Hindalco, and Grasim. Ananya is involved in various Aditya Birla Group businesses driving key strategy across industries, both in India and overseas.

With over 500 million streams, Ananya is also India's biggest selling English language global popstar, and has scaled the charts at home, in India, as well as overseas. With three back-to-back double platinum selling singles and two platinum selling singles, Ananya is unstoppable. The MTV EMA nominee began her musical journey at the age of 9 with the santoor, an Indian instrument.

MR. ARYAMAN VIKRAM BIRLA

Non-executive and
Non-independent Director



DIN: **08456879**

Age: **27 years**

Date of Appointment: **6th February, 2023**

Term ending date: **Liable to retire by rotation**

Tenure : ~**2 years**

Shareholding: **36,800**

Board Memberships - Indian listed companies

1. Aditya Birla Fashion and Retail Limited: **Non-executive Director**
2. Hindalco Industries Limited: **Non-executive Director**

Directorship(s) in public companies: **3**

Committee position: **Chairman — Nil** **Member — Nil**

Area of expertise

Corporate Governance, Legal & Compliance	Technology, Digitisation & Innovation
Financial Literacy	Marketing
General Management	Risk Management
Human Resource Development	Strategic Expertise
Industry Knowledge	Sustainability

Profile –

Aryaman Vikram Birla has held leadership roles across multiple businesses of the Aditya Birla Group, including fashion, paints, and real estate. He serves on the board of the Group's apex body, Aditya Birla Management Corporation, as well as on the boards of several key Group companies, including Grasim Industries, Aditya Birla Fashion & Retail (ABFRL), Hindalco Industries, and the Group's digital-first fashion platform, TMRW.

He is the founder of Aditya Birla New Age Hospitality, the Group's fast-growing hospitality platform, and Aditya Birla Ventures, its venture capital arm focused on investing in high-growth start-ups across emerging sectors.

Aryaman holds an MBA with Honors from Harvard Business School, a Master's degree in Global Finance from Bayes Business School, and a Bachelor's degree in Commerce from the University of Mumbai.

MS. ANITA RAMACHANDRAN
Independent Director



DIN: **00118188**

Age: **70 years**

Date of Appointment: **14th August 2018**

Term ending date: **13th August 2028***

Tenure : ~**7 years**

Shareholding: **Nil**

Board Memberships - Indian listed companies

1. Aditya Birla Sun Life AMC Limited: **Independent Director**
2. Blue Star Limited: **Independent Director**
3. FSN E-Commerce Ventures Limited: **Independent Director**
4. Happiest Minds Technologies Limited: **Independent Director**
5. Ujjivan Small Finance Bank Limited: **Independent Director**
6. UltraTech Cement Limited: **Independent Director**

Directorship(s) in public companies: **8**

Committee position: **Chairperson — 2** **Member — 6**

Area of expertise

- Corporate Governance, Legal & Compliance
- Human Resource Development
- General Management
- Industry Knowledge

*Reappointed for a second term of 5 years w.e.f. 14th August 2023.

Profile –

Ms. Anita Ramachandran holds a Master's Degree in Management Studies from Jamnalal Bajaj Institute of Management. She is a renowned Human Resource professional with deep knowledge and experience of about 40 years as a management consultant. She is also one of the first generation of women professionals to become an entrepreneur and run a highly successful HR consulting and services organisation.

Ms. Ramachandran began her career with AF Feruguson & Co. [AFF] (the KPMG network Company in India then) in 1976 as the first woman consultant of the firm. In her 19 years stint with AFF she worked across various parts of the country and in a wide range of functional areas. She was a Director at the time of leaving the firm.

Ms. Ramachandran founded Cerebrus Consultants in 1995 to focus on HR advisory services, including organisation transformation. Her reputation and innovative work helped her build Cerebrus into a firm with national presence. Anita is currently an Advisor with Mercer Consulting. She also works with several PE firms and start-ups to mentor them through their growth journey.

Ms. Ramachandran has been an Independent Director on boards of several large companies for over 20 years.

Ms. Ramachandran supports many organisations in the social sector through pro-bono professional work and remains deeply committed to work with women.

MR. N. MOHAN RAJ
Independent Director



DIN: **00181969**

Age: **71 years**

Date of Appointment: **12th July 2019**

Term ending date: **11th July 2029***

Tenure : ~**6 years**

Shareholding: **Nil**

Board Memberships - Indian listed companies

Nil

Directorship(s) in public companies: **Nil**

Committee position: **Chairman — Nil** **Member — Nil**

Area of expertise

- Corporate Governance, Legal & Compliance
- Marketing
- Financial Literacy
- Risk Management
- General Management
- Strategic Expertise
- Industry Knowledge
- Sustainability

*Reappointed for a second term of 5 years w.e.f. 12th July 2024.

Profile –

Mr. N Mohan Raj holds a Master's Degree in Arts (Economics). He is the former Executive Director of Life Insurance Corporation of India and has rich experience in the field of Administration, Marketing of Life Insurance, Mutual Fund, Finance and Investments.

MR. YAZDI PIROJ DANDIWALA
Independent Director



DIN: **01055000**

Age: **74 years**

Date of Appointment: **6th February 2023**

Term ending date: **5th February 2028**

Tenure : ~**2 years**

Shareholding: **Nil**

Board Memberships - Indian listed companies

1. Hindalco Industries Limited: **Independent Director**
2. Pilani Investment and Industries Corporation Limited: **Independent Director**
3. Rashi Peripherals Limited: **Independent Director**

Directorship(s) in public companies: **4**

Committee position: **Chairman — Nil** **Member — 4**

Area of expertise

- Corporate Governance, Legal & Compliance
- Risk Management
- Financial Literacy
- Strategic Expertise
- General Management
- Sustainability
- Industry Knowledge

Profile –

Mr. Yazdi Piroj Dandiwala is a senior partner of the law firm M/s. Mulla and Mulla and Craigie Blunt and Caroe. He has an extensive Corporate and Commercial law practice both in contentious and non-contentious matters.

With his unparalleled experience of about fifty years in corporate law, Mr. Dandiwala has advised several multinational companies in their investments, financial and technical collaborations in India.

His corporate practice extends to both large Indian corporates and MNCs, with extensive experience in intricate transactions including mergers and acquisitions, joint ventures, takeovers, disinvestments, investments by venture capitalists, delisting etc.

His industry expertise spans over Chemicals, Construction, Energy, Funds, Financial Services, Hospitality, Infrastructure, IT, Manufacturing, Oil & Gas, Paper & Pulp, Real Estate, etc.

Mr. Dandiwala serves as a Director on the Board of various companies like Duville Estates Private Limited, Access Trusteeship Company Private Limited, Pilani Investment and Industries Corporation Limited, Hindalco Industries Limited, Hindalco-Almex Aerospace Limited and Rashi Peripherals Limited.

He was a member and for a few years the Chairman of the local advisory committee of Bank of Nova Scotia. He is also a member of the Managing Committee of the Bombay Incorporated Law Society

MR. V. CHANDRASEKARAN
Independent Director



DIN: **03126243**

Age: **67 years**

Date of Appointment: **24th May 2021**

Term ending date: **23rd May 2026**

Tenure : ~**4 years**

Shareholding: **85**

Board Memberships - Indian listed companies

1. Care Ratings Limited: **Independent Director**
2. Tata Investment Corporation Limited: **Independent Director**

Directorship(s) in public companies: **5**

Committee position: **Chairman — 3** **Member — 3**

Area of expertise

- Corporate Governance, Legal & Compliance
- Risk Management
- Financial Literacy
- Strategic Expertise
- General Management
- Industry Knowledge

Profile –

Mr. V. Chandrasekaran is a qualified Chartered Accountant and retired Executive Director (Investment) of LIC of India. He has more than 3 decades of experience in Life Insurance Finance, Housing Finance and Mutual Fund Investment, with adequate exposure to a gamut of Investments. He is involved in Investment decision making processes, Investment Monitoring & Accounting and Investment Research and Risk Management. He serves as an Independent Director on the Board of various companies like Aditya Birla Housing Finance Limited, Aditya Birla Renewables SPV 1 Limited, CARE Ratings Limited, Tata Investment Corporation Limited, Aseem Infrastructure Finance Limited, LIC (International) Bahrain, etc.

MR. ADESH KUMAR GUPTA
Independent Director



DIN: **00020403**

Age: **68 years**

Date of Appointment: **24th May 2021**

Term ending date: **23rd May 2026**

Tenure : ~**4 years**

Shareholding: **72,204***

Board Memberships - Indian listed companies
1. India Pesticides Limited: **Independent Director**
2. Krsnaa Diagnostics Limited: **Independent Director**

Directorship(s) in public companies: **3**

Committee position: **Chairman — 1** **Member — 4**

Area of expertise

- Corporate Governance, Legal & Compliance
- Risk Management
- Financial Literacy
- Industry Knowledge
- General Management
- Strategic Expertise
- Human Resource Development
- Sustainability

*Including 856 shares held as Karta of Adesh Kumar Gupta HUF.

Profile –

Mr. Adesh Kumar Gupta is a qualified Chartered Accountant, Company Secretary and has completed Advanced Management Programme from Harvard University. He has more than 4 decades of vast experience in the field of finance and general management. He has sound knowledge and expertise in the field of finance, strategy and corporate law in various industries. He serves as an Independent Director on the Board of various companies like India Pesticides Limited, Krsnaa Diagnostics Limited and Anand Rathi Financial Services Limited. He was the Whole Time Director and CFO of the Company till 30th June 2015. He was recognised as Best CFO by the Institute of Chartered Accountants of India, IMA, Business Today. He is Ex-Member of National Advisory Committee on Accounting Standards ('NACAS') as representative of FICCI. NACAS was a statutory organisation constituted by Government of India for setting up Accounting Standards.

MR. ASHVIN DHIRAJLAL PAREKH
Independent Director



DIN: **06559989**

Age: **71 years**

Date of Appointment: **23rd August 2024**

Term ending date: **22nd August 2029**

Tenure : ~**7 months**

Shareholding: **Nil**

Board Memberships - Indian listed companies
1. Nippon Life India Asset Management Limited: **Independent Director**

Directorship(s) in public companies: **4**

Committee position: **Chairman — 2** **Member — Nil**

Area of expertise

- Corporate Governance, Legal & Compliance
- Marketing
- Financial Literacy
- Risk Management
- General Management
- Strategic Expertise
- Industry Knowledge
- Sustainability
- Technology, Digitisation & Innovation

Profile –

Mr. Parekh has set up the advisory service company – Ashvin Parekh Advisory Services LLP (APAS) in the areas of providing services to the Boards and the management of the financial services sector companies, in June 2013. Mr. Parekh retired as a Senior Partner from Ernst & Young in June 2013, he was with EY for 8 years. Post retirement, he was Partner in EY, associated with EY as a Senior Expert – Advisor till April 2014. Earlier he was the Executive Director of Deloitte Touche Tohmatsu India Pvt. Ltd. from July 2002 till June 2005. He was also holding senior positions in Arthur Anderson, Price Waterhouse Coopers, KPMG India, KPMG UK, KPMG Dubai and Hindustan Lever Ltd. He has worked in the United Kingdom, Dubai, Australia, Germany and the US on Partner secondment programs for about 11 years outside of India.

After returning to India, 20 years ago Ashvin has been working closely with all the major global and Indian clients in the banking, insurance, and capital markets areas.

Mr. Parekh has done more than 700 projects with the large firms. In 1999 – 2000, during the reforms in the insurance sector he was closely involved with the government and the regulator in the formation of the regulatory authority and also assisted the regulators office in preparing the regulations for the sector. Since then, he has assisted more than 40 + joint ventures in the life, general and health insurance areas. He has assisted these companies from the preparation of business plans till assisting them in seeking regulatory approvals for licensing / registering these companies. He has assisted one of the old private sector banks in selling their stake with a life insurance major. He was retained by 6 major global Re-insurance players for providing the regulatory support with regards setting up of their branches in India keeping with The Insurance Laws (Amendment) Bill, 2008 and filing of application for setting up such branches in India.

Mr. Parekh has been working closely with the Government of India. In the last 10 years, he has been on 9 committees set up by the finance minister / Ministry of Finance. He has been assisting all the regulators in the finance sector namely the banking, insurance, pension and capital markets with new reforms.

He has been a member of several committees set up by the RBI, IRDAI and SEBI. Mr. Parekh was also selected Expert Committee of RBI (K V Kamath committee) for Resolution Framework for Covid-19 related Stress.

Mr. Parekh is on the boards of reputed BFSI and listed entities as an Independent Director. Earlier he was the Chairman on the Board of National Pension Scheme (NPS) in India from 2017 to 2020. Prior to that he was a Trustee of the NPS from 2015. He was on the board of ICICI Lombard GIC Limited as an Independent Director for 10 years till April 2024. Presently, he is on board of ICICI Securities Limited, ICICI Securities Primary Dealership Limited (Completing 10 years in March 2025), Nippon Life India Asset Management Limited, Aditya Birla Sun Life Insurance Company Limited and Grasim Industries Limited.

Mr. Parekh is very active on the media both television and print on discussions on the Indian economy, the fiscal and monetary policies and the new reform initiatives.

MR. HAIGREVE KHAITAN
Independent Director



DIN: **00005290**

Age: **54 years**

Date of Appointment: **26th September 2024**

Term ending date: **25th September 2029**

Tenure : ~**6 Months**

Shareholding: **Nil**

Board Memberships - Indian listed companies

1. Dalmia Bharat Limited: **Independent Director**
2. JSW Steel Limited: **Independent Director**
3. Reliance Industries Limited: **Independent Director**
4. Tech Mahindra Limited: **Independent Director**

Directorship(s) in public companies: **5**

Committee position: **Chairman — 1** **Member — 3**

Area of expertise

- Corporate Governance, Legal & Compliance
- Technology, Digitisation & Innovation
- Financial Literacy
- Strategic Expertise
- General Management
- Sustainability
- Industry Knowledge

Profile –

Mr. Haigreve Khaitan is the Senior Partner of Khaitan & Co.

Khaitan & Co has grown to become India's largest full-service law firm and the most advanced professional legal institution in the country.

With more than 30 years of professional experience, he has led some of the most high-profile and challenging matters and transactions in India across industries, be it for companies, financial institutions or boards of directors.

As a strategic advisor, he is often brought onboard to devise innovative commercial solutions to solve complex legal and regulatory matters, including mergers and acquisitions, restructurings and insolvencies, structured financing as well as critical disputes, governance challenges and white-collar crime matters.

He regularly participates in high-level policy-making bodies, including recently as a member of the Competition Commission of India's Committee for the Digital Competition Act, a member of the Securities and Exchange Board of India's Committee on Fair Market Conduct, and a member of the Industry Standard Forums (FICCI, CII, ASSOCHAM) for setting implementation standards for the provisions of SEBI Listing Regulations, member of the CII Governance Council.

He has been consistently recommended by the world's leading accreditation bodies as one of the most prominent lawyers in the country, describing him as an "outstanding lawyer" who is "extremely good and very sharp when it comes to large transactions".

His recognitions include:

- Chambers and Partners as an "Eminent Practitioner" for Corporate M&A and Private Equity and "Band 1 Lawyer" for Private Wealth Law;
- Legal 500 ranked in "Hall of Fame" for Corporate and M&A and Recommended Lawyer for Private Client practice and Private Equity and Investment Funds;
- Who's Who Legal 2023 - Global Elite Thought Leader for M&A;
- Recognised as Elite practitioner by Asialaw Leading Lawyers;
- Recognised as Market Leader for Banking and M&A by IFLR;
- A - List lawyer by India Business Law Journal;
- Asian Legal Business as one of the top 15 M&A lawyers in Asia.

MR. MUKKAVILLI JAGANNATH
Non-executive Director and
Non-independent Director



DIN: **10090437**

Age: **62 years**

Date of Appointment: **26th September 2024**

Term ending date: **Liable to retire by rotation**

Tenure : ~**6 months**

Shareholding: **Nil**

Board Memberships - Indian listed companies

1. BSE Limited: **Non-Independent Director**
2. Life Insurance Corporation of India: **Executive Director**
3. LIC Housing Finance Limited: **Director**

Directorship(s) in public companies: **4***

Committee position: **Chairman — 1** **Member — 2***

Area of expertise

Corporate Governance, Legal & Compliance	Industry Knowledge
Financial Literacy	Strategic Expertise
General Management	Sustainability

*Including Life Insurance Corporation of India

Profile –

Mr. Jagannath is the Managing Director of Life Insurance Corporation of India with effect from 13th March 2023.

Mr. Jagannath joined LIC in the year 1988 as a Direct Recruit Officer, Mr. Jagannath brings with him rich experience of over three decades across various functions of the Corporation. Before taking charge of the current assignment, he was the Zonal Manager (In Charge) of South Central Zone, where he led the Zone's transformation by driving performance on vital metrics. Under his stewardship, the Zone scripted newer heights in New Business growth by nurturing a performance-oriented culture and driving a consumer-centric service model. Earlier, he was Head of Bancassurance for the South Central Zone and thereafter, the Regional Manager (Marketing) of the same Zone at Hyderabad and Bangalore locations. He also held the helm of Ernakulam, Dharwad and Bangalore-I Divisions in his earlier role as Senior Divisional Manager. Mr. Jagannath's international experience comes from his tenure as Chief Executive Officer and Manager Director of LIC (Lanka) Ltd., Colombo, Sri Lanka between 2009 and 2013.

Mr. Jagannath is a Commerce graduate with CA (inter) and holds a Post-Graduate Diploma in Marketing, International Post-Graduate Diploma in Life Insurance, General Insurance & Risk Management from the Institute of Insurance and Risk Management (IIRM), Hyderabad. He is an Associate of the Insurance Institute of India, Mumbai.

MR. SUSHIL AGARWAL
Non-executive Director and
Non-independent Director



DIN: **00060017**

Age: **61 years**

Date of Appointment: **8th February 2024**

Term ending date: **Liable to retire by rotation**

Tenure : ~**1.2 years**

Shareholding: **2,09,007**

Board Memberships - Indian listed companies

1. Aditya Birla Capital Limited: **Non-executive Director**
2. Hindalco Industries Limited: **Non-executive Director**
3. Vodafone Idea Limited: **Non-executive Director**

Directorship(s) in public companies: **6**

Committee position: **Chairman — Nil** **Member — 5**

Area of expertise

- Corporate Governance, Legal & Compliance
- Technology, Digitisation & Innovation
- Financial Literacy
- Risk Management
- General Management
- Strategic Expertise
- Human Resource Development
- Sustainability
- Industry Knowledge

Profile –

Mr. Sushil Agarwal is currently the Group Chief Financial Officer and Director, Aditya Birla Management Corporation Private Limited, the Group's apex management body. He serves as a Non-executive Director on the Board of several Group Companies including Hindalco Industries Limited, Grasim Industries Limited, Vodafone Idea Limited, Aditya Birla Capital Limited and Novel Jewels Limited. Mr. Agarwal is a member of the Business Review Council of the Group. In 2021, he was also appointed as a nominee Director at Zand Bank PJSC – a Dubai based first of its kind Digital Bank.

Mr. Agarwal has been with the Group for over 36 years and has the unique distinction of working closely with the former Chairman Late Mr. Aditya Vikram Birla and current Chairman Mr. Kumar Mangalam Birla. He has led various strategic initiatives of the Group, including M&A and restructurings. A strong advocate of corporate governance and trusteeship, he is widely acknowledged for his financial acumen and analytical skills.

In 2018, he was awarded as "India's Greatest CFO" at the Asia One India's Greatest Brands and Leaders Awards and as the "Business Leader Corporate CFO" at the 11th ICAI Awards. He has been recognised as one of the 'Top 10 Global CFO's – 2023' by CEO Insights Magazine. In 2024, he was also awarded the Life Time Achievement Award at Financial Express 'CFO' Award.

He was honoured with the 'Exceptional Contributor Award' in 2000 and 'Outstanding Leadership Award' in 2014 by the Chairman of Aditya Birla Group.

Mr. Sushil Agarwal is a qualified Chartered Accountant and holds a Master's Degree in Commerce.

MR. HARIKRISHNA AGARWAL
Executive Director, Managing Director



DIN: **09288720**

Age: **65 years**

Date of Appointment: **1st December 2021**

Term ending date: **30th November 2025***

Tenure : ~**3.5 years**

Shareholding: **66,470**

Board Memberships - Indian listed companies

Nil

Directorship(s) in public companies: **Nil**

Committee position: **Chairman — Nil** **Member — Nil**

Area of expertise

- Corporate Governance, Legal & Compliance
- Marketing
- Financial Literacy
- Risk Management
- General Management
- Strategic Expertise
- Industry Knowledge
- Sustainability
- Technology, Digitisation & Innovation

*Sought early retirement effective from the close of business hours of 31st March 2025.

Profile –

Mr. Harikrishna Agarwal is an accomplished industry veteran with over 4 decades of deep experience spanning diverse sectors. He served as Managing Director of Grasim Industries, the flagship Company of the Aditya Birla Group (ABG)and was also the Business Director of the Group's global Cellulosic Fibre business "Birla Cellulose' till 31st March 2025.

Mr. Agarwal has also served as a Director of Aditya Birla Management Corp. Pvt. Ltd., the apex body steering the Group's corporate strategy. Throughout his career, he has held leadership positions in Cement, Chemicals, Advanced Materials, and Cellulosic Fibre sectors, becoming a key figure in driving industry discussions and innovation.

A Chartered Accountant with an all-India rank, Mr. Agarwal, has completed a number of national and international management and leadership development programmes, including an Executive MBA from Sasin, Chulalongkorn University in Bangkok, and an AMP at Harvard. He received the Chairman's "Outstanding Leader Award" in 2012 and the "Certificate of Excellence" in 2021 for his outstanding contribution to Grasim's growth. He is passionate crusader for sustainability and circularity.

Notes:

1. Independent Directors are Non-executive Directors as defined under Regulation 16(1)(b) of the Listing Regulations and Section 149(6) of the Act.
2. In terms of Regulation 26(1) of the Listing Regulations:
   - Foreign companies, private limited companies and companies under section 8 of the Act are excluded for the purpose of considering the limit of directorship(s) and Committee membership(s).
   - The Committees considered for the purpose are Audit Committee and Stakeholders' Relationship Committee.
   - None of the Directors held Directorship in more than ten public limited companies and were members of more than ten committees or chairperson of more than five committees across all public limited companies in which they were Directors.
3. The number of directorship and committee positions is excluding our Company.
4. No Director is related to any other Director on the Board, except for:
   i. Mr. Kumar Mangalam Birla and Smt. Rajashree Birla, who are related to each other as son and mother respectively.
   ii. Ms. Ananyashree Birla is grand-daughter of Smt. Rajashree Birla, daughter of Mr. Kumar Mangalam Birla and elder sister of Mr. Aryaman Vikram Birla.
   iii. Mr. Aryaman Vikram Birla is grand-son of Smt. Rajashree Birla, son of Mr. Kumar Mangalam Birla and brother of Ms. Ananyashree Birla.
5. None of the Directors hold any convertible instruments of your Company.
6. Committees membership excludes chairmanship.
7. No Non-executive Director has attained the age of 75 years, except Smt. Rajashree Birla, for which the approval of the Members has been obtained by way of special resolution at the Annual General Meeting held on 20th August 2024.
8. List of core skills, expertise and competencies of the Board of Directors of the Company are forming part of this Integrated Report.

Role of the Board of Directors

Our Company's Board plays a primary role in ensuring good governance; smooth functioning of the Company and in the creation of stakeholders' value.

The Board's role, functions, responsibility and accountability are clearly defined. As the Board's primary role is fiduciary in nature, it is responsible for ensuring that the Company runs on sound ethical business practices and that the resources of the Company are utilised in a manner so as to create sustainable growth and value for the Company's members and the other stakeholders and also fulfil the aspirations of the society and the communities in which it operates.

The Board is duly supported by the Management in ensuring effective functioning of the Company. The Board monitors the Company's overall performance, directs and guides the activities of the Management towards the set goals and seeks accountability. The Board also sets standards of corporate behaviour, ensures transparency in corporate dealings and compliance with the laws and regulations. As a part of its function, the Board periodically reviews all the relevant information, which is required to be placed before it, pursuant to the Act and Listing Regulations and in particular, reviews and approves financial statements, corporate strategies, business plans, annual budgets, projects (including CSR projects) and capital expenditure.

Board Meetings and Procedures

The Board meets at regular intervals to discuss and decide on Company/business policy and strategy apart from other Board businesses. The Board/Committee Meetings are pre-scheduled and a tentative annual calendar of the Board and Committee Meetings is circulated to the Directors well in advance to facilitate them to plan their schedule and to ensure meaningful participation in the meetings. However, in case of a special and urgent business need, the Board's approval is taken by passing resolutions through circulation, as permitted by the Act, which are noted and confirmed in the subsequent Board Meeting.

The business deliberated and considered at the meetings of the Board and Committees generally include:

- quarterly and annual financial results;
- oversight of the performance of the business;
- declaration of dividend;
- development and approval of overall business strategy;
- annual operating and capital expenditure budget;
- review of the functioning of the Committees; and
- other strategic, transactional and governance matters as required under the Act, Listing Regulations and other applicable legislations.

The notice of the Board / Committee Meetings is given well in advance to all the Directors. Usually, Meetings of the Board / Committees are held in Mumbai. The Agenda of the Board / Committee Meetings is set by the Company Secretary in consultation with the Chairman and Managing Director of the Company and it is circulated a week prior to the date of the Meeting. The Board Agenda includes an Action Taken Report comprising of actions emanating from the previous Board Meetings and status updates thereof. The Agenda for the Board and Committee Meetings includes detailed notes on the items to be discussed at the Meeting to enable the Directors to take an informed decision and also covers items set out as per the guidelines in Listing Regulations to the extent it is relevant and applicable. Audio-Visual means are also used to facilitate those Directors who are travelling or located at other locations to participate in the Meetings. Prior approval from the Board is obtained for circulating the agenda items with shorter notice for matters that are considered to be in the nature of Unpublished Price Sensitive Information ('UPSI').

The Company Secretary attends all the Meetings of the Board and its Committees. The Company Secretary advises/ assures the Board and its Committees on Compliance and Governance principles and ensures appropriate recording of minutes of the Meetings.

The draft minutes of each Board/ Committee meetings are circulated to all Directors/ Members for their comments within 15 days from the date of the conclusion of the meeting. The Company Secretary, after incorporating comments, if any, received from the Directors/ Members, records the minutes of each Board/ Committee meeting within 30 days from conclusion of the meeting. The important decisions taken at the Board/ Committee meetings are communicated to the concerned departments promptly.

During the year, the Board met 6 (Six) times on 4th April 2024, 22nd May 2024, 9th August 2024, 27th August 2024, 14th November 2024 and 10th February 2025. The maximum interval between any two meetings held during the year did not exceed 120 days.

Details of attendance of Directors at the Board Meetings and at the last Annual General Meeting ('AGM') held during the year are as under:

Name of the Directors	Number of Board Meetings held during the tenure	Number of Board Meetings attended	Attended last AGM held on 20th August 2024
Mr. Kumar Mangalam Birla	6	5	Yes
Smt. Rajashree Birla	6	5	Yes
Ms. Ananyashree Birla	6	5	Yes
Mr. Aryaman Vikram Birla	6	6	Yes
Ms. Anita Ramachandran	6	6	Yes
Mr. N. Mohan Raj	6	6	Yes
Mr. Yazdi Piroj Dandiwala	6	5	Yes
Mr. Ashvin Dhirajlal Parekh[1]	3	3	NA
Mr. V. Chandrasekaran	6	6	Yes
Mr. Adesh Kumar Gupta	6	6	Yes
Mr. Haigreve Khaitan[2]	2	2	NA
Mr. Mukkavilli Jagannath[3]	2	2	NA
Mr. Sushil Agarwal	6	6	Yes
Mr. Harikrishna Agarwal	6	6	Yes
Dr. Thomas M. Connelly, Jr.[4]	3	3	Yes
Mr. Cyril Shroff[4]	3	1	No
Mr. Raj Kumar[5]	3	3	No

1. Appointed as an Independent Director w.e.f. 23rd August 2024.
2. Appointed as an Independent Director w.e.f. 26th September 2024.
3. Appointed as a Non-executive Director w.e.f. 26th September 2024
4. Ceased to be an Independent Director w.e.f. 22nd August 2024.
5. Mr. Raj Kumar, who retired by rotation at 77th Annual General Meeting of the Company did not offer himself for re-appointment.

Meeting of Independent Directors

A separate meeting of Independent Directors of the Company was held on 17th March 2025, without the presence of Non-independent Directors and the management, *inter alia*, to discuss:

- Evaluation of the performance of Non-independent Directors and the Board of Directors as a whole;
- Evaluation of the performance of the Chairman of the Company, taking into account the views of the Executive and Non-executive Directors; and
- Evaluation of the quality, quantity and timelines of flow of information between the Management and the Board, that is necessary for the Board to effectively and reasonably perform its duties.

The Independent Directors expressed satisfaction on the overall performance of the Directors and the Board as a whole. The Independent Directors also expressed satisfaction on the Board's freedom to express views on matters transacted at meetings and the manner in which the management discusses various subject matters specified in the agenda of meetings. Suggestions made by the Independent Directors were discussed at the Board meeting and are being implemented.

All Independent Directors are free from any business or other relationship that could materially influence their judgement. The Company has received declarations from all the Independent Directors confirming that they meet the criteria of independence as specified under Regulation 16(1)(b) of the Listing Regulations and Section 149(6) of the Act and they are qualified to act as Independent Directors. Independent Directors have also confirmed their registration with the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs in compliance with requirements of the Companies (Appointment and Qualification of Directors) Rules, 2014.

In terms of Regulation 25(8) of the Listing Regulations, Independent Directors have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective of independent judgement and without any external influence. In the opinion of the Board, the Independent Directors fulfil the conditions specified in the Listing Regulations and are independent of the management

Appointment/Re-appointment of Directors is subject to the members' approval. Directors hold office in accordance with the provisions of the law and the policy laid down by the Board from time-to-time. The Independent Directors are usually appointed for a fixed term of five years, subject to a maximum of 2 terms of five years and are not liable to retire by rotation. The Executive Director is appointed as per the provisions of the Act and serve in accordance with the terms of his contract of service with the Company. Non-executive Directors (except Independent Directors) are liable to retire by rotation and are eligible for re-appointment.

Retirement/Resignation of Non-executive/ Independent Directors

During the year, Mr. Cyril Shroff (DIN: 00018979) and Dr. Thomas M. Connelly, Jr (DIN: 03083495), Independent Directors of the Company, completed their second term of 5 years from close of business hours of 22nd August 2024. Also, Mr. Raj Kumar (DIN: 06627311), Non-Executive Director retired by rotation from the Board of Directors of the Company at the Annual General Meeting held on 20th August 2024.

Succession Planning

Our Company has an effective mechanism for succession planning which focuses on orderly succession of the Board and Senior Management team. The Nomination and Remuneration Committee implements this mechanism in concurrence with the Board. In addition, promoting Senior Management within the organisation fuels the ambitions of the talent force to earn future leadership roles.

Support of the Board

The Company Secretary plays a key role in ensuring that the Board (including Committees thereof) procedures are followed and regularly reviewed. The Company Secretary ensures that all relevant information, details and documents are made available to the Directors and Senior Management for effective decision-making at the meetings. The Company Secretary is primarily responsible to assist the Board in the conduct of affairs of the Company, to ensure compliance with applicable statutory requirements and to facilitate convening of meetings. The Company Secretary interfaces between the management and regulatory Authorities for governance matters and is also the Compliance Officer of the Company.

Code of Conduct

The Board of Directors has laid down a 'Code of Conduct for the Board Members and Senior Management' of our Company, which is available on the Company's website at https://www.grasim.com/upload/pdf/code-of-conduct.pdf. All Board Members and Senior Management Personnel have confirmed compliance with the Code of Conduct for the Board and Senior Management. A declaration to that effect signed by the Managing Director forms part of this Report.

Training, Induction and Familiarisation Programme

Letter of appointment, stipulating the terms of appointment, role, rights and responsibilities, are issued to the Independent Directors at the time of their appointment. In terms of the Listing Regulations, the terms and conditions of appointment of Independent Director are placed on the Company's website https://www.grasim.com/upload/pdf/terms_conditions_independent_director.pdf. When a Director joins the Board of the Company, our Company conducts introductory programme, *inter alia*, covering the nature of the industry in which the Company operates, business model of the Company, organisational set-up, functioning of various departments, internal control processes and relevant information pertaining to the Company. The Directors are familiarised with the Company's business, its operations, strategy, functions, policies and procedures at the Board and Committee meetings on regular basis. Changes in regulatory framework and its impact on the operations of the Company are also presented at the Board / Committee meetings. The Directors are also apprised about risk assessment and minimisation procedures.

All the Directors (including Independent Directors) have the freedom to interact with the Company's Senior Management Personnel to discuss the matters pertaining to the Company's affairs.

The details of familiarisation programme, imparted to the Independent Directors of the Company are available on the Company's website at https://www.grasim.com/Upload/PDF/familiarisation-programme-independent-directors.pdf.

Prevention of Insider Trading

In compliance with the provisions of the SEBI (Prohibition of Insider Trading) Regulations, 2015, as amended, the Company has formulated and adopted the 'Code of Conduct to regulate, monitor and report trading by designated persons in Listed or Proposed to be Listed Securities' of the Company ('the Insider Trading Code'). The object of the Insider Trading Code is to set framework, rules and procedures, which all concerned should follow, both in letter and spirit, while trading in listed or proposed to be listed securities of the Company. The Company has also adopted the Code of Practice and Procedures for Fair Disclosure of Unpublished Price Sensitive Information ('the Code') in line with the SEBI (Prohibition of Insider Trading) Amendment Regulations, 2018 and formulated a Policy for determination of 'legitimate purposes' as a part of the Code. The Code also includes policy and procedures for inquiry in case of leakage of UPSI and aims at preventing misuse of UPSI. The Code is available on the Company's website at https://www.grasim.com/Upload/PDF/pit-code-of-practice-and-procedures-for-fair-disclosures-upsi.pdf.

The policy and the procedures are periodically reviewed and revised from time to time and communicated to the Designated Persons. Trading window closure is intimated to all Designated Persons and to the Stock Exchanges in advance, whenever required. A digital platform is being maintained by the Company, which contains the names and other prescribed particulars of the persons covered under the Insider Trading Code. This online tracking mechanism for monitoring trade in the Company's securities by the 'Designated Persons' and their relatives helps in weekly detection and taking appropriate action, in case of any violation/non-compliance of the Company's Insider Trading Code. The Company Secretary is responsible for adherence to the Code.

Committees of the Board

The Board has constituted various Committees with specific terms of reference in line with the provisions of the Listing Regulations and the Act. The Board Committees play a vital role in improving the Board effectiveness in the areas where more focuses and extensive discussions are required.

The composition of the following Committees of the Board as on 31st March 2025 are as under:

Committees of the Board

Audit Committee

- **Mr. N. Mohan Raj** (Chairperson, Independent Director)
- Mr. Yazdi Piroj Dandiwala (Independent Director)
- Mr. V. Chandrasekaran (Independent Director)
- Mr. Harikrishna Agarwal* (Executive Director)
- Mr. Himanshu Kapania# (Executive Director)

Nomination and Remuneration Committee

- **Ms. Anita Ramachandran** (Chairperson, Independent Director)
- Mr. Kumar Mangalam Birla (Non-executive Director)
- Mr. Haigreve Khaitan (Independent Director)
- Mr. Adesh Kumar Gupta (Independent Director)

Stakeholders' Relationship Committee

- **Ms. Anita Ramachandran** (Chairperson, Independent Director)
- Mr. Yazdi Piroj Dandiwala (Independent Director)
- Mr. Harikrishna Agarwal* (Executive Director)
- Mr. Himanshu Kapania# (Executive Director)

Corporate Social Responsibility Committee

- **Smt. Rajashree Birla** (Chairperson, Non-executive Director)
- Ms. Anita Ramachandran (Independent Director)
- Mr. Harikrishna Agarwal* (Executive Director)
- Mr. Himanshu Kapania# (Executive Director)

Risk Management and Sustainability Committee

- **Mr. N. Mohan Raj** (Chairperson, Independent Director)
- Mr. V. Chandrasekaran (Independent Director)
- Mr. Ashvin Parekh (Independent Director)
- Mr. Harikrishna Agarwal* (Executive Director)
- Mr. Himanshu Kapania# (Executive Director)
- Mr. Jayant V. Dhobley (Member)
- Mr. Kapil Agarwal (Member)
- Mr. Rakshit Hargave* (Member)

Finance Committee

- **Mr. Harikrishna Agarwal*** (Chairperson, Executive Director)
- Mr. Sushil Agarwal# (Non-executive Director)
- Mr. Adesh Kumar Gupta (Independent Director)
- Mr V. Chandrasekaran (Independent Director)

PIT Regulation Committee

- **Mr. V. Chandrasekaran** (Chairperson, Independent Director)
- Mr. Yazdi Piroj Dandiwala (Independent Director)
- Mr. Harikrishna Agarwal* (Executive Director)
- Mr. Himanshu Kapania# (Executive Director)

Rights Issue Committee – 2023$

- Mr. V. Chandrasekaran (Independent Director)
- Mr. Adesh Kumar Gupta (Independent Director)
- Mr. Harikrishna Agarwal (Executive Director)

Chairperson | Member | Independent Director | Executive Director | Non-executive Director

*Ceases to be the member of the Committee w.e.f 31st March 2025.
#Appointed as the member of the Committee w.e.f. 1st April 2025.
$ Dissolved w.e.f. 31st March 2025

1. Audit Committee

Composition, Meetings and Attendance

The Audit Committee of the Board comprises of 3 Independent Directors and 1 Executive Director. The members of the Audit Committee are financially literate and have accounting or related financial management expertise. The composition of the Audit Committee complies with the requirements of the Listing Regulations and the Act.

During the year, 6 (Six) Audit Committee meetings were held on 22nd May 2024, 9th August 2024, 22nd October 2024, 14th November 2024, 10th February 2025 and 27th March 2025.

The details of composition and attendance as of the members at the Audit Committee meetings held during the financial year ended 31st March 2025 are as given below:

Name of the Members and Attendance	
MR. N. MOHAN RAJ Independent Director Chairman	●●●●●● / ●●●●●●
DR. THOMAS M. CONNELLY, JR.* Independent Director	●● / ●●
MR. YAZDI PIROJ DANDIWALA# Independent Director	●●●● / ●●●
MR. V. CHANDRASEKARAN Independent Director	●●●●●● / ●●●●●●
MR. HARIKRISHNA AGARWAL$ Executive Director	●●●●●● / ●●●●●●

No. of Meetings
- ● Held during the tenure
- ● Attended

*Ceased to be the member of the Committee w.e.f. 22nd August 2024
#Appointed as member of the Committee w.e.f. 23rd August 2024
$Ceased to be the member of the Committee w.e.f. 31st March 2025

During the year, the Audit Committee was reconstituted on 9th August 2024 and 10th February 2025.

The Chief Financial Officer of the Company and Chief Information Officer, Cellulosic Fibres are permanent invitees to the Audit Committee meetings. The Joint Statutory Auditors, the Internal Auditors and senior executives as it considers appropriate are also invited to the Audit Committee meetings. Cost Auditors are invited to the Audit Committee meetings, whenever matters relating to the Cost Audit are considered.

Mr. N. Mohan Raj, Chairman of the Audit Committee was present at the last AGM of the Company held on 20th August 2024.

The Audit Committee acts as a link between the management, the Statutory and Internal Auditors and the Board.

The Audit Committee monitors and effectively supervises the Company's financial reporting process with a view to provide accurate, timely and proper disclosure, maintain the integrity and quality of financial reporting. The Audit Committee, *inter alia*, also reviews, from time to time, the audit and internal control procedures, the accounting policies of the Company, annual compliances under SEBI (Prohibition of Insider Trading) Regulations, 2015, reviewing complaints under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and reviewing complaints received under Whistle-Blower Policy of the Company. The Committee also oversees the performance of the Internal and Statutory Auditors and recommends their appointment and remuneration to the Board.

The minutes of the Audit Committee Meetings were noted by the Board. The Chairman of the Audit Committee Meeting briefs the Board on the discussions held during the Audit Committee Meetings.

All the recommendations of the Audit Committee have been accepted by the Board.

Brief Description of the Terms of Reference

1. Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible;
2. Recommendation for appointment, remuneration and terms of appointment of Auditors of the Company;
3. Approval of payment to Statutory Auditors for any other services rendered by the Statutory Auditors;
4. Reviewing, with the management, the annual financial statements and auditors' report thereon before submission to the Board for approval, with particular reference to:

a) matters required to be included in the Directors' Responsibility Statements to be included in the Board's Report in terms of clause (c) of sub-section (3) of Section 134 of the Act;

b) changes, if any, in accounting policies and practices and reasons for the same;

c) major accounting entries involving estimates based on the exercise of judgement by the management;

d) significant adjustments made in the financial statements arising out of audit findings;

e) compliance with listing and other legal requirements relating to the financial statements;

f) disclosure of any related party transactions; and

g) modified opinion(s) in the draft audit report.

5. Reviewing, with the management, the quarterly financial statements before submission to the Board for approval;

6. Reviewing, with the management, the statement of uses/application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilised for the purposes other than those stated in the offer document/ prospectus/ notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue or preferential issue or qualified institutions placement, and making appropriate recommendations to the Board to take up steps in this matter;

7. Reviewing and monitoring the auditors' independence and performance, and effectiveness of audit process;

8. Approval or any subsequent modification of transactions of the Company with related parties;

9. Scrutiny of inter-corporate loans and investments;

10. Reviewing the utilisation of loans and / or advances from / investment by the holding Company in the subsidiary exceeding ₹ 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans/ advances/ investments existing as on the date of coming into force of this provision;

11. Valuation of undertakings or assets of the Company, wherever it is necessary;

12. Evaluation of internal financial controls and risk management systems;

13. Monitoring the end use of funds raised through public offers and related matters;

14. Reviewing, with the management, performance of statutory and Internal Auditors, adequacy of the internal control systems;

15. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;

16. Discussion with Internal Auditors of any significant findings and follow up thereon;

17. Reviewing the findings of any internal investigations by the Internal Auditors into the matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;

18. Discussion with Statutory Auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;

19. To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;

20. To review the functioning of the Whistle-Blower Mechanism;

21. In consultation with the Internal Auditors, formulate the scope, functioning, periodicity and methodology for conducting the internal audit;

22. Approval of appointment of CFO after assessing the qualifications, experience and background, etc. of the candidate; and

23. Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation, etc., on the Company and its shareholders; and

24. Carrying out any other function as is mentioned in the terms of reference of the Audit Committee.

The Audit Committee mandatorily reviews the following information:

1. Management Discussion and Analysis of financial condition and results of operations;

2. Financial statements, in particular, the investments made by the unlisted subsidiary companies;

3. Statement of significant related party transactions (as defined by the Audit Committee), submitted by the management;

4. Management letters / letters of internal control weaknesses issued by the Statutory Auditors;
5. Internal audit reports relating to internal control weaknesses;
6. Appointment, removal and terms of remuneration of the Internal Auditors;
7. Statement of deviations:
   a) quarterly statement of deviation(s), including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Listing Regulation;
   b) annual statement of funds utilised for the purposes other than those stated in the offer document / prospectus / notice in terms of Listing Regulation.
8. Any show cause, demand, prosecution and penalty notices against the Company or its Directors which are materially important, including any correspondence with regulators or government agencies and any published reports which raise material issues regarding the Company's financial statements or accounting policies;
9. Any material default in financial obligations by the Company; and
10. Any significant or important matters affecting the business of the Company.

Vigil Mechanism / Whistle-Blower Policy:

Our Company has adopted Whistle-Blower Policy that provides a formal vigil mechanism for Directors and Employees to report genuine concerns about the unethical behaviour, actual or suspected frauds of violation of the Company's Code of Conduct or Ethics Policy. The said mechanism also provides for direct access to the Chairman of the Audit Committee in appropriate or exceptional cases. No personnel has been denied access to the Audit Committee. The policy provides for adequate safeguards against victimisation and all personnel have access to the Audit Committee. The Whistle-Blower Policy is available on the Company's website at https://www.grasim.com/upload/pdf/whistle_blower_policy.pdf. The Policy is in line with the Company's Code of Conduct, Vision and Values.

2. Nomination and Remuneration Committee

Composition, Meetings and Attendance

The Nomination and Remuneration Committee ('NRC') comprises of 3 Independent Directors and 1 Non-executive Director. The composition of the NRC complies with the requirements of the Listing Regulations and the Act.

During the year, 4 (Four) NRC meetings were held on 22nd May 2024, 9th August 2024, 27th August 2024 and 10th February 2025.

All the recommendations of the NRC have been accepted by the Board.

The details of composition and attendance of the members at the NRC meetings held during the financial year ended 31st March 2025 are as given below:

Name of the Members and Attendance	
MS. ANITA RAMACHANDRAN Independent Director Chairperson	●●●● / ●●●●
MR. KUMAR MANGALAM BIRLA Non-Executive Director	●●●● / ●●●●
MR. CYRIL SHROFF* Independent Director	●● / ●
MR. HAIGREVE KHAITAN# Independent Director	● / ●
MR. ADESH KUMAR GUPTA Independent Director	●●●● / ●●●●

No. of Meetings
- ● Held during the tenure
- ● Attended

*Ceased to be the member of the Committee w.e.f. 22nd August 2024

#Appointed as member of the Committee w.e.f. 26th September 2024

During the year, the NRC was reconstituted on 9th August 2024.

Brief Description of the Terms of Reference

1. Formulate the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board a policy relating to, the remuneration of the Directors, Key Managerial Personnel and other employees;
2. Formulate the criteria for effective evaluation of performance of the Board, its Committees and individual Directors and review its implementation and compliance;
3. Devise a policy on diversity of the Board;
4. Identify persons who are qualified to become Directors and who may be appointed in Senior Management in accordance with the criteria laid down, and recommend to the Board their appointment and removal;
5. To consider whether to extend or continue the term of appointment of Independent Directors, on the basis of the report of performance evaluation of Independent Directors;
6. Set the level and composition of remuneration which is reasonable and sufficient to attract, retain and motivate Directors and Senior Management of the quality required to run the Company successfully;
7. Set the relationship of remuneration to performance;
8. Check whether the remuneration provided to Directors, Key Managerial Personnel and Senior Management includes a balance between fixed and incentives pay reflecting short-term and long-term performance objectives appropriate to the working of the Company and its goals;
9. Review and implement succession plans for Managing Director, Executive Directors and Senior Management;
10. Review and make recommendations to the Board with respect to any incentive-based compensation and equity-based plans that are subject to the Board or shareholder approval (including broad-based plans); and
11. Recommend to the Board, all remuneration, in whatever form, payable to Senior Management.

Performance Evaluation

The Board carries out annual performance evaluation of its own performance, the Directors individually, as well as the evaluation of the working of its Committees as mandated under the Act, the Listing Regulations and the Executive Remuneration Policy of the Company, as amended from time to time. The performance evaluation of Non-independent Directors and the Board as a whole was carried out by the Independent Directors. The performance of the Chairman of the Board was also reviewed, taking into account the views of the Executive, Non-executive and Independent Directors.

The evaluation is based on criteria which includes, among others, attendance and preparedness for the meetings, participation in deliberations, understanding the Company's business and that of the industry and guiding the Company in decisions affecting the business and additionally based on the roles and responsibilities as specified in Schedule IV of the Act.

Structured questionnaires were circulated to the Directors for providing feedback on functioning of the Board, Committees and the Chairman of the Board. Based on the inputs received, action plans are drawn up in consultation with the Directors to encourage greater participation and deliberations at the meetings and bringing to the table their experience and guidance in further improving the performance of your Company.

The performance of the Independent Directors is evaluated, with emphasis on:

- Time invested in understanding our Company and its unique requirements;
- External knowledge and perspective;
- Views expressed on the issues discussed at the Board; and
- Keeping updated on areas and issues that are likely to be discussed at the Board.

Remuneration Policy

The Board has, on the recommendation of the NRC, framed a policy on Remuneration of Directors and Senior Management Personnels, which is available on the Company's website at https://www.grasim.com/upload/pdf/ABG-executive-remuneration-philosophy-policy.pdf. Performance Review System is primarily based on competencies and values. The Company closely monitors growth and development of top talent in the Company to align personal aspiration with the organisation's goal.

Remuneration of Directors and Others

Our Company's executive remuneration philosophy supports the design of programmes that align executive rewards including incentive programmes, retirement benefit programmes promotion and advancement opportunities, with the long term success of our Company's stakeholders.

The executive remuneration policy is designed to attract, retain, and reward talented executives who contribute to our Company's long-term success and thereby build value

for stakeholders. It is intended to provide for monetary and non-monetary remuneration elements on a holistic basis; emphasise "pay for performance" by aligning incentives with business strategies to reward executives who achieve or exceed business and individual goals.

Executive pay practices and levels are dynamically tracked and aligned with peer companies in similar industries, geographies, size and function. Our Company aims to provide competitive remuneration opportunities to its executives by positioning target total remuneration (including perks and benefits, annual incentive pay-outs, long-term incentive payouts at target performance) and target total cash compensation (including annual incentive pay-outs) at target performance directionally between median and top quartile of the primary talent market. It recognises the size and scope of the role and the market standing, skills and experience of incumbents while positioning its executives. Our Company uses secondary market data only as a reference point for determining the types and amount of remuneration while principally believing that target total remuneration packages should reflect the typical cost of comparable executive talent available in the sector.

The remuneration involves a balance between fixed and incentive pay, reflecting short and long-term performance objectives appropriate to the working of our Company and its goals. A material proportion of compensation for Senior Management is performance based - 25% to 40% of compensation. It increases as the employee grows in the organisation and takes up roles of higher responsibility. The more senior the role, the weightage of business performance on the variable pay also increases in comparison to unit performance and individual performance. This ensures a competitive pay-mix which aims to strike the appropriate balance between key components: (i) Fixed Cash compensation (Basic Salary + Allowances) (ii) Annual Incentive Plan (iii) Long-Term Incentives (iv) Perks and Benefits.

Annual incentive plan pay-outs of executives are linked to relevant financial and operational metrics achievement, ESG performance and their individual performance. Financial and operational metrics are annually aligned with priorities / focus areas for the business. Long-term incentive plans incentivise stretch performance, link executive remuneration to sustained long term growth and act as a retention and reward tool. Stock options are used as the primary long-term incentive vehicles as our Company believes that they best align executive incentives with stakeholder interests. Our Company also grants performance stock units as a secondary long-term incentive vehicle, to motivate and retain its executives. The ratio of stock options and performance stock units is generally 75:25.

Our Company has integrated climate change and sustainability targets in the key responsibility areas ("KRAs") of the Executive Director and Senior Management Personnel. Thus, emission reduction targets and other improvement targets related to climate change are also linked with the incentives provided.

Non-executive Directors' Remuneration

Based on the recommendation of the NRC Committee, all decisions relating to remuneration of Directors are taken by our Company's Board in accordance with the shareholder's approval, wherever necessary.

Sitting fees are paid as under:

Board/Committee	Sitting Fee Per Meeting (₹)
Board	50,000/-
Audit Committee and Rights Issue Committee 2023	25,000/-
All other Committees	20,000/-

In addition to the sitting fees, our Company also pays commission to the Non-executive Directors of an amount not exceeding 1% per annum of the net profit of our Company. The amount of commission payable is determined after assigning weightage to various factors, which, *inter alia*, include providing strategic perspective, Chairmanship and contributions made by the Directors, type of meeting and responsibilities under various statutes, performance evaluation, etc. Based on the performance evaluation of each Director and the remuneration policy, the Board has recommended an amount of ₹ 250 lakh as commission to be paid to the Non-executive Directors for the financial year 2024-25.

Details of remuneration paid / to be paid to the Non-executive Directors for FY 2024-25 are as under:

(₹ in lakh)

Name of the Directors	Commission	Sitting Fees (for Board and the Committees)
Mr. Kumar Mangalam Birla	-	3.30
Smt. Rajashree Birla[1]	53	2.90
Ms. Ananyashree Birla	10	2.50
Mr. Aryaman Vikram Birla	12	3.00
Ms. Anita Ramachandran	24	4.60
Mr. N. Mohan Raj	26	5.10
Mr. Yazdi Piroj Dandiwala	21	4.05
Mr. Ashvin Dhirajlal Parekh[2]	9	1.90
Mr. V. Chandrasekaran	32	6.85
Mr. Adesh Kumar Gupta	22	5.15
Mr. Haigreve Khaitan[3]	5	1.20
Mr. Mukkavilli Jagannath[4]	4[$]	1.00[$]
Mr. Sushil Agarwal	12	3.00
Dr. Thomas M. Connelly, Jr.[5]	10	2.20
Mr. Cyril Shroff[5]	4	0.70
Mr. Raj Kumar[6]	6[#]	1.50[#]
Total	**250**	**48.95**

[1] Smt. Rajashree Birla, leads the entire CSR initiatives and monitors its implementation for the Company. She is deeply involved in identifying and planning the areas of social impact and then closely monitors the progress of such CSR activities. For her exemplary contributions, she has won many awards and accolades the most outstanding one has been that of the Government of India which bestowed the 'Padma Bhushan' Award in 2011 on Smt. Rajashree Birla in the area of 'Social Work'. Profile of Smt. Rajashree Birla, mentioned above highlights her social work.

[2] Appointed as an Independent Director w.e.f. 23rd August 2024.

[3] Appointed as an Independent Director w.e.f. 26th September 2024.

[4] Appointed as Non-executive Director w.e.f. 26th September 2024.

[5] Ceased to be an Independent Director w.e.f. 22nd August 2024.

[6] Mr. Raj Kumar, who was liable to retire by rotation at the 77th Annual General Meeting of the Company did not offer himself for re-appointment.

[$] Sitting fees of ₹ 1 lakh and commission for 2024-25 will be paid to LIC.

[#] Sitting fees of ₹ 1.50 lakh paid to Mr Raj Kumar and commission for FY 2024-25 will be paid to LIC.

Notes:

There were no pecuniary relationships or transactions between our Company and its Non-executive / Independent Directors during the year.

Remuneration to Executive Directors

The NRC Committee while recommending to the Board the remuneration of Executive Director, considers the performance of the business, individual performance, practices followed in other similar sized companies, among others, while also ensuring that the remuneration is in compliance with the terms and conditions of appointment as approved by the Members. All decisions relating to the remuneration of Executive Director are taken by the Board based on the remuneration policy and in terms of the resolution passed by the Members of our Company.

The details of remuneration paid to the Executive Director are as follows:

Name of the Executive Director	Salary, Benefits, Bonus, Pension, etc., paid during the Year (₹ in lakh)	Performance-linked Incentive paid during the Year[1] (₹ in lakh)	Perquisite value of stock options/RSUs exercised during the year (₹ in lakh)
Mr. Harikrishna Agarwal, Managing Director	1,010.39	375.06	89.05

1. The Board has approved payment of performance - linked variable pay for the FY 2023-24 as aforesaid to the Managing Director on achievement of the target.
2. **Service Contract, Notice Period and Severance Fee:** The Managing Director's appointment may be terminated by three months' notice in writing on either side and no severance fees is payable to the Managing Director of the Company.
3. During the period under review, in terms of the Company's Employee Stock Option and Performance Stock Unit ('PSU') Scheme 2022 (ESOS 2022), Mr. Harikrishna Agarwal has been granted 42,788 Options and 5,211 PSUs. No Options and Restricted Stock Units ('RSUs') have lapsed in terms of the Company's Employee Stock Option Scheme 2018 (ESOS 2018). In terms of the Company's ESOS 2018, Mr. Harikrishna Agarwal has exercised 4,743 Options.

Employee Stock Options Scheme (ESOS)

a) ESOS-2013

During the year, the Stakeholders' Relationship Committee of the Board allotted 30,440 equity shares of ₹ 2 each of the Company to Stock Option Grantees, pursuant to the exercise of the Stock Options and RSUs under ESOS-2013. During the year, ESOS-2013 has been completed.

b) ESOS- 2018

During the year, 3,62,685 equity shares were transferred from the Grasim Employees' Welfare Trust ('Trust') account to the employees account due to exercise of Stock Options and RSUs by the grantees under ESOS-2018.

c) ESOS 2022

During the year, the NRC of the Board approved grant of 3,54,938 Stock Options and 98,137 PSUs to the eligible employees, including Managing Director of the Company, under ESOS-2022.

During the year, 11,703 equity shares were transferred from the Trust account to the employees account due to exercise of Stock Options and RSUs by the grantees under ESOS-2022.

The ESOS-2018 and ESOS-2022 are being administered through the Trust.

The details of Stock Options and RSUs granted pursuant to ESOS-2013 and ESOS-2018 and Stock Options and PSUs granted pursuant to ESOS-2022, and the other disclosures in compliance with the provisions of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, are available on our Company's website at https://www.grasim.com/Upload/PDF/esos-disclosure-2024.pdf.

A certificate from the Secretarial Auditor, with respect to implementation of our Company's ESOS, will be available at the ensuing AGM for inspection by the Members.

Directors and Officers Insurance:

In line with the requirements of Regulation 25(10) of the Listing Regulations, the Company has in place a Directors and Officers Insurance Policy ('D&O') for all its Directors (including Independent Directors) and Members of the Senior Management for such quantum and for such risks as determined by the Board.

3. Stakeholders' Relationship Committee

Composition, Meeting and Attendance

The Stakeholders' Relationship Committee ('SRC') comprises of 2 Independent Director and 1 Executive Director. The composition of the SRC complies with the requirements of the Listing Regulations and the Act.

During the year, 2 (Two) SRC meetings were held on 22nd October 2024 and 18th March 2025.

The details of composition and attendance of the members at the SRC meetings held during the financial year ended 31st March 2025 are as given below:

Name of the Members and Attendance	No. of Meetings	
	Held during the tenure	Attended
MS. ANITA RAMACHANDRAN Independent Director Chairperson	2	2
MR. YAZDI PIROJ DANDIWALA Non-executive Director	2	2
MR. HARIKRISHNA AGARWAL* Executive Director	2	1

*Ceased to be the member of the Committee w.e.f. 31st March 2025

During the year, the SRC was reconstituted on 10th February 2025.

Brief Description of the Terms of Reference

1. To monitor complaints received by the Company from its Shareholders, Debenture holders, other security holders, Securities and Exchange Board of India ('SEBI'), Stock Exchanges, Ministry of Corporate Affairs, Registrar of Companies, etc. and action taken by the Company for redressing the same;
2. To approve allotment of shares, debentures or any other securities as per the authority conferred / to be conferred to the Committee by the Board from time to time;
3. To approve requests for transposition, deletion, consolidation, sub-division, change of name, dematerialisation, rematerialisation, etc. of shares, debentures and other securities;
4. To authorise Officers of the Company to approve requests for transposition, deletion, consolidation, sub-division, change of name, dematerialisation, rematerialisation, etc. of shares, debentures and other securities;
5. To approve and ratify the action taken by the authorised officers of the Company in compliance of the requests received from the shareholders / investors for issue of duplicate/ replacement / consolidation / sub-division, dematerialisation, rematerialisation and other purposes for the shares, debentures and other securities of the Company;

6. To monitor and expedite the status and process of dematerialisation and rematerialisation of shares, debentures and other securities of the Company;
7. To give directions for monitoring the stock of blank stationery and for printing of stationery required by the Secretarial Department of the Company from time to time for issuance of share certificates, debenture certificates, allotment letters, dividend warrants, pay orders, cheques and other related stationery;
8. To review the measures taken to reduce the quantum of unclaimed dividend / interest and ensuring timely receipt of dividend warrants/ Annual Reports/ statutory notices by the shareholders of the Company;
9. To resolve grievances of security holders including complaints related to transfers / transmission of shares, non-receipt of Annual Report, non-receipt of dividends, issue of new / duplicate certificates, general meetings, etc.;
10. To review measures taken for effective exercise of voting rights by shareholders;
11. To review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Transfer Agent; and
12. To perform such other acts, deeds, and things as may be delegated to the Committee by the Board from time to time.

Shareholders' Complaints

The number of shareholders' complaints received and resolved as on 31st March 2025 is given in the 'Shareholders' Information' section, which forms an integral part of this Annual Report.

Compliance Officer

Mr. Sailesh Kumar Daga, Company Secretary acts as the Compliance Officer of the Company. The Compliance Officer briefs the SRC on the grievances / queries of the investors and the steps taken by the Company for redressing their grievances. The Compliance Officer can be contacted at: Grasim Industries Limited, Aditya Birla Centre, 'A' Wing, 2nd Floor, S. K. Ahire Marg, Worli, Mumbai – 400 030 Tel: +91-22-66525000, +91-22-24995000, E-mail: grasim.secretarial@adityabirla.com

4. Corporate Social Responsibility Committee

Composition, Meeting and Attendance

The Corporate Social Responsibility Committee ('CSR Committee') comprises of 1 Non-executive Director, 1 Independent Director and 1 Executive Director. The Composition of the CSR Committee complies with the requirements of the Act. The CSR Committee recommends to the Board the CSR activities to be undertaken during the year and the amount to be spent on these activities and monitor its progress.

During the year, 2 (Two) CSR Committee meetings were held on 14th November 2024 and 19th March 2025.

The CSR Report forms an integral part of this Annual Report.

All the recommendations of the CSR Committee have been accepted by the Board.

The details of composition and attendance of the members at the CSR Committee meetings held during the financial year ended 31st March 2025 are as given below:

Name of the Members and Attendance	No. of Meetings	
	Held during the tenure	Attended
SMT. RAJASHREE BIRLA Non-executive Director Chairperson	● ●	● ●
MS. ANITA RAMACHANDRAN Independent Director	● ●	● ●
MR. HARIKRISHNA AGARWAL* Executive Director	● ●	● ●

*Ceased to be the member of the Committee w.e.f. 31st March 2025

During the year, the CSR Committee was reconstituted on 10th February 2025.

Dr. Pragnya Ram, Group Executive President, CSR is a permanent invitee to the CSR Committee meetings.

5. Risk Management and Sustainability Committee

Composition, Meeting and Attendance

The Risk Management and Sustainability Committee ('RMSC') comprises of 3 Independent Directors, 1 Executive Director and 3 Senior Executives of the Company. The Composition of RMSC complies with the requirements of the Listing Regulations.

During the year, 3 (Three) meetings of the RMSC were held on 27th June 2024, 16th October 2024 and 17th March 2025.

The Board's Report and Management Discussion and Analysis Report set out the risks identified and mitigation plans thereof.

The details of composition and attendance of the members at the RMSC meetings held during the financial year ended 31st March 2025 are as given below:

Name of the Members and Attendance	
MR. N. MOHAN RAJ Independent Director Chairman	●●● ●●●
DR. THOMAS M. CONNELLY, JR.* Independent Director	● ●
MR. ASHVIN PAREKH# Independent Director	●● ●●
MR. V. CHANDRASEKARAN Independent Director	●●● ●●●
MR. HARIKRISHNA AGARWAL$ Executive Director	●●● ●●●
MR. JAYANT V. DHOBLEY Business Head - CFI	●●● ●●●
MR. RAKSHIT HARGAVE$ CEO - Paints	●●● ●●●
MR. KAPIL AGARWAL Business Head - Textile	●●● ●●●

No. of Meetings
- ● Held during the tenure
- ● Attended

*Ceased to be the member of the Committee w.e.f. 22nd August 2024
#Appointed as the member of the Committee w.e.f. 23rd August 2024
$Ceased to be the member of the Committee w.e.f. 31st March 2025

During the year, the RMSC was reconstituted on 9th August 2024 and 10th February 2025.

The Chief Financial Officer and Chief Sustainability Officer are the Permanent Invitees to the RMSC Meetings.

Recommendations, if any, of the RMSC have been accepted by the Board.

Brief Description of the Terms of Reference

1. To formulate Risk Management Policy and implement Risk Management Framework for identifying, assessing, monitoring, reviewing and devising mitigation plans in respect of the internal and external risks associated with the Company including financial, operational, sectoral, sustainability, cyber security risks, or any other risk;
2. To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
3. To review Risk Management Policy from time to time;
4. Overseeing the Company's sustainability performance and ensuring adequacy of the Company's sustainability framework;
5. Advising the Board on sustainability policies and management systems;
6. Ensuring effective implementation of governance, advocacy and public relation mechanisms and practices related to Sustainability;
7. Evaluating emerging sustainability risks in terms of intensity and impact, in turn, guiding the management on reasonable avoidance of adversities likely to pose a threat to sustained growth; and
8. Advising the Board to enable it to discharge its responsibilities, having regard to the law and the expected international standards of sustainability and stakeholder governance.

6. Finance Committee

Composition, Meetings and Attendance

The Finance Committee of the Board of Directors comprises of 2 Independent Director and 1 Executive Director.

During the year, 3 (Three) Finance Committee meetings were held on 9th October 2024, 11th December 2024 and 18th March 2025.

The details of composition and attendance of the members at the Finance Committee meetings held during the financial year ended 31st March 2025 are as given below:

Name of the Members and Attendance	
MR. HARIKRISHNA AGARWAL* Executive Director Chairman	●●● ●●
MR. ADESH KUMAR GUPTA Independent Director	●●● ●●●
MR. V CHANDRASEKARAN Independent Director	●●● ●●●

No. of Meetings
- ● Held during the tenure
- ● Attended

*Ceased to be the member of the Committee w.e.f. 31st March 2025

During the year, the Finance Committee was reconstituted on 10th February 2025.

The Finance Committee is authorised to exercise all powers and discharge all functions relating to working capital management, foreign currency contracts, operation of bank accounts and authorising officers of the Company to deal in matters relating to GST, Income Tax, Customs and any other matters as delegated by the Board from time to time.

7. PIT Regulation Committee

Composition, Meetings and Attendance

The PIT Regulation Committee comprises of 2 Independent Directors and 1 Executive Director.

During the year, 2 (Two) PIT Regulation Committee Meetings were held on 22nd October 2024 and 18th March 2025.

The details of composition and attendance of the members at the PIT Regulation Committee Meetings held during the financial year ended 31st March 2025 are as given below:

Name of the Members and Attendance	
MR. V. CHANDRASEKARAN Independent Director Chairman	●● / ●●
MR. YAZDI PIROJ DANDIWALA Independent Director	●● / ●●
MR. HARIKRISHNA AGARWAL* Executive Director	●● / ●

No. of Meetings
- Held during the tenure
- Attended

*Ceased to be the member of the Committee w.e.f. 31st March 2025

During the year, the PIT Regulation Committee was reconstituted on 10th February 2025.

8. Rights Issue Committee

Composition, Meetings and Attendance

The Rights Issue Committee – 2023 ("RIC") comprises of 2 Independent Directors and 1 Executive Director.

During the year, 3 (Three) RIC Meetings were held on 9th August 2024, 14th November 2024 and 6th February 2025.

The details of composition and attendance of the members at the RIC meetings held during the financial year ended 31st March 2025 are as given below:

Name of the Members and Attendance	
MR. V. CHANDRASEKARAN Independent Director	●●● / ●●●
MR. ADESH KUMAR GUPTA Independent Director	●●● / ●●●
MR. HARIKRISHNA AGARWAL* Executive Director	●●● / ●●●

No. of Meetings
- Held during the tenure
- Attended

*Ceased to be the member of the Committee w.e.f. 31st March 2025

The RIC was dissolved w.e.f. 31st March 2025.

The Company Secretary acts as the Secretary to all the above mentioned Committees.

Details of Key Managerial Personnel and Senior Management, including changes during the year:

Sr No	Name	Designation
Key Managerial Personnel		
1	Mr. Pavan Kumar Jain	Chief Financial Officer
2	Mr. Sailesh Kumar Daga	Company Secretary & Compliance Officer
Senior Management*		
3	Mr. Kapil Agrawal	Business Head - Textiles
4	Mr. Rajesh Balakrishnan	Chief Executive Officer – Specialty Chemicals
5	Mr. Saugata Chakravarty	Chief Legal Officer
6	Mr. Omprakash Chitlange (Till 27th January 2025)	Chief Executive Officer – Cellulosic Fashion Yarn
7	Mr. Jayant V Dhobley	Business Head – Chemicals, Cellulosic Fashion Yarn and Insulators
8	Mr. Jayant Dua	Business Head – Solar & Textiles
9	Mr. Satyaki Ghosh (w.e.f. 28th January 2025)	Chief Executive Officer – Cellulosic Fashion Yarn
10	Mr. Rakshit Hargave	Chief Executive Officer – Paints
11	Mr. Himanshu Kapania	Business Head - Paints
12	Mr. Manoj Kedia	Chief Financial Officer – Chemicals, Cellulosic Fashion Yarn and Insulators
13	Mr. Suresh Kodali	Chief Operating Officer – Cellulosic Fibre
14	Mr. Sandeep Komaravelly	Chief Executive Officer – Birla Pivot (B2B E-Commerce)
15	Mr. Vadiraj Kulkarni (w.e.f. 1st October 2024)	Business Head – Cellulosic Fibre
16	Mr. Ashok Machher	Chief Financial Officer – Textiles
17	Ms. Anupama Mohan	Chief Human Resource Officer – Cellulosic Fibre
18	Mr. Anindya Mukherjee	Chief Information Officer – Cellulosic Fibre
19	Dr. Aspi Patel	Chief Technology Officer – Cellulosic Fibre
20	Mr. Anil Rustogi	Chief Financial Officer – Cellulosic Fibre
21	Mr. Manmohan Singh	Chief Marketing Officer – Cellulosic Fibre
22	Mr. Surya Valluri	Chief Sustainability Officer
23	Mr. Sanjay Kumar Verma	Unit Head – Cellulosic Fibre, Kharach and Vilayat

*In alphabetical order.

Subsidiary Companies

UltraTech Cement Limited ('UTCL') and Aditya Birla Capital Limited ('ABCL') are the material listed subsidiaries of the Company. The Company does not have any material unlisted Indian subsidiary Company as defined under the Listing Regulations. The Company has formulated a Policy for Determining Material Subsidiaries, which is available on the Company's website at https://www.grasim.com/upload/pdf/Grasim_Policy_Material_Subsidiary_Cos.pdf.

The Audit Committee reviews the financial statements of the subsidiary companies and, in particular, the investments made by the unlisted subsidiary companies. The minutes of the Board meetings as well as statements of all significant transactions of the unlisted subsidiary companies are placed before the Board of the Company for its review.

General Body Meetings

Details of the General Meetings of the Company held during the last 3 years are as follows:

Financial Year/Type of Meeting	Date and Time	Location	Particulars of Special Resolution
2021-22 NCLT Convened Meeting	16th April 2021, 3:00 p.m. (Equity Shareholders) 4:00 p.m. (Secured Creditors) 5:00 p.m. [Unsecured Creditors (including unsecured debenture holders)]	Through Video Conference/ Other Audio-Visual Means	• Approval of the Scheme of Arrangement between Grasim Industries Limited and Indorama India Private Limited and their respective shareholders and creditors.
2021-22 75th Annual General Meeting	29th August 2022, 11:30 a.m.	Through Video Conference/ Other Audio-Visual Means	• Continuation of Smt. Rajashree Birla as a Non-executive Director of the Company. • Continuation of Mr. Shailendra K. Jain as a Non-executive Director of the Company. • Appointment of Ms. Anita Ramachandran as an Independent Director for a second term. • Adoption of the Grasim Industries Limited Employee Stock Option and Performance Stock Unit Scheme 2022. • Extending the benefits of the Grasim Industries Limited Employee Stock Option and Performance Stock Unit Scheme 2022 to the employees of the Group companies, including subsidiary and associate companies of the Company. • Approval of (a) the use of the trust route for the implementation of the Grasim Industries Limited Employee Stock Option and Performance Stock Unit Scheme 2022 (the Scheme 2022); (b) secondary acquisition of the equity shares of the Company by the trust; and (c) grant of financial assistance/ provision of money by the Company to the trust to fund the acquisition of its equity shares, in terms of the Scheme 2022.
2022-23 76th Annual General Meeting	25th August 2023 11:30 a.m.	Through Video Conference/ Other Audio-Visual Means	-
2023-24 77th Annual General Meeting	20th August 2024 11:00 a.m.	Through Video Conference/ Other Audio-Visual Means	• Continuation of Smt. Rajashree Birla (DIN: 00022995) as a Non-executive Director of the Company. • Appointment of Mr. Haigreve Khatian (DIN: 00005290) as an Independent Director of the Company. • Appointment of Mr. Ashvin Dhirajlal Parekh (DIN: 06559989) as an Independent Director of the Company

Postal Ballot

i. Details of special resolutions passed by Postal ballot:

The Company has conducted a postal ballot dated 15th March 2024 for appointment of Mr. N. Mohan Raj as an Independent Director of the Company for a second term, results of which were announced on 17th April 2024.

ii. Details of Voting Pattern:

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of Votes	% of Votes	No. of Votes	% of Votes
E-Voting	66,18,57,651	48,23,54,585	42,74,66,337	88.62	5,48,88,248	11.38

iii. Person who conducted the aforesaid postal ballot exercise:

Ms. Shivangini Gohel, Practicing Company Secretary (ACS 25740 & C.P. No. 9205) conducted the aforesaid postal ballot exercise in a fair and transparent manner.

iv. Whether any special resolution is proposed to be conducted through postal ballot:

The following Special Resolutions are proposed to be passed by way of Postal Ballot:

i. Appointment of Mr. Himanshu Kapania (DIN: 03387441) as a Managing Director of the Company.

ii. Payment of remuneration to Mr. Harikrishna Agarwal (DIN:09288720), former Managing Director of the Company.

v. Procedure followed for Postal Ballot:

The postal ballot was carried out as per the provisions of Sections 108 and 110 and other applicable provisions of the Act, read with the Rules framed thereunder and Regulation 44 of the Listing Regulations, Secretarial Standard-2 on General Meetings ('SS-2') read with the Rules framed thereunder and read with the General Circular nos. 14/2020 dated 8th April 2020, 17/2020 dated 13th April 2020 and subsequent circulars issued in this regard, the latest being 9/2024 dated 25th September 2023, respectively issued by the Ministry of Corporate Affairs.

Means of Communication

- Copies of the press release, quarterly presentations on the Company's performance, official news release and presentation made to Institutional Investors/Analysts are hosted on the Company's website at www.grasim.com and the Group's website at www.adityabirla.com.
- Quarterly Results: Results are generally published in:

Newspaper	Cities of Publication
Business Standard	All Editions
Nai Dunia	Indore Edition

Results are displayed on the Company's website at https://www.grasim.com/investors/results-reports-and-presentations and at www.adityabirla.com

- After the quarterly Financial Results approved the Company organises earnings call with the analysts and investors and the transcripts of the same are thereafter uploaded on the website at https://www.grasim.com/investors/results-reports-and-presentations.
- Disclosures pursuant to various provisions of the Listing Regulations, as applicable, are promptly communicated to the Stock Exchanges where the securities of the Company are listed, and are also displayed on the Company's website at https://www.grasim.com/investors/results-reports-and-presentations.
- The Company has engaged KFin Technologies Limited to enable Members to attend the AGM through video conference ('VC')/other audio-visual means ('OAVM') or view the live webcast of the AGM at https://emeetings.kfintech.com.

Disclosures

(i) Details of materially significant Related Party Transactions that may have a potential conflict with the interest of the Company at large

During the year, no material transactions with any related party as defined under the Act and the Listing Regulations have been entered into, which have a potential conflict with the interest of the Company at large. All contracts/ arrangements/ transactions entered into by the Company with its related parties were on an arm's-length basis and in the ordinary course of business. All related party transactions have prior approval of the Audit Committee and are reviewed by the Audit Committee on a quarterly basis. Attention of the members is drawn to Note No.4.5 of the Standalone Financial Statements, forming part of this Integrated Annual Report, which sets out the related party disclosures.

The Policy on Related Party Transactions, as approved by the Audit Committee and the Board is available on the Company's website at https://www.grasim.com/upload/pdf/Grasim_policy_on_RPT.pdf.

(ii) Details of non-compliance by the Company, penalties and strictures imposed on the Company by Stock Exchanges or SEBI or any Statutory Authority, on any matter related to capital markets, during the last three years

The Company has complied with all the provisions of Listing Regulations as well as other regulations and guidelines of the SEBI. There have been no instances of non-compliance by the Company on any matters related to capital markets during the last 3 years and, hence, no penalty or strictures are imposed by SEBI or the Stock Exchanges or any Statutory Authority.

(iii) Appointment / Re-appointment of Directors

Details of the Directors seeking appointment / re-appointment are provided in the Notice of the ensuing AGM.

(iv) Confirmation of criteria of Independence

Our Company's Board confirms that the Independent Directors fulfil the conditions specified in the Act and Listing Regulations and are independent of the management.

(v) Details of utilisation of funds raised through preferential allotment or Qualified Institutions Placement as specified under Regulation 32(7A) of the Listing Regulations

During the year, the Company has not raised funds through preferential allotment or Qualified Institutions Placement as specified under Regulation 32(7A) of the Listing Regulations.

The funds raised by the Company through Rights Issue, have been utilised towards object of the Issue as stated in the Letter of Offer dated 4th January 2024.

(vi) Management Discussion and Analysis/ Disclosure of Accounting Treatment

a) Management Discussion and Analysis is given in a separate section forming an integral part of this Integrated Annual Report and is in accordance with the requirements laid out in the Listing Regulations.

b) The Company follows all relevant Accounting Standards while preparing the Financial Statements.

(vii) Certification by Practicing Company Secretary

As per the Listing Regulations, the Company has obtained a certificate from the Company Secretary in practice that none of the Directors on the Board of the Company has been debarred or disqualified, from being appointed or continuing as Directors, by SEBI / Ministry of Corporate Affairs ('MCA') or any such authority and the same is appended as an Annexure to this Report.

(viii) Total Fees paid to Statutory Auditors

For the year ended 31st March 2025, our Company and its subsidiaries have paid a consolidated sum of ₹ 17.31 crore to the statutory auditors and all entities in the network firm / network entity of which the statutory auditor is a part.

The details of fees paid to Statutory Auditors are as under:

₹ in crore

Sr. No	Entity Name	KKC & Associates LLP and its affiliates	B S R & Co. LLP and its affiliates	Total
1	Grasim Industries Limited			
	Audit	2.50	2.50	5.00*
	Others	0.02	0.07	0.09
Total		**2.52**	**2.57**	**5.09**
Subsidiaries				
2	UltraTech Cement Limited	3.68	4.87	8.55
3	Aditya Birla Capital Limited	0.14	0.42	0.56
4	Other Subsidiaries	3.11	NIL	3.11
Grand Total		**9.45**	**7.86**	**17.31**

*excluding ₹ 0.10 crore paid to Branch Auditor, Singhi and Co.

(ix) Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

Our Company is committed to provide a work environment that ensures every employee is treated with dignity, respect and afforded equal treatment. As per the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 ("POSH Act") and Rules made thereunder, our Company has formed an Internal Committee to address complaints pertaining to sexual harassment in the workplace. The policy mandates prevention of sexual harassment and to ensure a free and fair enquiry process with clear timelines for resolution. To build awareness, our Company has been conducting online training programmes on a periodic basis.

Details of complaints under POSH Act are as under:

a) Number of complaints at the beginning of the financial year: 1

b) Number of complaints filed during the financial year: 12

c) Number of complaints disposed of during the financial year: 11

d) Number of complaints pending as at end of the financial year: 2

(x) Loans and advances in the nature of loans to firms/companies in which directors are interested by name and amount

There have been no loans or advances extended by the Company or its subsidiaries, which bear resemblance to loans, to any firms or companies where the Directors of the Company hold an interest.

(xi) Details of material subsidiaries of the listed entity

Sr. No.	Name of the material subsidiary	Date of Incorporation	Place of Incorporation	Name of Statutory Auditor(s)	Date of appointment of Statutory Auditor(s)
1	Aditya Birla Capital Limited	15/10/2007	Veraval, Gujarat	M/s. M. M. Nissim & Co LLP, Chartered Accountants	16th August 2024
2	UltraTech Cement Limited	24/08/2000	Mumbai, Maharashtra	M/s. BSR & Co. LLP, Chartered Accountants, M/s. KKC & Associates LLP, Chartered Accountants	12th August 2020 18th August 2021

(xii) Disclosure of certain types of agreements binding listed entities

There are no agreements that require disclosure under clause 5A of paragraph A of Part A of Schedule III of the SEBI Listing Regulations.

(xiii) CEO / CFO Certification

In terms of provisions of Regulation 17(8) of the Listing Regulations, certificate from Managing Director and Chief Financial Officer of the Company is appended as an Annexure to this Report.

(xiv) Website

Our Company's website at www.grasim.com has a dedicated section for investor relations containing the Financial Results, Shareholding Pattern, Annual Reports, Quarterly Reports, updates/intimations filed with Stock Exchange(s), various policies adopted by the Board. Other general information like history of the Company, business carried out by the Company, details of the Board, Key Managerial Personnel and Business Heads of the Company, is also available on the Company's website.

(xv) Status of Compliance of Non-mandatory Requirement

a) Our Company maintains a separate office for the Non-executive Chairman. All necessary infrastructure and assistance are made available to enable him to discharge his responsibilities.

b) Financial results of the Company are being sent to the shareholders on quarterly basis through email.

c) There are no audit qualifications on the Financial Statements of the Company for the financial year ended 31st March 2025.

d) The position of the Chairman of the Board and the Managing Director is separate and the Chairman is a Non-executive Director and not related to Managing Director of the Company.

e) The Internal Auditors have direct access to the Audit Committee and their representative participates in the Audit Committee meetings and present their observations to the Audit Committee when the internal audit matter is discussed.

Report on Corporate Governance

This Report on Corporate Governance forms an integral part of this Integrated Annual Report. The Company is fully compliant with all the provisions of the Listing Regulations, as applicable to the Company.

Compliances

1. The Company confirms the compliances with Corporate Governance requirements as specified in the Listing Regulations.
2. A Certificate from the Statutory Auditor, confirming compliance with all the conditions of Corporate Governance as stipulated in the Listing Regulations, is given as **'Annexure B'** to the Board's Report and forms part of this Integrated Annual Report.
3. There is a separate section for General Shareholder Information, which forms an integral part of this Integrated Annual Report.
4. Name and Designation of Compliance Officer: Mr. Sailesh Kumar Daga, Company Secretary.
5. During the year, all recommendations of the Committees of the Board, have been accepted by the Board.

CODE OF CONDUCT

DECLARATION

As provided under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board of Directors and the Senior Management Personnel have affirmed compliance with the Code of Conduct for Board Members and Senior Management for the year ended 31st March 2025.

Himanshu Kapania
Managing Director
DIN: 03387441

Place: Mumbai
Date: 22nd May 2025

CEO / CFO CERTIFICATION

The Board of Directors
Grasim Industries Limited

We certify that:

A. We have reviewed the Financial Statement read with the Cash Flow Statement of Grasim Industries Limited **("the Company")** for the year ended 31st March 2025 and to the best of our knowledge and belief:

(1) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;

(2) these statements together present a true and fair view of the Company's affairs and are in compliance with the existing accounting standards, applicable laws and regulations.

B. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's Code of Conduct.

C. We are responsible for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of the internal control systems of the Company pertaining to financial reporting. We have disclosed to the Company's Auditors and the Audit Committee of the Company's Board of Directors deficiencies in the design or operation of internal controls, if any, of which we are aware and the steps taken or proposed to be taken to rectify the deficiencies.

D. We have indicated to the Auditors and the Audit Committee:

(1) significant changes in the internal control over financial reporting during the year;

(2) significant changes in accounting policies during the year, if any, and that the same have been disclosed in the Notes to the Financial Statements;

(3) instances of significant fraud of which we have become aware and the involvement therein, if any, of the Management or other employee having a significant role in the Company's internal control system over financial reporting.

Himanshu Kapania
Managing Director
DIN: 03387441

Pavan Kumar Jain
Chief Financial Officer

Place: Mumbai
Date: 22nd May 2025

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10) (i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members of,
Grasim Industries Limited
P.O. Birlagram, Nagda,
Ujjain - 456331, Madhya Pradesh-.

We, BNP & Associates have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Grasim Industries Limited having CIN: L17124MP1947PLC000410** and having its registered office at P.O. Birlagram, Nagda, Ujjain Madhya Pradesh 456331 (hereinafter referred to as **'the Company'**), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications [including verification of Directors Identification Number (DIN) status] in terms of the portal of Ministry of Corporate Affairs Government of India (MCA) www.mca.gov.in as considered necessary and pursuant to explanations furnished to us by the Company and its officers, we hereby certify that none of the Directors on the Board of the Company as stated below, for the financial year ended on 31st March 2025 have been debarred or disqualified from appointment or continuing as Directors of the Company by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or by any other statutory regulatory authority.

Sr. No.	DIN	Name of the Directors	Designation	Date of Appointment*
1.	00012813	Mr. Kumar Mangalam Birla	Chairman; Non-executive - Non-independent Director	14/10/1992
2.	00022995	Smt. Rajashree Birla	Non-executive - Non-independent Director	14/03/1996
3.	06625036	Ms. Ananyashree Birla	Non-executive - Non-independent Director	06/02/2023
4.	08456879	Mr. Aryaman Vikram Birla	Non-executive - Non-independent Director	06/02/2023
5.	00118188	Ms. Anita Ramachandran	Non-executive - Independent Director	14/08/2018
6.	00181969	Mr. Mohanraj Narendranathan Nair	Non-executive - Independent Director	12/07/2019
7.	01055000	Mr. Yazdi Piroj Dandiwala	Non-executive - Independent Director	06/02/2023
8.	06559989	Mr. Ashvin Dhirajlal Parekh	Non-executive - Independent Director	23/08/2024
9.	03126243	Mr. Venkatadri Chandrasekaran	Non-executive - Independent Director	24/05/2021
10.	00020403	Mr. Adesh Kumar Gupta	Non-executive - Independent Director	24/05/2021
11.	00005290	Mr. Haigreve Khaitan	Non-executive - Independent Director	26/09/2024
12.	10090437	Mr. Mukkavilli Jagannath	Non-executive - Non-independent Director	26/09/2024
13.	00060017	Mr. Sushil Agarwal	Non-executive - Non-independent Director	08/02/2024
14.	09288720	Mr. Harikrishna Agarwal	Executive Director, Managing Director	01/12/2021**

*Date of appointment of Directors are as appearing on MCA Portal.

**Early retirement of Mr. Harikrishna Agarwal as Managing Director and Key Managerial Personnel as well as Member of the Board of Directors of the Company with effect from the close of business hours of 31st March 2025;

Ensuring the eligibility of every director for appointment/continuity on the Board is the responsibility of the Management of the Company. We further state that this certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the Management of the Company has conducted the affairs of the Company.

For **BNP & Associates**
Company Secretaries
[Firm Regn. No. P2014MH037400]
PR No.: - 6316 /2024

Avinash Bagul
Partner
FCS No.: 5578
COP No.:19862
UDIN: F005578G000405439

Place: Mumbai
Date: 22nd May 2025

Shareholder Information

01	02	03	04
L17124MP1947PLC000410	P.O. Birlagram, Nagda, Dist. Ujjain, Madhya Pradesh, India - 456331 Tel: (07366) 246766	grasim.secretarial@adityabirla.com	www.grasim.com
Corporate Identification Number (CIN)	**Registered Office**	**Email ID**	**Website**

1. ANNUAL GENERAL MEETING

01	02	03	04
Tuesday, 26th August 2025 at 11.30 a.m. (IST) through Video conferencing (VC)/ Other Audio Visual Means (OAVM)	https://emeetings.kfintech.com	**Registered Office:** P.O. Birlagram, Nagda Dist. Ujjain Madhya Pradesh, India – 456331	Thursday, 21st August 2025 to Monday, 25th August 2025
Day, Date, Time and Venue	**Participation through VC/ OAVM for Annual General Meeting ('AGM')/ Webcast**	**Deemed Venue**	**E-voting Dates**

2. DIVIDEND

01	02	03
Tuesday, 12th August 2025	Wednesday, 13th August 2025 to Tuesday, 26th August 2025 (inclusive of both days)	On or after Friday, 29th August 2025
Record Date	**Dates of Book Closure**	**Dividend Payment Date**

3. FINANCIAL CALENDAR FOR REPORTING

The Company's financial year begins on 1st April and ends on 31st March. Our tentative calendar for declaration of financial results and 79th Annual General Meeting of the Company for the Financial Year 2025-26 are as follows:

01	30th June 2025 | 30th September 2025 | 31st December 2025 | 31st March 2026	Quarter ending
02	On or before 14th August 2025 | On or before 14th November 2025 | On or before 14th February 2026 | On or before 30th May 2026	Board Meeting Dates
03	On or before 31st August 2026	AGM for the Year ending 31st March 2026

4. LISTING DETAILS

(a) Equity Shares, Non-Convertible Debentures, Commercial Papers and Global Depository Receipts ('GDRs'):

Equity Shares and Non-Convertible Debentures*	Commercial Paper	GDRs
BSE Limited ('BSE') Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai - 400001	**BSE Limited ('BSE')** Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai - 400001	**Luxembourg Stock Exchange ('LSE')** 35A Boulevard Joseph II L-1840 Luxembourg
National Stock Exchange of India Limited ('NSE') Exchange Plaza, 5th Floor, Plot No. C/1, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai - 400051		

*The details of listing of Non-convertible Debentures are forming part of this Report.

Note: Annual Listing Fee for the Financial Year 2025-26 has been paid to all Stock Exchanges and no amount is outstanding.

(b)	**Name and address of Trustees for the Debenture holders**	**IDBI Trusteeship Services Limited** Asian Building, Ground floor 17, R. Kamani Marg, Ballard Estate, Mumbai - 400001 Tel: 022 40807000 E-mail: itsl@idbitrustee.com **Axis Trustee Services Limited** The Ruby, 2nd Floor 29, Senapati Bapat Marg, Dadar (West), Mumbai – 400028 Tel: 022 62300451 E-mail: debenturetrustee@axistrustee.in
(c)	**Overseas Depository for GDRs:**	**Citibank N.A.** Depository Receipt Services 390 Greenwich Street, 4th Floor, New York, NY - 10013 Tel: +212-723-4483; Fax: +212-723-8023
(d)	**Domestic Custodian of GDRs:**	**Citibank N.A.** Custodial Services FIFC, 9th Floor, C 54 & 55, G Block, Bandra Kurla Complex, Bandra (East), Mumbai - 400098

(e) Non-Convertible Debentures

The Company issued Unsecured, Redeemable, Non-Convertible Debentures ('NCDs'). The details of outstanding NCDs as on 31st March 2025 are as under:

Series	Date of Issue	ISIN	Principal Amount (₹ in crore)	Maturity Date	Listed on	Debenture Trustee
Series 1920/I 7.85% GIL2024	2nd April 2019	INE047A08141$	500	15th April 2024	BSE and NSE	IDBI Trusteeship Services Limited
Series 1920/II 7.60% GIL2024	4th June 2019	INE047A08158$	750	4th June 2024		
Series 21-22 I 6.99% GIL 2031	5th April 2021	INE047A08182	1,000	4th April 2031		
Series 22-23 ₹ 7.50% GIL 2027	10th June 2022	INE047A08190	1,000	10th June 2027		
Series 22-23 II 7.63% GIL 2027	1st December 2022	INE047A08208	1,000	1st December 2027		
Series 23-24 I 7.35% GIL 2026	1st August 2023	INE047A08216#	1,000	31st July 2026	BSE	
Series 7.21% GIL 2034, Series I	19th December 2024	INE047A08232	2,000	19th December 2034		Axis Trustee Services Limited
Series 23-24 II 7.25% GIL 2034	22nd March 2024	INE047A08224	1,250	22nd March 2034	Unlisted	

Notes:

$Series 1920/I 7.85% GIL2024 (₹ 500 crore) and 1920/II 7.60% GIL 2024 (₹ 750 crore) were redeemed on 15th April 2024 and 4th June 2024 respectively.

#Series 23-24 I 7.35% GIL 2026 (₹ 1,000 crore) was redeemed on 27th December 2024, due to exercise of call option as per the Placement Memorandum dated 24th July 2023.

(f) Commercial Paper

In terms of Securities and Exchange Board of India ('SEBI') Circular No. SEBI/HO/DDHS/P/CIR/2021/613 dated 10th August 2021, as amended from time to time, the details of outstanding Commercial Papers as on 31st March 2025 are as under:

Series	Date of Issue	ISIN	Principal Amount (₹ in crore)	Maturity Date	Listed on
GIL-15-4-25-CP	28th February 2025	INE047A14AF5	250	15th April 2025	BSE

During the year, the following Commercial Papers were redeemed.

Series	Principal Amount (₹ in crore)	Maturity Date
GIL-29-5-24-CP	100.00	29th May 2024
GIL-6-6-24-CP	650.00	6th June 2024
GIL-11-10-24-CP	500.00	11th October 2024
GIL-28-8-24-CP	100.00	28th August 2024
GIL-14-8-24-CP	1,000.00	14th August 2024
GIL-3-12-24-CP	400.00	3rd December 2024
GIL-26-11-24-CP	100.00	26th November 2024
GIL-10-12-24-CP	500.00	10th December 2024
GIL-10-1-25-CP	500.00	10th January 2025
GIL-16-01-25-CP	500.00	16th January2025
GIL-14-2-25-CP	600.00	14th February 2025
GIL-25-02-25-CP	400.00	25th February 2025
GIL-28-2-25-CP	500.00	28th February 2025
GIL-27-3-25-CP	500.00	27th March 2025

5. STOCK CODE

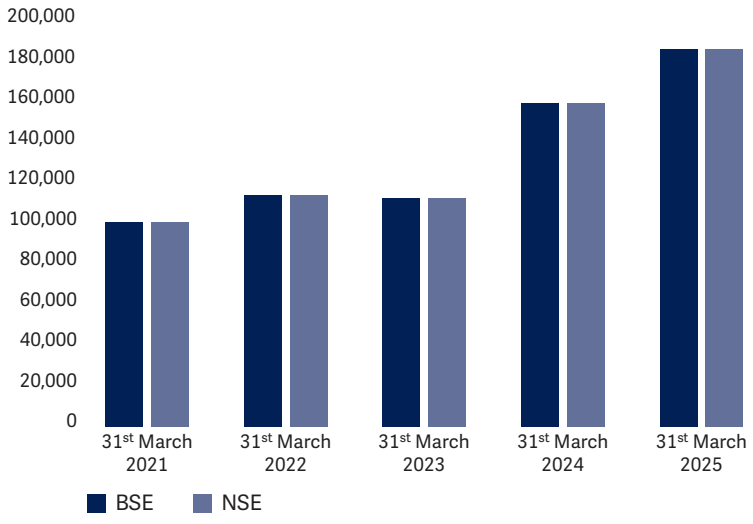
	Stock Code	Reuters	Bloomberg
BSE	500300	GRAS.BO	GRASIM IB Equity
NSE	GRASIM	GRAS.NS	GRASIM IS Equity
LSE	-	GRAS.LU	GRAS LX
ISIN of Equity Shares	INE047A01021	-	-
ISIN of GDRs	US3887061030 US3887064000	-	-

6. MARKET CAPITALISATION

(₹ in crore)

Financial Year Ended	BSE	NSE
31st March 2021	95,555	95,453
31st March 2022	1,09,590	1,09,540
31st March 2023	1,07,489	1,07,502
31st March 2024	1,52,956	1,52,876
31st March 2025	1,77,870	1,77,710

Market Capitalisation (₹ in crore)



7. DISTRIBUTION OF SHAREHOLDING AND DEMATERIALISATION OF SHARES AND LIQUIDITY AS ON 31ST MARCH 2025

(a) Fully paid-up equity shares:

No. of Equity Shares held	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Shareholding
1-100	1,94,076	72.97	45,74,533	0.67
101-200	26,377	9.92	40,11,993	0.59
201-500	24,314	9.14	78,75,529	1.16
501-1,000	10,398	3.91	73,89,374	1.09
1,001-5,000	8,587	3.23	1,72,71,888	2.54
5,001-10,000	953	0.36	66,07,864	0.97
10,001 & above	1,277	0.48	63,27,47,951	92.99
Total	**2,65,982***	**100.00**	**68,04,79,132**	**100.00**

(b) Partly paid-up equity shares (₹ 0.5 paid-up)

No. of Equity Shares held	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Shareholding
1-100	1,903	97.09	17,077	49.24
101-200	37	1.90	5,411	15.60
201-500	14	0.71	5,078	14.64
501-1,000	3	0.15	2,716	7.83
1,001-5,000	3	0.15	4,402	12.69
Total	**1,960***	**100.00**	**34,684**	**100.00**

(c) Partly paid-up equity shares: (₹ 1.00 paid-up)

No. of Equity Shares held	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Shareholding
1-100	2,692	97.33	30,622	45.88
101-200	43	1.55	6,217	9.31
201-500	23	0.83	7,846	11.75
501-1,000	5	0.18	3,807	5.70
1,001-5,000	2	0.07	4,268	6.39
5,001 & above	1	0.04	14,000	20.97
Total	**2,766***	**100.00**	**66,760**	**100.00**

*Folio based.

8. CATEGORIES OF SHAREHOLDING AS ON 31ST MARCH 2025

Categories	No. of Shareholders	% of Shareholders	No. of Fully paid-up Shares Held	No. of Partly paid-up Shares	Total No. of shares	% of Shareholding
Promoter and Promoter Group*	26	0.01%	29,34,11,523	0	29,34,11,523	43.11%
Mutual Fund and Alternate Investment Fund	70	0.03%	5,07,02,210	0	5,07,02,210	7.45%
Banks, Financial Institution, NBFC & Insurance Companies	126	0.05%	6,97,00,857	0	6,97,00,857	10.24%
FIIs	585	0.23%	9,15,21,205	2,430	9,15,23,635	13.45%
GDRs#	1	0.00%	1,43,09,408	0	1,43,09,408	2.10%
NRIs/OCBs/Foreign Nationals	8,673	3.40%	1,81,34,964	1,920	1,81,36,884	2.67%
Central Government/ State Government(s)/	7	0.00%	10,288	0	10,288	0.00%
Bodies Corporate/ Trust/ Clearing Member, etc.	5,716	2.24%	6,61,69,143	14,077	6,61,83,220	9.72%
Qualified Institutional Buyer	3	0.00%	15,47,019	0	15,47,019	0.23%
Individuals	2,39,961	94.04%	7,29,07,172	83,017	7,29,90,189	10.73%
Shares held by Employee Trust	1	0.00%	20,65,343	0	20,65,343	0.30%
Total	**2,55,169$**	**100.00%**	**68,04,79,132**	**1,01,444**	**68,05,80,576**	**100.00%**

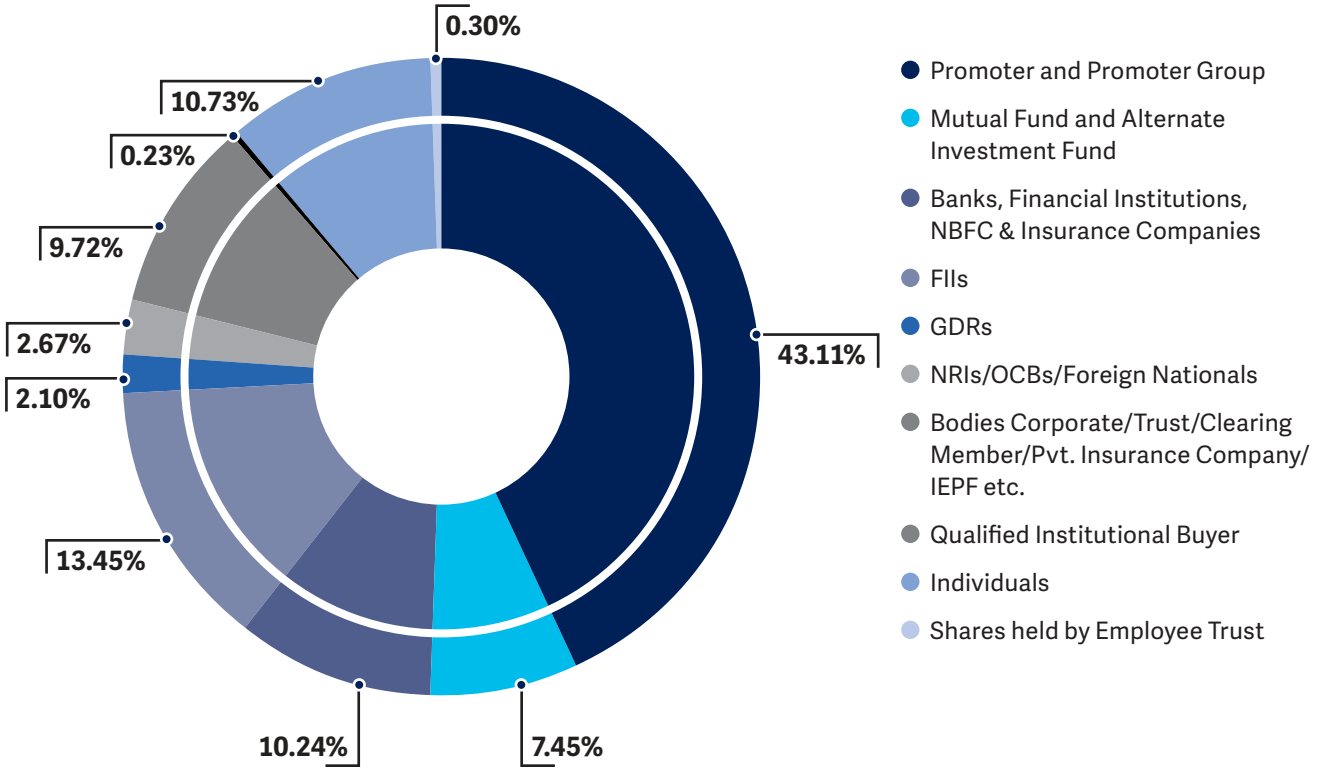
*Includes 3,13,20,509 (4.60%) GDRs held by Promoters/Promoter Group.

ECE Industries Ltd. which forms part of Promoter Group is not holding any share of the Company as on 31st March 2025 and the same is not included in No. of Shareholders.

#Excludes GDRs held by Promoters/Promoter Group

$PAN based

Note: Entire shareholding of the promoter and promoter group is in dematerialised form.



9. OUTSTANDING GDRs/WARRANTS AND CONVERTIBLE BONDS

4,56,29,917 GDRs (Previous Year: 5,70,88,831 GDRs) are outstanding as on 31st March 2025. Each GDR represents one underlying equity share of the Company. There are no warrants/convertible bonds outstanding as on 31st March 2025.

10. CORPORATE BENEFITS TO INVESTORS

Dividend declared during the last 5 years:

Financial Year	Date of Declaration	Dividend Per Share on (in ₹)
2019-20	14th September 2020	4
2020-21	27th August 2021	9
2021-22	29th August 2022	10
2022-23	25th August 2023	10
2023-24	20th August 2024	10*

*₹10/- on fully paid-up equity shares and partly paid-up equity shares in proportion to their share in the paid-up equity share capital

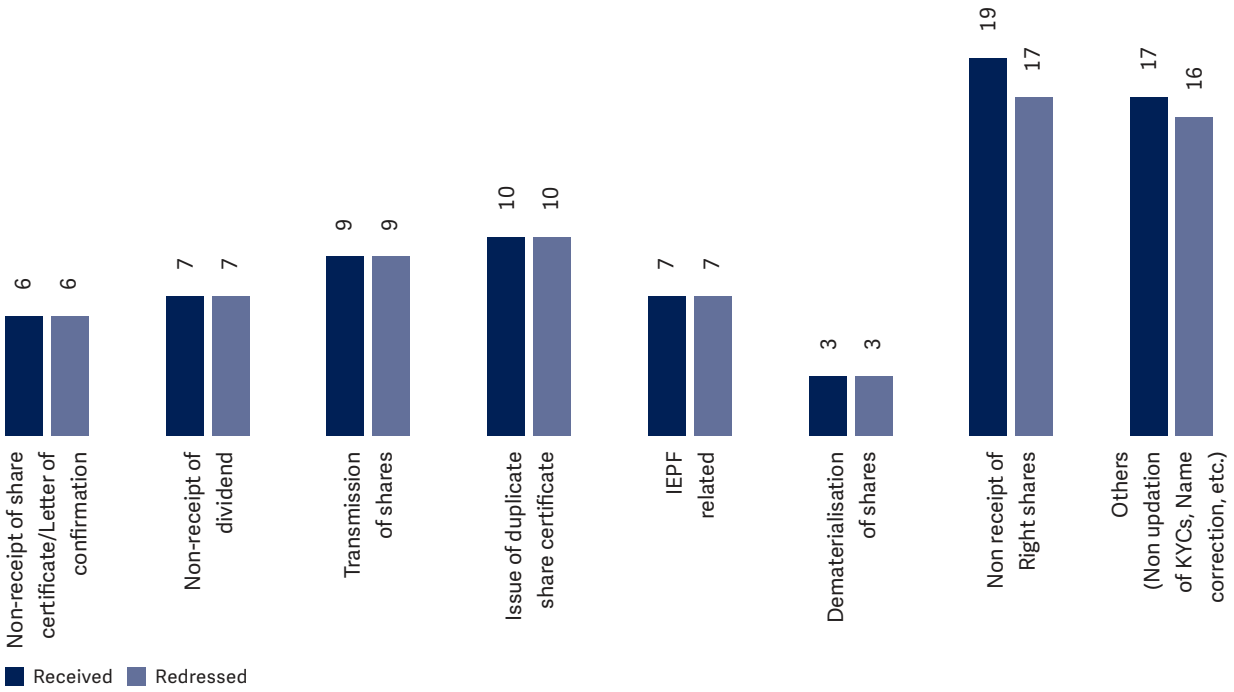
11. SHARE TRANSFER SYSTEM

SEBI, effective from 1st April 2019, barred physical transfer of shares of listed companies and mandated transfers only through demat. However, investors are not barred from holding shares in physical form. We request shareholders whose shares are in physical mode to dematerialise their shares.

12. INVESTOR GRIEVANCE REDRESSAL

During the year under review, the Company received 78 complaints from the shareholders, of which 75 complaints were redressed. Three complaints were pending at the end of the year, which were resolved on 10th April 2025, 11th April 2025 and 22nd April 2025, respectively. The RTA attends to investor grievances in consultation with the Secretarial Department of the Company.

Nature of Complaints



13. FOREIGN EXCHANGE RISK AND HEDGING ACTIVITIES

The Company hedges it foreign currency exposure in respect of its imports, borrowings and export receivables as per its policies. The Company uses a mix of various derivative instruments like forward covers, currency swaps, interest rate swaps, principal only swaps, collars, options or a mix of all for hedging its foreign currency exposure.

The Company does not have material exposure to any commodity for which hedging instruments are available in the financial markets and accordingly, no hedging activities for the same are carried out. Therefore, there is no disclosure to offer in terms of SEBI circular no. SEBI/HO/CFD/CMD1/CIR/P/2018/0000000141 dated 15th November 2018.

14. CREDIT RATINGS

The Company's financial discipline and prudence is reflected in the strong credit ratings ascribed by rating agencies as given below:

Nature of Instrument	Name of Credit Rating Agency	Credit Rating Assigned
Commercial Paper	CRISIL and ICRA	A1+
NCDs	CRISIL and ICRA	AAA (Stable)
Consortium Limits	CRISIL and CareEdge	AAA(Stable) Long Term A1+ Short Term
Out of Consortium Limits	CRISIL and CareEdge	AAA(Stable) Long Term A1+ Short Term
Company Rating	Indian Ratings and Research Private Limited	AAA(Stable)

15. REGISTRAR AND TRANSFER AGENT (RTA) AND INVESTOR CORRESPONDENCE

For any queries relating to the shares of the Company, correspondence may be addressed to the Company's RTA at:

Name	KFin Technologies Limited
Address for correspondence	Selenium Building, Tower-B, Plot No. 31 & 32, Financial District Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana, India - 500032
Email ID	einward.ris@kfintech.com
Toll Free/ Phone Number	1800 309 4001
WhatsApp Number	(+91) 910 009 4099
KPRISM (Mobile Application)	https://kprism.kfintech.com/signup
KFINTECH Corporate Website	https://www.kfintech.com
RTA Website	https://ris.kfintech.com
Investor Support Centre	https://kprism.kfintech.com/

16. OTHER USEFUL INFORMATION FOR SHAREHOLDERS

Correspondence with the Company/RTA

Shareholders/Beneficial Owners are requested to quote their Folio No. / DP and Client ID, in all correspondence with the Company/RTA.

All correspondence should be addressed to KFin Technologies Limited as per the details as mentioned above.

Shareholders may send correspondence through e-mail on einward.ris@kfintech.com or grasim.secretarial@adityabirla.com

Company's Website

Shareholders are requested to visit the Company's website: www.grasim.com

- for information on investor services being offered by the Company; and
- for downloading of various forms/formats.

Common and simplified norms for investor service request

During the year, in terms of the SEBI Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2023/37 dated 16th March 2023, the Company has sent individual letters and 25th November 2024 to shareholders holding shares of the Company in physical form for furnishing their PAN, KYC details and and/or Choice of Nomination.

Furnishing of PAN, email address, mobile number, bank account details, specimen signature and Choice of Nomination by holders of physical securities

Folios wherein any one of the above-mentioned documents / details are not available on or after 1st April 2024, the shareholders will not be eligible to lodge grievance or avail service request from the Company's RTA. Further payment of dividend for such folios shall be made through electronic mode only.

Shareholders holding shares in electronic form are requested to update their PAN, Bank account details, signature, mobile number, e-mail ID, address, residential status, category and other details with their relevant depositories through their depository participants.

Shareholders holding shares in physical form are required to submit Form ISR-1, ISR-2 and ISR-3 or SH-13 along with supporting documents with the Company's RTA viz., KFin Technologies Limited ("KFin") Unit: Grasim Industries Limited, Selenium Building, Tower-B, Plot No. 31 & 32, Financial District Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana, India - 500 032. Shareholders may contact the RTA at einward.ris@kfintech.com and also refer details at https://www.grasim.com/investors/useful-information

KPRISM - Mobile and Web based Application

A mobile based application named 'KPRISM' and a website https://kprism.kfintech.com/ are also available for the benefit of Shareholders holding shares in physical form. KPRISM enables Shareholders to add as well as view their folios, check the status of demat requests, add reminders for General Meetings and e-Voting events and connect with helpdesk on the go.

Online Application for Investor Query

It is hereby informed that our RTA, KFin Technologies Limited has launched an online application which can be accessed at https://kprism.kfintech.com/. Members are requested to register / signup using their Name, PAN, Mobile Number and email ID. Post registration, they can login via OTP and execute activities like raising ISR, query, complaints, check for status, KYC details, Dividend, Interest, Redemptions, e-Meeting and e-Voting details.

Senior Citizens - Investor Support

In order to enhance the experience for Senior Citizen Shareholders (above 60 years of age), a Senior Citizens investor cell has been formed by our RTA, to exclusively assist the Senior Citizens in redressing their grievances, complaints and queries. The special cell closely monitors the queries and requests received from Senior Citizens through this channel and handholds them at every stage of the service request till closure of the request.

Senior Citizens wishing to avail this service can send their communications with the below details at senior.citizen@kfintech.com. Citizen Shareholders are required to provide the following details :

- ID proof showing Date of Birth
- Folio Number
- Company Name
- Nature of Grievance

A dedicated Toll-Free number for Senior Citizens can also be accessed at 1-800-309-4006 for any queries or information.

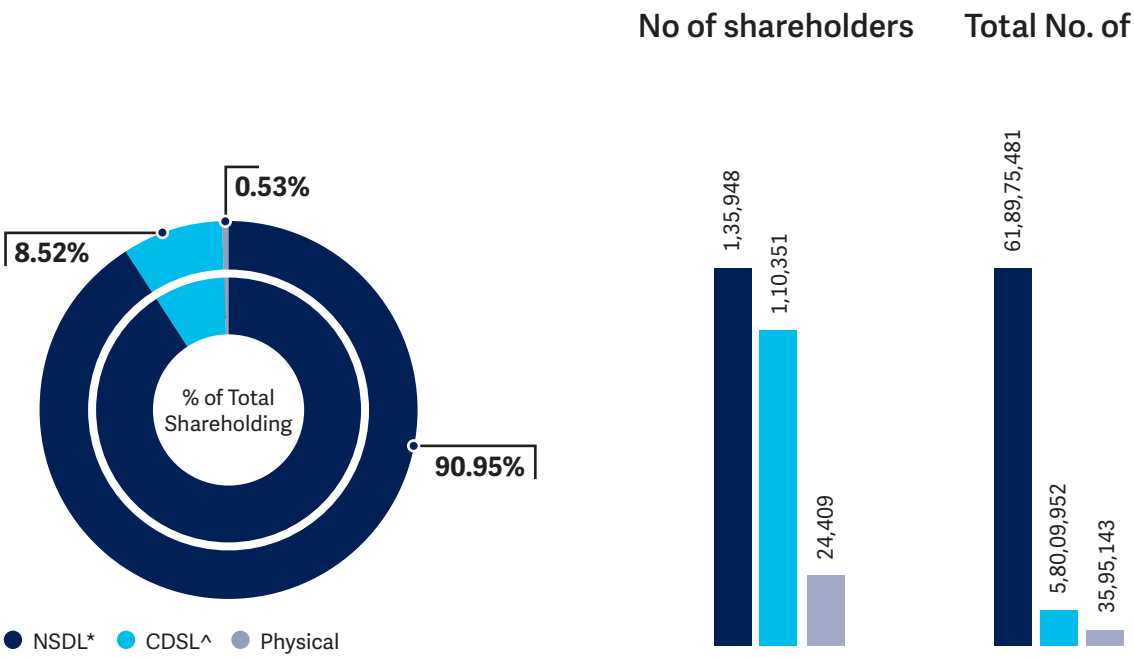
Dematerialisation

Dematerialisation requests, duly completed in all respects are normally processed within 15 days from the date of receipt by the RTA.

Shareholders are requested to note that if the physical documents, viz., Dematerialisation Request Form (DRF), Share Certificates, etc., are not received from their concerned Depositary Participants (DPs) by the RTA within a period of 15 days from the date of generation of the Dematerialisation Request Number (DRN) for dematerialisation, the DRN will be treated as rejected/ cancelled.

Shareholders holding equity share(s) of the Company in physical form are requested to kindly get their equity share(s) converted into dematerialised form to get inherent benefits of dematerialisation and also considering that physical transfer of equity shares/ issuance of equity shares in physical form have been disallowed by SEBI.

As on 31st March 2025, the mode of holding of shares is as under:



*Includes 71,014 partly paid-up shares held by 2,867 shareholders

^Includes 30,430 partly paid-up shares held by 1,859 shareholders

Non-Resident Shareholders

Non-Resident Shareholders are requested to immediately notify the following to the RTA of the Company in respect of shares held in physical form and to their DPs in respect of shares held in dematerialised form:

- Indian address for sending all communications, if not provided earlier;
- Change in their residential status on return to India for permanent settlement;
- Particulars of the NRE Bank Account maintained with a bank in India, if not furnished earlier (Please send a photocopy of cancelled cheque);
- E-mail ID and Phone No.(s).

Unclaimed Shares/Dividend

Pursuant to Section 124 and 125 of the Companies Act, 2013 ('the Act') read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, as amended from time to time ('IEPF Rules') as amended from time to time, dividend, if not claimed for a period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ('IEPF').

Further, shares in respect of dividends have not been claimed for a period of 7 consecutive years are also liable to be transferred to IEPF. In the interest of the shareholders, the Company sends periodic reminders to the shareholders to claim their dividends to avoid transfer of dividend/shares to IEPF. Notices in this regard are also published in the newspapers and the details of unclaimed dividend and shareholders whose shares are liable to be transferred to the IEPF, are uploaded on the Company's website.

The Company has during the financial year 2024-25, transferred the unclaimed dividend to IEPF, outstanding for 7 years of the Company. Further, equity shares of the Company, in respect of which dividend has not been claimed for 7 consecutive years or more, have also been transferred to IEPF.

Statement of amount credited to IEPF during the year:

Sr. No.	Name of the Company	Amount credited (in ₹)	Financial year to which the amount relates
1	Grasim Industries Limited	2,89,60,236	2016-17

	Total number of shares (Face value of ₹ 2 each)	Total nominal amount
Shares Transferred to IEPF during the year	6,81,525	13,63,050

Details of unpaid/unclaimed dividend and equity shares for the financial year 2016-17 are uploaded on the website of the Company as well as that of the Ministry of Corporate Affairs, Government of India ('MCA'). No claim shall lie against the Company in respect of unclaimed dividend amount and equity shares transferred to the IEPF, pursuant to the IEPF Rules.

The due date of transfer of unpaid/unclaimed dividend to IEPF for the year 2017-18 onwards are as under:

Financial Year	Due Date of Transfer
2017-18	20th October 2025
2018-19	28th September 2026
2019-20	19th October 2027
2020-21	2nd October 2028
2021-22	29th September 2029
2022-23	28th September 2030
2023-24	21st September 2031

IEPF Refund

Shareholders whose dividends and/or shares are transferred to IEPF, can claim the same from the IEPF Authority after complying with the prescribed procedures.

Procedure to claim the unclaimed dividend amount and equity shares from the IEPF:

Step 1 01

Send the relevant documents for issue of Entitlement Letter to the Company's RTA viz KFinTech at Selenium Building, Tower-B, Plot No. 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana, India - 500 032.

Step 2 02

Upon receipt of Entitlement Letter, register yourself on MCA website at https://www.mca.gov.in/mcafoportal/login.do

Step 3 03

After login, click on 'IEPF related services' tab under 'MCA Services' section for filing the web-based form IEPF-5. Attach scanned copy of requisite documents in the Form.

Step 4 04

Upon submission of webform, SRN No. acknowledgement and indemnity bond are generated.

Step 5 05

Submit self-attested copy of claim form(IEPF-5), copy of acknowledgement, Indemnity Bond(original) with claimant signature along with other documents mentioned in the form to the Nodal Officer of the Company at its corporate office: Grasim Industries Limited, Aditya Birla Centre, 'A' Wing, 2nd Floor, S.K. Ahire Marg, Worli, Mumbai – 400 030 in an envelope marked 'Claim for refund from IEPF Authority'.

Step 6 06

Submission of postal receipt by the claimant, After scrutinising the documents received, Nodal Officer of the Company to verify the claim and furnish the e-verification report to the IEPF Authority within 30 days of filing the claim.

Step 7 07

Based on e-verification report, claim will be processed by the IEPF Authority.

Contact Details

Address: Ground Floor, Jeevan Vihar Building, 3, Sansad Marg, New Delhi – 110 001
e-mail Id: iepf@mca.gov.in
Tel.: 1800 114 667

Company:

Nodal Officer: Mr. Sailesh Kumar Daga
Deputy Nodal Officer: Mr. Amit Jangid
Corporate Office Address: Aditya Birla Centre, 'A' Wing, 2nd Floor, S. K. Ahire Marg, Worli, Mumbai - 400030
e-mail Id: grasim.iepf@adityabirla.com,
Tel.: +91 22 2499 5000/ 5828

Unclaimed Shares in Physical Form

Pursuant to Regulation 39(4) of the Listing Regulations read with Schedule VI 'Manner of dealing with Unclaimed Shares' share certificates which have been returned as 'undelivered' by the postal authorities, if any, has to be dematerialised and held by the Company in its 'Unclaimed Suspense Account'.

In terms of Schedule VI of the Listing Regulations, your Company has initiated appropriate steps on unclaimed shares by transferring and dematerialising them into one folio in the name of 'Grasim Industries Limited Unclaimed Suspense Account'. In case your shares are lying unclaimed with the Company, you are requested to claim the same by submitting Form ISR-4 along with copy of Client Master List ('CML'), PAN and Address proof.

All corporate benefits on such shares viz., bonus, etc. shall be credited to the unclaimed suspense account as applicable for a period of seven (7) years and thereafter it will be transferred to IEPF in accordance with the provisions of IEPF Rules read with Section 124(6) of the Act.

The details of transactions carried out in 'Grasim Industries Limited Unclaimed Suspense Account' during the year are as under:

Particulars	No. of shareholders	No. of shares
Outstanding at the beginning of the year i.e. 1st April 2024	1,609	1,41,366
Shareholders/Legal Heirs who approached the Company and to whom shares were transferred from the Unclaimed Suspense Account during the year upon receipt and verification of necessary documents	(22)	(1,365)
Number of shares transferred to IEPF Authority during the year	(585)	(25,168)
Outstanding at the end of the year i.e. 31st March 2025	1,002	1,14,833*

*Voting Rights in respect of the aforesaid shares held in the Unclaimed Suspense Account are frozen till the time such shares are claimed by the concerned shareholders and the shares are credited in their demat account.

Shares in Suspense Escrow Demat Account

SEBI vide its Master Circular no. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated 7th May 2024 directed listed entities to issue securities in dematerialised form through letter of confirmation while processing investor services request and in cases where letter of confirmation is not submitted to DP with 120 days from the date of issuance, RTA/Company shall credit the same into the Suspense Escrow Demat Account of the Company.

In terms of SEBI Circular, your Company has credited the shares into 'Grasim Industries Limited Suspense Escrow Demat Account', in those cases where the Letter of Confirmation has not been submitted to DP within 120 days. In case your shares are lying in Suspense Escrow Demat Account of the Company, you are requested to claim the same by submitting Form ISR-4 along with copy of CML, PAN and Aadhar Card.

The details of transactions carried out in 'Grasim Industries Limited Suspense Escrow Demat Account' during the year are as under:

Particulars	No. of shareholders	No. of shares
Outstanding at the beginning of the year i.e. 1st April 2024	32	6,575
Number of shares transferred to Suspense Escrow Demat Account during the year	50	7,930
Shareholders who approached the Company and to whom shares were transferred from the Suspense Escrow Demat Account during the year	(23)	(4,465)
Outstanding at the end of the year i.e. 31st March 2025	59	10,040

Rights equity shares in Suspense Escrow Demat Account:

In terms of the provisions of SEBI Rules and Regulations, the Company has credited the Rights equity shares into 'Grasim Industries Limited Suspense Escrow Demat Account' (Rights equity shares), in those cases where the Rights equity shares were not credited to the demat account of the respective shareholders on account of various reasons stated by the Depositories. In case your shares are lying in Rights equity share suspense account, you are requested to claim the same by submitting Form ISR 4 along with request letter, copy of Client Master List ('CML') and PAN card.

The details of transactions carried out in 'Grasim Industries Limited Suspense Escrow Demat Account' (Rights Shares) during the year are as under:

Particulars	No. of shareholders	No. of shares
Outstanding at the beginning of the year i.e. 1st April 2024	611	33,405
Shareholders who approached the Company and to whom shares were transferred from the Suspense Escrow Demat Account during the year	(480)	(31,994)
Outstanding at the end of the year i.e. 31st March 2025	131	1,411

Service of documents in Electronic Form

In compliance with various MCA and SEBI Circulars, Notice of the AGM along with the Annual Report for the year is being sent only through electronic mode to those Shareholders whose e-mail IDs are registered with the RTA/Depositories.

Shareholders may note that the Notice and Annual Report for the year ended 31st March 2025 will also be available on the Company's website at www.grasim.com, websites of the Stock Exchanges i.e. BSE and NSE at www.bseindia.com and www.nseindia.com respectively, and on the website of RTA at https://evoting.kfintech.com

Link for availing the electronic communication (Green Initiative) – https://www.grasim.com/investors/green-initiative

17. CORPORATE OFFICE AND PLANT LOCATIONS:

Corporate Office:

Name	Address
Corporate Office	A-2, Aditya Birla Centre, S.K. Ahire Marg, Worli, Mumbai - 400 030 (022) 24995000/66525000

B2B E-commerce Office:

Name	Address
Birla Pivot	Marathahalli, Sarjapur Outer Ring Road, 8th Floor Umiya Business Bay2, Cessna Business Park, Bengaluru, Karnataka, 560037

Plant Locations:

Cellulosic Staple Fibre ('CSF'):

Name	Address
Staple Fibre & Excel Fibre Division	Birlagram, Nagda - 456 331, Madhya Pradesh
Harihar Polyfiber Division	Harihar, Dist. Haveri Kumarapatnam - 581 123, Karnataka
Grasilene Division	Harihar, Dist. Haveri Kumarapatnam - 581 123, Karnataka
Birla Cellulosic Division & Excel Fibre Division	Birladham, Kharach, Kosamba - 394 120, Dist. Bharuch, Gujarat
Cellulosic Division	Plot No. 1, GIDC Vilayat Industrial Estate P. O. Vilayat, Taluka: Vagra, Dist. Bharuch – 392 012, Gujarat

Chemical:

Name	Address
Chemical Division, Nagda	Birlagram, Nagda, Dist. Ujjain, Madhya Pradesh - 456 331
Chemical Division, Vilayat	Plot No. 1, GIDC Vilayat Industrial Estate P.O. Vilayat Taluka: Vagra, Dist. Bharuch - 392 012, Gujarat
Chemical Division, Rehla	Garhwa Road, P. O.- Rehla, Dist.: Palamau, Jharkhand – 822 124
Chemical Division, Karwar	P. O. Binaga - 581 307, Karwar Dist.: Uttar Kannada, Karnataka, India
Chemical Division, Renukoot	P. O. Renukoot - 231 217, Dist. – Sonebhadra, Uttar Pradesh
Chemical Division, Ganjam	P. O. Jayshree - 761 025, Dist. Ganjam (Odisha)
Chemical Division, Balabhadrapuram	P. O. Balabhadrapuram - Survey No. 1, 2, 3, 4, Kanedu Metta Road, Balabhadrapuram, East Godavari - 533 343, Andhra Pradesh
Chemical Division, Indian Rayon	Veraval – 362 266, Dist. Gir, Somnath, Gujarat
Chemical Division at Century Rayon	Murbad Road, Shahad Station, Kalyan - 421 301, Dist. - Thane, Maharashtra

Salt Works:

Name	Address
Salt Pans at Singach	P.O. Singach, Via - Vadinar, Dist. - Jamnagar, Gujarat, 361 010

Specialty Chemicals (Epoxy Polymers & Curing Agents):

Name	Address
Epoxy Division, Vilayat	Plot No. 1, GIDC Vilayat Industrial Estate, P. O. Vilayat, Taluka: Vagra, Dist. Bharuch - 392 012 Gujarat

Textile :

Name	Address
Vikram Woollens	Plot GH I to IV, Ghironghi, Industrial Area Malanpur- 477 117 Dist. Bhind, Madhya Pradesh
Jaya Shree Textiles	P. O. Prabhas Nagar - 712 249, Dist. Hooghly, West Bengal
Grasim Premium Fabric	Plot No. T-8, Five Star MIDC, Kagal - Hatkanangle, Kasba Sangaon, Kolhapur-416 236, Maharashtra

Cellulosic Fashion Yarn ('CFY'):

Name	Address
Indian Rayon	Indian Rayon Compound, Veraval 362 266, Dist. Gir Somnath, Gujarat
Century Rayon*	Murbad Road, Shahad, Kalyan - 421 103, Dist. - Thane, Maharashtra

*Under right to manage and operate agreement.

Insulators:

Name	Address
Aditya Birla Insulators, Rishra	P. O. Prabhas Nagar, Rishra Dist. Hoogly - 712 249, West Bengal
Aditya Birla Insulators, Halol	P. O. Meghasar Taluka, Halol Dist. Panchmahal, Gujarat – 389 330

Paints:

Name	Address
Birla Opus, Mahad	Plot No A-1,Village Kamble, Turf Birwadi, Mahad Industrial Area,, Raigad, Maharashtra, 402309
Birla Opus, Chamarajanagar	Plot No 147A, 147B & 147C Corner, Badanaguppe Kellamballi Industrial Area, Karnataka, 571313
Birla Opus, Cheyyar	Plot No. A-3-1 A-4-2, Phase 2, SIPCOT Industrial Complex, Mahajanambakkam Village, Cheyyar Thaluk, Tiruvannamalai, Tamil Nadu, 631701
Birla Opus, Ludhiana	Plot Nos B1 and D 02 P, Hi Tech Cycle Valley, Dhanansu, Ludhiana, Punjab – 141112
Birla Opus, Panipat	Plot No 48-62, HSIIDC, Industrial Estate, Refinery Road, Panipat, Haryana, 132140

18. REDRESSAL AGENCIES FOR SHAREHOLDERS

Regulatory Authorities:	
Ministry of Corporate Affairs (MCA)	'A' Wing, Shastri Bhawan, Rajendra Prasad Road, New Delhi – 110 001 Tel.: (011) 23381295 Web: www.mca.gov.in
Securities and Exchange Board of India (SEBI)	Plot No.C4-A, 'G' Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 Tel.: (022) 26449000 / 40459000 Web: www.sebi.gov.in
Stock Exchanges:	
BSE Limited (BSE)	Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001 Tel.: (022) 22721233 / 34 Fax: (022) 22721919 Web: www.bseindia.com
National Stock Exchange of India Limited (NSE)	'Exchange Plaza', C-1, 5th Floor, Block G, Bandra-Kurla Complex, Bandra (East), Mumbai - 400 051 Tel.: (022) 26598100/8114 Fax: (022) 26598120 Web: www.nseindia.com
Depositories:	
National Securities Depository Limited (NSDL)	Trade World, 'A' Wing, 4th Floor, Kamala Mills Compound, Lower Parel, Mumbai – 400 013 Tel.: (022) 2499 7000 / 4886 7000 Web: www.nsdl.co.in
Central Depository Services (India) Limited (CDSL)	Marathon Futurex, A-Wing, 25th Floor, N. M. Joshi Marg, Lower Parel, Mumbai – 400 013 Tel.: (022) 2305 8640 / 1800 22 5533 Web: www.cdslindia.com

19. Revised framework for handling and monitoring of investor complaints received through SCORES

SEBI has requested the shareholder to approach the Company directly at the first instance for their grievance. If the Company does not resolve the complaint of the shareholders within stipulated time, then they may lodge the complaint with SEBI/Stock Exchanges for further action.

Further, SEBI vide its Circular No. SEBI/HO/OIAE/ IGRD/CIR/P/2023/156 dated 20th September 2023 read with Circular No. SEBI/HO/OIAE/IGRD/ CIR/P/2023/183 dated 1st December 2023 has notified the revised framework for handling and monitoring of investor complaints received through SCORES platform by the Company and designated Stock Exchanges effective from 1st April 2024. The shareholders can access the new version of SCORES 2.0 at https://scores.sebi.gov.in.

Stage 1 - Approach to Company and Share Transfer Agent of the Company 01

Investors are requested to first approach the Company and/ or Registrar and Share Transfer Agent in accordance with the Investor's Grievance Redressal Policy of the Company

Stage 2 - Lodgement of complaints on SCORES Portal 02

If a Shareholder is unhappy with the company's response, they can lodge a complaint on the SCORES Portal. This will be forwarded to the Company, with a copy sent to the Stock Exchanges for monitoring.

Stage 3 - Submission of Action Taken Report by the Company 03

The Company will upload the Action Taken Report ["ATR"] within 21 days from the date of receipt of complaint which will be automatically routed to the complainant through SCORES Portal.

Stage 4 - First Review of the complaint 04

If the complainant is dissatisfied with the ATR within 15 days, or if the Company fails to submit it within 21 days, the Designated Body will review the complaint. The Company must then provide the ATR or clarification within the timeline set by the Designated Body, which will upload the ATR on SCORES within 10 days of the review.

Stage 5 - Second Review of the Complaint 05

If the complainant is dissatisfied with the ATR from Designated Body within 15 days, or if no ATR is received within 10 days, SEBI may conduct a second review. The complaint is resolved or closed only when SEBI formally disposes of it.

Stage 6 - Online Dispute Mechanism/ Other Civil Remedies 06

After examination or SEBI review, complaints will be closed on the SCORES Portal with closure remarks. SEBI may suggest the Online Dispute Resolution Mechanism if needed, and complainants have other options as well

Online Dispute Resolution Portal

SEBI vide its Circular No. SEBI/HO/OIAE/OIAE_IAD-1/P/ CIR/2023/131 dated 31st July 2023 (subsumed as part of the SEBI Master Circular No. SEBI/HO/OIAE/OIAE_ IAD-3/P/CIR/2023/195 dated 28th December 2023) have issued a Circular for online resolution of disputes in the Indian securities market.

With the said Circular, the existing dispute resolution mechanism in the Indian securities market is being streamlined under the aegis of Stock Exchanges and Depositories by expanding their scope and by establishing a common Online

Dispute Resolution Portal ("ODR Portal") which harnesses online conciliation and online arbitration for resolution of disputes arising in the Indian securities market.

The said Circular, inter alia, details about the following key aspects:

- Investors, listed companies, specified intermediaries, and regulated entities have been covered under the ambit of ODR Portal;
- Introduction of a common ODR Portal;
- Process for initiation of the dispute resolution process on ODR Portal;
- Procedure for conciliation and arbitration, its form of proceedings and fees & charges thereto; and
- Roles and responsibilities of Market Infrastructure Institutions like Stock Exchanges and Depositories and Market Participants like listed entity and RTA.

The shareholders can access the ODR Portal at https://smartodr.in/login

20. WEBLINKS FOR THE POLICIES/ CODES

Particulars	Weblink
Policy on Board Diversity	https://www.grasim.com/upload/pdf/board-diversity-policy-grasim.pdf
Risk Management Policy	https://www.grasim.com/Upload/PDF/risk-management-policy.pdf
Corporate Tax Policy	https://www.grasim.com/upload/pdf/corporate-tax-policy.pdf
Human Rights Policy	https://www.grasim.com/upload/pdf/human-rights-policy.pdf
Environmental Policy	https://www.grasim.com/Upload/PDF/grasim-environmental-policy-2021.pdf
Energy & Carbon Policy	https://www.grasim.com/Upload/PDF/grasim-energy-carbon-policy.pdf
Water Stewardship Policy	https://www.grasim.com/upload/pdf/water-stewardship-policy.pdf
Wood Fiber Sourcing Policy	https://www.grasim.com/Upload/PDF/fibre-sourcing-policy.pdf
Quality Environment and Occupational Health and Safety Policy	https://www.grasim.com/upload/pdf/IMS-policy-harihar.pdf
Grievance handling Policy	https://www.grasim.com/Upload/PDF/grasim-grievance-handling-policy-fy21.pdf
Policy for Archival of Documents	https://www.grasim.com/upload/pdf/archival_policy.pdf
Policy for Preservation of Documents	https://www.grasim.com/upload/pdf/policy_preservation_documents.pdf
Executive Remuneration Policy	https://www.grasim.com/upload/pdf/ABG-executive-remuneration-philosophy-policy.pdf
Code of Conduct	https://www.grasim.com/upload/pdf/code-of-conduct.pdf
Corporate Social Responsibility Policy	https://www.grasim.com/Upload/PDF/grasim-csr-policy.pdf
Dividend Distribution Policy	https://www.grasim.com/upload/pdf/Grasim_Dividend_Policy_16.pdf
Policy on Determination of Materiality of Information or Events	https://www.grasim.com/upload/pdf/Policy_materiality_information.pdf
Vigil Mechanism & Whistle Blower Policy	https://www.grasim.com/upload/pdf/whistle_blower_policyx.pdf
PIT Code of Practice and Procedures for Fair Disclosure of UPSI	https://www.grasim.com/Upload/PDF/pit-code-of-practice-and-procedures-for-fair-disclosures-upsi.pdf
Familiarisation Programme for Independent Directors	https://www.grasim.com/Upload/PDF/familiarisation-programme-independent-directors.pdf
Policy on Determination of Material Subsidiary	https://www.grasim.com/upload/pdf/Grasim_Policy_Material_Subsidiary_Cos.pdf
Policy on Related Party Transactions	https://www.grasim.com/upload/pdf/Grasim_policy_on_RPT.pdf
Information Security Policy	https://www.grasim.com/Upload/PDF/information-security-policy.pdf
Policy for control of Stationary by RTA	https://www.grasim.com/Upload/PDF/policy-for-control-stationery-by-rta-grasim.pdf
Privacy Policy	https://www.grasim.com/Upload/PDF/privacy-policy.pdf
Stakeholder Engagement Policy	https://www.grasim.com/Upload/PDF/grasim-stakeholder-engagement-policy.pdf
Suppliers Code of Conduct	https://www.grasim.com/upload/pdf/suppliers-code-conduct.pdf
Terms and Conditions of Appointment of Independent Directors	https://www.grasim.com/upload/pdf/terms_conditions_independent_director.pdf

The changing face of women

Let me begin with, a spool back to a few lines, penned by Henry Wadsworth Longfellow, one of the phenomenal poets of nineteenth-century America, and I quote:

"For it is the fate of a woman
Long to be patient and silent
To wait like a ghost that is speechless
Till some questioning voice
Dissolves the spell of its silence".

And look at where, we women stand today.

Amazing how we in India, stand out on major counts. And most certainly on women empowerment processes. The Government in India is heavily invested, in the economic empowerment of women, for over a decade now. This is an exciting trend.

There is a genuine endeavour, across the globe, both at the Government's level, and equally so, in progressive corporates, to recognise women. They have begun to reckon, that women bring a lot to the table. Their creativity, out-of-the-box thinking, their leadership, their resilience, and sensitivity, enable them to make a definite impact.

As this year rolled on, the Fortune 500 heralded a milestone: For the first time in history, women ran more than 10% of the businesses on the list of America's largest public companies. In effect, women run 10.4% of companies on the Fortune 500 this year. So, it is happening, albeit a tad slow, but a beginning has been made.

In India, women representation on Boards, is 18 percent. What is encouraging, is that consequent to the debate on Board diversity in India, today, more than 40% of the companies have gone beyond the mandated limit, and have appointed more than one woman on the Board.

In spite of the visible progress, at the global and national level, that much remains to be done is indisputable.

I venture to offer broad-based suggestions. Firstly, we need to break the stereotyping of women, at two levels – personal and the image that most men harbour. It's high time that men stopped making decisions for women – in other words, stopped 'parenting' and 'mansplaining' them. Truth be told, women who have risen to a level, have proved to be equally capable, ambitious and responsible. They manage their homes, and their children, along with their work. Gender sensitivity and awareness discourses, can drive home this aspect. Always look through a positive frame. Men must play a proactive role of being an ally in fighting biases, and obstacles at work, and in helping women break the glass ceiling. A case in point is the insufficient access and financial exclusion by Venture Capitalists – just 2 percent. We must alter the algorithm.

At the base level, most mothers need to shake off, the thought that science, technology, engineering and mathematics are good for boys and not for girls. So, the daughter is encouraged to move in softer areas, devoid of technical skills. And this kind of differential upbringing, becomes a roadblock and a self-limiting belief. More recently, STEM education has been mainstreamed, in the study programmes and that augurs well.

There are two more points that I would like to highlight – first, what are we doing as an MNC, operating in 41 countries, with an employee base of 1,87,000+ employees, spanning 100 nationalities. And second, what is shaping, the empowerment trajectory in our country.

At the Aditya Birla Group, we have developed a playbook, fixated on a holistic approach, that truly perpetuates women leaders. Our endeavour is to make Aditya Birla Group, an aspirational workplace for women, and increasingly weave women into mainstream operations, in the near future. We have long begun enhancing the representation of women at leadership levels, across operations, be it management, manufacturing, marketing, branding, sales, or research. We are making good progress. Currently, we have over 200 women, in senior and top leadership roles.

For us it is a journey of transformation. Our Chairman has pushed the agenda, and today it is like a movement. To drive a mindset of inclusion, we have worked out diverse innovative programmes, among which are immersive workshops, interactive manager sensitisation and digital learning sessions.

The outcomes have been very fulfilling. A clear signal is beamed - emphasising the fact, that given everything being equal, the scale must tilt towards women. In a few years ahead, we would be on the top of the pole in the context of women empowerment. I am sure, most progressive corporates, serious in pursuing gender equity, would have made 'women empowerment' a business case.

Moving next on to government initiatives to mentor women, and leverage their potential, the Government of India, genuinely believes that women led development is integral to India's progress. A slew of schemes that focus on education, healthcare, financial inclusion, among others, have made a phenomenal difference to the status of women, both in rural and urban areas.

These relate to women-led entrepreneurship, property rights, inheritance laws, ownership of wealth, besides education and agriculture reforms. In a meticulous manner, these open the door, to the journey of self-reliance and empowerment. It has helped forge a self-actualisation path, for thousands of women. To cite an example, there are over 8.59 lakh women Micro, Small and Medium Enterprises registered. I believe, we can add up to over 18 percent to our nation's GDP, which today stands at nearly 4 trillion dollars.

Let me conclude in the words of our Honourable Prime Minister, Shri Narendra Modiji: "Global development is not possible without women's participation". We heed the message. What more can one say!

Rajashree Birla
Chairperson
Aditya Birla Centre for Community Initiatives and Rural Development
Chairperson, CSR Committee of the Board,
Grasim Industries Limited

Our forward march: A brief narrative of our CSR engagement

It might interest you to learn that Grasim is equally committed to empower women. Today Grasim has a cohort of 26 women leaders, 9.1 % of its management staff comprises of women. The number of women in the organisation has grown by 10 times in the last 10 years.

Glimpses of our work in the developmental domains:

SDG-1: To rid poverty across all nations by 2030

Our CSR engagement is pivoted on the enrichment of the lives of the underprivileged. Our process comprises of training and empowering them to become self-reliant and lead lives of dignity and respect. It extends across our 17 manufacturing inclusive of Pulp & Fibre, Chemicals, Insulators, Textiles and VFY units. These crisscross 9 states. Among these feature Madhya Pradesh, Karnataka, Gujarat, Jharkhand, West Bengal, Uttar Pradesh, Maharashtra, Andhra Pradesh and Odisha.

SDG-2: To end all forms of hunger and malnutrition by 2030:

To boost agricultural and horticultural activities and improve overall farm productivity, we organised 213 camps across Nagda, Veraval, Vilayat, Harihar, Rehla, Kalyan and Rishra, consequently 4,179 farmers have adopted advanced agricultural practices. These camps focused on doable interventions such as FPOs, Zero Budget Farming, Nutritional Gardens, High value Crops, Drip & Sprinkler irrigation, Orchard farms, Demonstration plots, soil testing, distribution of quality seeds, training on advanced agriculture methods & technology, inter-cropping techniques, and exposure visits to agricultural universities.

Additionally, in Nagda Madhya Pradesh, over 1,512 farmers from the districts of Ujjain Nagda and Rehla Jharkhand received quality seeds for Maize, Sorghum, Ragi, and other millets as well 8 types of Green Fodder seeds for Grasim Gokul Gaushala. 120 farmers engaged in Papaiya cultivation. It enabled them cultivate 632 acres of land. This initiative led to a 20% jump in income. It also facilitated linkage with the NABARD, KVK and Govt. Agriculture Department, which enlarge market access considerably for the farmers.

Additionally, during agriculture support programmes held in Nagda, Veraval, Rishra & Rehla we distributed agricultural tools, fertilisers and crop protection material to around 522 farmers. These inputs were widely appreciated and contributed to improved crop quality and yield.

Three Farmer Producer Organisations (FPOs) were successfully initiated at Nagda and Rishra, one FPO formed exclusively for women at Nagda patched 1,478 farmers together under a structured network to promote collective growth and knowledge sharing.

Under the Social Forestry Programme, 38,845 saplings were distributed across Nagda, Vilayat, Renukoot, Rehla, Karwar, Veraval and Halol. The program fostered ecological balance and community participation in greening efforts.

Vocational skills training programs was yet another substantial benefit for 2,380 locals. The geographies include Nagda, Veraval, Rishra, Vilayat, Harihar, Renukoot, Rehla, B B Puram, Kalyan, Malanpur The impact is palpable as unemployment has whittled. Many youngsters now have a job and many have moved forward to set up their micro enterprises.

This year, 28,696 animals were immunised through veterinary camps conducted at Vilayat, Nagda, Harihar, Renukoot, Rehla, Veraval and Halol.

We have established and now nurture two Grasim Gokul Gaushalas at Nagda (MP) and Kharach (Gujarat) with 1,310 stray cows.

A dedicated Cattle Development and Breeding Centre has been set up at Nagda, Halol, Vilayat with BAIF. Its main purpose is to offer doorstep artificial insemination (AI) services and promote better cattle nutrition and health. The activity has spawned 90 dairy farms. This year 4,740 cattle have been artificially inseminated and 2,298 calves spawned across Nagda, Vilayat and Halol. The results have been highly positive with a 100% success rate.

Water Positivity:

We have constructed 4 ponds, 177 rainwater harvesting structures, soak pits, roof water harvesting, farm well, underground water tanks. This has enabled us conserve 3.40 billion litres of water for agriculture, animal husbandry and domestic needs. Reaching out to more than 72,000 farmers, who have irrigated: 46,500 hectares, and an annual income raise by up to 52%.

Drinking water Facility:

We are supplying Drinking Water to 52 villages through Tankers, pipelines and 23 RO plants in Nagda, Vilayat, Harihar, Renukoot, Ganjam, Rehla, Veraval, Kalyan, Halol, Rishra and Malanpur. These efforts have been a boon for 3,77,740 villagers, significantly improving access to safe drinking water and playing a key role in preventing the outbreak of waterborne diseases and epidemic in our partner communities.

SDG-3: Ensuring, healthy lives and promoting well-being for all, in all age groups

We conducted 1,237 health visits through Mobile Health Units (MHUs) and organised 887 rural medical and awareness camps to provide essential healthcare services. These camps included health check-ups for a range of ailments such as malaria, filariasis, diarrhea, diabetes, hepatitis, arthritis, skin diseases, gynecological disorders, and cardiac issues. The reach was over 92,476 villagers.

In addition, 221 specialised medical camps were held, covering cardiology, gynecology, pediatrics, orthopedics, ENT, dentistry, and more. These camps attended to 19,303 cases, with serious patients referred to our hospitals for further treatment. Through these interventions, we have ensured 100% access to healthcare services in all our partner villages.

Our company-supported hospitals and 17 dispensaries / clinics—located in Nagda, Ujjain (MP), Kharach, Veraval (Gujarat), Harihar (Karnataka), Rishra (West Bengal), Ganjam (Odisha) provided invaluable care, treating 1,97,661 underserved patients.

At our 58 eye and Dental camps, 9,984 individuals were treated across Rishra, Malanpur, Veraval, Renukoot, Harihar, Nagda and 195 patients from Rishra, underwent cataract surgeries. Intra-Ocular Lenses (IOLs) were implanted.

In Kharach, Vilayat, Veraval, Kalyan, Rehla, Ganjam and Renukoot, 4,424 patients were diagnosed with Tuberculosis and registered under the Directly Observed Treatment (DOT) programme at various Designated Microscopic Centres (DMCs) we provided Nutritious Food Basket under TB Free India 2025 as a committed Nikshay Mitra.

In 11 awareness camps held across Nagda, Rehla, Vilayat, Kharach, 15,827 individuals were screened for Sexually Transmitted Diseases (STDs), Reproductive Tract Infections (RTIs), and HIV/AIDS.

To combat malaria at the 164 programmes held 7,314 people participated at Harihar.

To promote overall physical and mental well-being, 37 yoga sessions were organised, benefiting 4,370 participants from Rehla, Rishra, Kalyan, Nagda and Vilayat.

In collaboration with the District Health Department, more than 49,762 children were immunised against polio. BCG, DPT, and Hepatitis-B vaccines across our company's units. These efforts have contributed to achieving near-zero child mortality in our project areas.

Over 16,917 expectant mothers and their children accessed services at our 7 Family Welfare Centres located in Nagda, Veraval, Rishra, Rehla, Kharach, Kalyan, and Vilayat under the Safe Motherhood and Child Survival Programme. This initiative has facilitated around 98% institutional deliveries, ensured safer childbirth and improved maternal and child health outcomes.

Further at the 22 Family Planning camps organised, 5,869 people actively participated in programmes were held at Rishra, Nagda, Veraval and Kalyan.

We organised 13 cancer screening camps at Rishra wherein 7,012 women went through the process.

We have conducted Artificial Limb Fitment Camps across Harihar, Rehla and Kalyan and reached out to 452 differently abled persons.

SDG-4: Education:

We support 125 *Anganwadis* benefitting 5,549 children at Nagda, Rehla and Veraval. Special focus is on 166 malnourished children through regular health check-ups and nutrition awareness drives under the Integrated Child Development Scheme (ICDS) at Nagda, Rehla and Veraval. These initiatives have led to 100% student enrolment and notable improvements in cognitive development.

At our 6 *Aditya Birla Public Schools* in Nagda, Veraval, Kharach, Harihar and Ganjam 5,587 students are enrolled.

Under the Sarva Shiksha Abhiyan, we partnered with 73 primary schools in Nagda, Veraval and Rehla, reaching out to 8,066 students. Education kits were distributed to 6,970 children across 59 schools, supporting foundational learning. To address the shortage of teaching staff, we extended our support through "Ensuring Quality Education Project" and deputed 37 teachers to primary and secondary schools in Nagda. Enhancing Learning Outcomes, Infrastructure Development, Student Engagement & Motivation, Parent & Community Involvement, Skill Development & Career Guidance are a boon to the rural populace.

Under Project Aarohan we encourage coaching in multiple sports. We provided sports kits, in addition to sponsoring their education, hostel facilities, nutritious food and uniforms were given to 551 students under this project at Veraval.

The School Enrolment Drive project ensured 100% enrolment in 85 schools with a total student population of 4,126 students. National Day celebrated among 51 schools, and 18,468 students participated.

Under Project Shisha, Focus Learning, reading, writing and spoken English of 5th to 8th class of Government schools, benefitted 450 students at Aditya Birla Insulators, Rishra.

Project Gyanarjan at Jayshree Textile, Rishra reached out to 130 students, coaching them for the JEE / NEET exams for the students from economically weaker section

Anveshan is a hands-on learning initiative, fostering Science, Technology, Engineering & Math (STEM) education. This was introduced in 5 schools in Rishra with a student cohort of 1,024 students.

Our Scholarship Programme supported 426 meritorious students this year.

We actively collaborated with 7 *Kasturba Gandhi Balika Vidyalayas* (KGBVs) at Nagda, Veraval and Malanpur supporting the education of 2,409 girls.

In the realm of digital literacy, we run 16 computer education centres at Nagda, Harihar and Veraval, benefiting 1,889 rural students.

We have introduced smart classes in 25 schools, teaching over 5,573 students with interactive digital learning content aligned with school curricula.

Through 4 career counselling camps at Kalyan, Renukoot, and Vilayat, 670 students received guidance on career pathways. Many have since enrolled in technical and vocational training programmes.

Infrastructure development remains a key focus. We renovated school building and provided furniture 23 schools at Nagda, Renukoot, Kalyan, Rehla, Harihar and BB Puram, encompassing 4,712 students.

To improve sanitation and hygiene, 3 sanitation blocks were built in Kalyan, Nagda and Veraval. Safe drinking water facilities have been made available at 38 schools in Nagda and Rishra. This has resulted in significant increase in enrolment and retention of children at School, especially in higher classes and reduced drop out.

SDG-5: Women empowerment and gender equality:

The 453 Self-Help Groups (SHGs) established by us have empowered 5,834 households, fostering both economic and social upliftment. More than 50% SHGs are engaged in gainful income generation activity and making a decent income to support her family.

Accolades conferred:

Grasim Industries Limited

- ET Conscious Corporate of the year Award – 2025

Jaya Shree Textiles, Rishra

- CII – ITC Sustainability Award for Domain Excellence in CSR

Grasim, SFD, Nagda

- The 11th National Gold Award to Grasim, Nagda for our project "Ensuring Quality Education". Dr. Pramod Sawant, Chief Minister of Goa presented the award and certificate

Jaya Shree Textiles, Rishra

- National CSR Award, 2024 to Jaya Shree Textiles for Excellence in CSR & Sustainability in Community Development and Concern for Health categories.

Our Investment:

For the year 2024-25, we invested ₹ 88.42 crore. We have mobilised ₹ 12.28 crore through the various schemes of the Government, acting as catalysts for the community. We reached out to 12.46 lakh fellow Indians in 311 villages across 9 states.

Our Board of Directors, our Management and our colleagues across Grasim are committed to enrich lives of the underprivileged and continue to be a force for good in the geographies in which we operate and beyond.

Business Responsibility & Sustainability Report

SECTION A: GENERAL DISCLOSURE

I. Details of the Listed Entity

1.	**Corporate Identity Number (CIN) of the Listed Entity**	L17124MP1947PLC000410
2.	**Name of the Listed Entity**	Grasim Industries Limited ('Grasim')
3.	**Year of incorporation**	1947
4.	**Registered office address**	Birlagram, Nagda – 456 331, Madhya Pradesh, India
5.	**Corporate address**	Aditya Birla Centre, 'A' Wing, 2nd Floor, S. K. Ahire Marg, Worli, Mumbai – 400 030, Maharashtra, India
6.	**E-mail**	grasim.secretarial@adityabirla.com
7.	**Telephone**	+91 22 6652 5000, +91 22 2499 5000
8.	**Website**	https://www.grasim.com
9.	**Financial year for which reporting is being done**	1st April 2024 to 31st March 2025
10.	**Name of the Stock Exchange(s) where shares are listed**	1. BSE Limited 2. National Stock Exchange of India Limited 3. Luxembourg Stock Exchange
11.	**Paid-up Capital**	₹136.11 crore
12.	**Contact Person**	
	Name of the Person	Mr. Surya Valluri (Chief Sustainability Officer)
	Telephone	+91 22 2499 5000
	Email address	surya.valluri@adityabirla.com
13.	**Reporting Boundary**	
	Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).	The disclosures in this report cover the standalone operations of Grasim Industries Limited. However, for Principle 6, we have considered only the operating plants and excluded data pertaining to offices. For the Paints Business, three manufacturing plants have been included within the reporting boundary for Principle 6.
14.	**Name of assessment or assurance provider**	BDO India LLP
15.	**Type of assessment or assurance obtained**	BRSR Core Indicators - Reasonable Assurance; Selected BRSR Indicators - Limited Assurance For the detailed Assurance Report please refer to pg. no. 198

II. Product/Services

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	% Turnover of the Entity
1	Manufacturing	Cellulosic Fibres and Yarns	50%
2	Manufacturing	Chemical and Allied Chemicals	27%
3	Manufacturing and Trading	Building Materials (Paints & B2B E-commerce)	17%

17. Products/Services sold by the entity (accounting for 90% of the entity's turnover):

S. No.	Product/Service	NIC Code	% of Total Turnover Contributed
1	Cellulosic Fibres and Yarns	2030	50%
2	Chemicals and Allied Chemicals	2011	27%
3	Building Materials (Paints & B2B E-commerce)	2022, 4690	17%

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	27	224*	251
International	-	-	-

There are one or more plants at a single geographical location.
*Includes R&D facilities, warehouses, depots, offices and studios.

19. Markets served by the entity:

a.	**Number of locations**	
	Locations	**Number**
	National (No. of States)	28 States & 8 Union Territories
	International (No. of Countries)	79
b.	**What is the contribution of exports as a percentage of the total turnover of the entity?**	8% of the total operating revenue of the Company.
c.	**A brief on types of customers**	**Cellulosic Fibres** – The customer base for Cellulosic Fibres includes all partners within the textiles value chain. Cellulosic Staple Fibre is supplied to yarn manufacturers for the conversion of fibre into yarn, while weaving mills convert yarn into fabrics and eventually used for garment manufacturing. **Chemicals** – Our Chlor-Alkali business caters to a wide range of applications, such as the production of aluminium, pulp and paper, soaps, detergents, cellulosic fibres, Zeolites, food additives, textile processing, and more. The business primarily serves industrial sectors (B2B) that are diverse and critical. Our Specialty Chemicals (epoxy polymers and curing agents) division produces products which are used in various industries such as windmill blades, auto segments, paints, construction, coating, composite, and electrical applications, among others, and cater to different touchpoints across the value chain. **Building Materials** – This segment includes two businesses i.e. Paints and B2B E-commerce. We manufacture, trade, and sell a wide range of paints, coatings, and wallcoverings. Our products serve a diverse customer base, including homeowners, large project developers, dealers, businesses, architects, interior designers, contractors, and influencers. We reach our customers through a large network of dealers, contractors, and online platforms. Our B2B E-commerce platform serves a diverse customer base, empowering MSMEs to effortlessly source construction materials such as steel, cement, chemicals, plywood, doors, bathware, etc. from a wide range of brands. We simplify purchasing process by offering competitive pricing, assured quality, assured quantity and financing solutions. **Others –** Our Textiles division serves partners across the textile value chain and retail consumers, offering products through wholesale and retail channels across three key categories: linen, wool, and cotton fabrics. Our Insulators Business caters to a diverse customer base by producing the widest range of electrical insulators in India, including those for transmission lines and substation up to 1200 kV. We serve utilities and infrastructure developers, ensuring reliable and high-quality solutions for their needs.

IV. Employees

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled)*:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	Employees					
1	Permanent (D)	11,812	10,695	91	1,117	9
2	Other than Permanent (E)	1,787	1,663	93	124	7
3	**Total Employees (D+E)**	**13,599**	**12,358**	**91**	**1,241**	**9**
	Workers					
4	Permanent (F)	15,515	15,376	99	139	1
5	Other than Permanent (G)	17,908	17,387	97	521	3
6	**Total Workers (F+G)**	**33,423**	**32,763**	**98**	**660**	**2**

*Limited assurance has been carried out by BDO India LLP for FY 2024-25.

b. Differently abled employees and workers*

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	Differently abled Employees					
1	Permanent (D)	8	8	100	-	-
2	Other than Permanent (E)	-	-	-	-	-
3	**Total (D+E)**	**8**	**8**	**100**	**-**	**-**
	Differently abled Workers					
4	Permanent (F)	48	48	100	-	-
5	Other than Permanent (G)	3	3	100	-	-
6	**Total (F+G)**	**51**	**51**	**100**	**-**	**-**

*Limited assurance has been carried out by BDO India LLP for FY 2024-25.

21. Participation/Inclusion/Representation of women*:

Category	Total (A)	No. and % of females	
		No. (B)	% (B/A)
Board of Directors	14	3	21
Key Management Personnel	3	-	-

*Limited assurance has been carried out by BDO India LLP for FY 2024-25.

22. Turnover rate for permanent employees and workers:

Category	FY 2024-25			FY 2023-24			FY 2022-23		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	14%	19%	15%	12%	16%	12%	13%	18%	14%
Permanent Workers	5%	4%	5%	5%	3%	4%	4%	18%	4%

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. (a) Names of holding/ subsidiary / associate companies / joint ventures

S. No.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether it is a holding / Subsidiary / Associate / or Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/ No)
1.	UltraTech Cement Limited*	Subsidiary	56.11	No
2.	Aditya Birla Capital Limited*	Subsidiary	52.54	No
3.	Aditya Birla Renewables Limited	Subsidiary	100.00	No

*UltraTech Cement Limited and Aditya Birla Capital Limited and their subsidiaries, associate companies and joint ventures follow their individual business responsibility initiatives.

Please refer to page no. 457 for the list of subsidiaries, associate companies, and joint ventures.

VI. CSR Details

24.	(i) Whether CSR is applicable as per section 135 of Companies Act, 2013:	Yes
	(ii) Turnover (in ₹)	31,563 crore
	(iii) Net worth (in ₹)	54,398 crore

VII. Transparency and Disclosures Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2024-25			FY 2023-24		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes	Nil	Nil	-	Nil	Nil	-
Investors (other than shareholders)	Yes	Nil	Nil	-	Nil	Nil	-
Shareholders	Yes	78	3	-	70	Nil	-
Employees and workers	Yes	12	2	-	7	Nil	-
Customers	Yes	5,345	2,265	-	773	132	-
Value Chain Partners	Yes	Nil	Nil	-	113	Nil	-
Others* (Whistle-Blower)	Yes	5	Nil	-	4	1	-

Note: The grievance redressal policy is available on the Company's website under the Corporate Governance & Policies and Code of Conduct section, and can be accessed at: https://www.grasim.com/Upload/PDF/grasim-grievance-handlingpolicy-fy21.pdf

*In some whistle-blower cases, the identity is unknown, and they may belong to any of the above stakeholder groups.

26. Overview of the entity's material responsible business conduct issues

S. No.	Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
1.	Energy Consumption and GHG Emissions	Risk	Surging energy costs, supply chain disruptions, and stringent emission regulations pose substantial risks, leading to operational and financial setbacks that affect profitability and compliance with evolving standards.	Grasim is improving operations by prioritising energy efficiency and renewable energy adoption to ensure continuity and transition to a sustainable, low-carbon model. Investments in energy-saving technologies and renewables aim to reduce emissions, lower costs, and strengthen resilience while attracting environmentally conscious investors.	Negative

S. No.	Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
2.	Responsible Supply Chain	Risk	Supply chain is a material area of risk as expectations around ESG accountability from customers and regulators continue to grow. Disruptions may arise due to challenges in meeting evolving legal requirements, social or environmental concerns at supplier sites, or sourcing uncertainties. These can affect continuity, increase operational costs, and expose the business to reputational and compliance-related pressures.	Grasim has enhanced its supply chain by adopting responsible sourcing practices and sourcing from accredited vendors. The Company favours local suppliers, supporting community growth and advancing sustainable practices, reinforcing its environmental and social responsibility.	Negative
3.	Climate Change Adaptation	Risk	The challenges of global warming necessitate adaptive measures that can significantly impact Grasim's operations. Extreme weather events such as floods, storms, and droughts pose risks to supply chains, infrastructure, and machinery, leading to higher operational costs. Anticipated regulatory changes further increase the risk of non-compliance, affecting business continuity. While Grasim is transitioning to a low-carbon model and investing in green technologies, climate change remains a material risk with implications for cost, compliance, and operational resilience.	Grasim recognised the risks posed by climate change and has taken steps to strengthen the resilience of its business model. The Company has integrated the Task Force on Climate-related Financial Disclosures (TCFD) into its risk management framework to evaluate physical and transition risks. It has also secured insurance coverage to safeguard against potential financial impacts from climate-related events.	Negative
4.	Waste Management	Risk	Inadequate waste management poses significant risks to Grasim, including environmental degradation, regulatory non-compliance, and reputational harm. Improper disposal can lead to pollution, legal penalties, and operational disruptions. As environmental regulations tighten and stakeholder expectations increase, ineffective waste practices may impact business continuity and long-term performance.	Grasim is strengthening waste management by minimising waste generation and improving recycling and disposal practices. It ensures segregation at source, adopts circular economy principles, and works with authorised agencies in line with Central and State Pollution Control Boards directives. Investments in advanced technologies and process improvements support greater efficiency and help mitigate environmental impact.	Negative
5.	Product Stewardship	Opportunity	Product stewardship presents an opportunity for Grasim to deliver resource-efficient, socially responsible products. Managing the product life cycle, from design to disposal, helps meet regulatory expectations, build consumer trust, and reduce environmental impact - strengthening Grasim's position as a responsible brand.	Grasim uses Life Cycle Assessment to manage risks in manufacturing and disposal. A closed-loop system enables by-product reuse, improving efficiency and reducing waste. Product safety is ensured through secure handling and transport, supporting environmental protection and stakeholder trust.	Positive

S. No.	Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
6.	Human Rights	Risk	Human rights risks are relevant to Grasim due to its extensive supply chain and labour-intensive operations. Disregarding human rights standards can lead to reputational damage, legal consequences, and business disruptions. Ensuring ethical practices and respect for human rights is critical to maintaining operational continuity and stakeholder confidence.	Human rights risks are relevant to Grasim due to its extensive supply chain and labour-intensive operations. Disregarding human rights standards can lead to reputational damage, legal consequences, and business disruptions. Ensuring ethical practices and respect for human rights is critical to maintaining operational continuity and stakeholder confidence.	Negative
7.	Water and Effluents	Risk	A consistent and high-quality water supply is essential for uninterrupted operations at Grasim. Water scarcity can disrupt processes, increase raw material costs, and raise health and safety concerns for employees and nearby residents. Competing for water with local communities may also affect the Company's ability to continue operating in certain regions.	Grasim is enhancing its water management strategy through reduced water consumption and increased recycling. It continues to invest in new technologies and upgrades to existing systems. The installation of Zero Liquid Discharge (ZLD) plants at manufacturing sites is part of the Company's ongoing efforts to conserve water and reduce dependency on freshwater sources.	Negative
8.	Innovation and R&D	Opportunity	Innovation and R&D offer Grasim the opportunity to enhance its technological capabilities, respond to evolving market needs, and expand into new business areas. These efforts also support the development of sustainable solutions, green technologies, and resource-efficient practices that contribute to long-term growth and environmental progress.	Grasim invests in R&D to remain competitive and future-ready. Initiatives include the development of resource-efficient solutions and the use of Industry 4.0 technologies in the Paints business for smart manufacturing. These efforts enable growth, reduce emissions, and support sustainable value creation.	Positive
9.	Resource Efficiency	Opportunity	Resource efficiency is a key opportunity for Grasim to optimise the use of energy, water, and raw materials across its operations. Efficient resource management supports better operational performance, cost reduction, and lower environmental impact. It also aligns with Grasim's sustainability goals and strengthens its competitive position by promoting responsible consumption.	Resource efficiency presents a strategic opportunity for Grasim to optimise resource use, and lower operational costs. The Company has set measurable goals to enhance performance across key resource areas, supporting lean operations and sustainable growth. These efforts also contribute to stronger brand value and stakeholder confidence.	Positive
10.	Occupational Health and Safety	Risk	The nature of Grasim's manufacturing operations make occupational health and safety a key area of risk. Equipment malfunction or human error, especially in chemical handling, can lead to safety concerns. Continuous investment in training and safer processes is essential to maintaining a secure and well-managed work environment.	Grasim is reinforcing workplace safety through regular audits, awareness programs, and customised training modules. The adoption of SA 8000 standards has strengthened its safety framework and employee well-being efforts. The Company has also established 'Life Saving Rules' and role-based training to ensure consistent safety practices. Insurance coverage is in place to support employees in the event of workplace incidents.	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and Management Processes										
1	**a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/ No)**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	b. Has the policy been approved by the Board? (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	c. Web Link of the Policies, if available	Yes. In compliance with the relevant governing regulations, we have made all necessary policies available on our website. These documents are readily available to everyone via the link provided below. https://www.grasim.com/investors/policies-and-code-of-conduct								
2	**Whether the entity has translated the policy into procedures. (Yes / No)**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	**Do the enlisted policies extend to your value chain partners? (Yes/No)**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	**Name of the national and international codes/certifications/labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.**	Grasim aligns with various global and national certifications, standards, and codes that reflect the BRSR principles, which are essential for steering our business towards sustainable growth, as indicated below: **Principle 1:** IR framework, ISAE3000 **Principle 2:** FSC®, PEFC™, GOTS, OCS, GRS, RCS, RAF, OEKO-TEX®, Better Cotton Initiatives (BCI), REACH, Higg Index, ISO 9001, ISO 14001, ISO 14040/44, ISO 17025, ISO 50001, EcoVadis **Principle 3:** SA 8000, ISO 45001 **Principle 4:** IR framework, SA 8000 **Principle 5:** SA 8000 **Principle 6:** GRI Standards, ISO 14001, ISO 50001, FSC®, PEFC™, GOTS, OCS, RAF, OEKO-TEX, BCI, Higg Index, REACH, ZDHC, regenagri **Principle 7:** IR framework, GRI standards **Principle 8:** SA 8000, ISO 26000 **Principle 9:** ISO 22301, ISO 27001 In addition, Grasim actively reports on climate change, water security and forest related issues through its disclosures to the CDP as well as on environment, social and governance through the Dow Jones Sustainability Index (DJSI) Corporate Sustainability Assessment (CSA).								
5	**Specific commitments, goals and targets set by the entity with defined timelines, if any.**	Grasim has established a target to reach net zero emissions by 2050, aligning with global initiatives to mitigate the impacts of climate change. Additionally, Grasim has established specific targets for a range of sustainability-related KPIs to ensure comprehensive progress towards its overarching sustainability goals. Please refer to the Sustainability Framework section page no. 110 for the Company's goals and targets.								
6	**Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.**	Grasim has established a comprehensive array of sustainability objectives and has formulated strategic plans and a detailed roadmap to accomplish these goals. The progress towards these targets can be tracked within the sustainability framework outlined on page no. 110 of the report.								
Governance, Leadership and Oversight										
7	**Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievements.**	Please refer to the message from the Managing Director on page no. 12 and Sustainability framework on page no. 110 of the report.								
8	**Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).**	Mr. Himanshu Kapania, Managing Director								
9	**Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.**	Yes, the Risk Management and Sustainability Committee is tasked with overseeing the Company's sustainability related issues, sustainability strategy, and the outcomes of its execution. The committee regularly reviews the progress of sustainability projects, taking into account key performance indicators, and periodically develops appropriate action plans to ensure that the set targets are achieved. For more details, please refer to the page no. 272 of the Corporate Governance Report.								

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director/ Committee of the Board/ Any other Committee	Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)
Performance against above policies and follow up action	Sustainability principles at Grasim are overseen by the Board through their appointed Audit Committee, Risk Management & Sustainability Committee, and Corporate Social Responsibility Committee.	Reviews are scheduled at least once in a quarter. Furthermore, additional reviews are conducted on an ongoing basis.
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Compliance with statutory requirements at Grasim are overseen by the Board through their appointed Audit Committee.	Reviews are scheduled at least once in a quarter.

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.

P1	P2	P3	P4	P5	P6	P7	P8	P9
				No				

12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:

	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the Principles material to its business (Yes/No)	Not Applicable								
The entity is not at a stage where it is able to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent and accountable



Grasim's business operations are conducted with a focus on the well-being of society and the environment, with sustainability embedded in its strategic and operational plans. For Grasim, conducting business with integrity, transparency, and accountability is essential as it supports the Company's reputation, ensures statutory obligations, and enables fair competition. These practices are key to managing risks effectively, engaging stakeholders, and securing a competitive advantage, which in turn positions Grasim favourably in a market that increasingly values responsible corporate behaviour and aligns with the broader objectives of ESG criteria. By treating all stakeholders equitably and addressing conflicts of interest involving members, employees, and business partners, Grasim maintains ethical standards and reinforces its stance on sustainable and responsible business practices.

ESSENTIAL INDICATORS

1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	7	1. Risk Management Framework 2. Code of Conduct and Ethics 3. Awareness on Regulatory Updates 4. Insider Trading 5. Prevention of Sexual Harassment (POSH) 6. Awareness on Whistle Blower 7. Environment, Health and Safety	100%
Key Managerial Personnel	11	1. Risk Management Framework 2. Code of Conduct and Ethics 3. Awareness on Regulatory Updates 4. Anti-Corruption and Anti-Bribery 5. Prevention on Money Laundering 6. Compliance relating to Sanctions 7. Insider Trading 8. Prevention of Sexual Harassment (POSH) 9. Awareness on Whistle Blower 10. Know Your Customer 11. Environment, Health and Safety	100%
Employees other than BoDs and KMPs	4,519	1. Code of Conduct Training 2. Insider Trading Awareness 3. Anti-Corruption and Anti-Bribery 4. Governance and Compliance 5. Grievance Redressal 6. Risk Management Framework 7. Social Issues and Human Rights 8. Prevention of Sexual Harassment (POSH) 9. Diversity, Equity and Inclusion (DEI) 10. Stakeholder Engagement 11. Behavioural Training 12. Cyber Security Awareness 13. Artificial Intelligence 14. Ethics in AI	92%

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
		15. Sustainability Awareness 16. Biodiversity Conservation 17. Sustainable Supply C 17. Sustainable Supply Chain 18. Water, Effluent and Waste Management 19. Energy, Emissions and Climate Change 20. Health and Safety 21. Occupational Health and Wellness 22. Skill Development and Upgradation	
Workers	1,213	1. Human Rights Trainings 2. POSH Trainings 3. Grievance Handling 4. Code of Conduct 5. Sustainability Awareness 6. Skill Upgradation Trainings 7. Health and Safety Trainings 8. Toolbox Trainings	100%

2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year:

During FY2024-25 based on materiality threshold as detailed in Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, no material fines/ penalties/ punishment/ award/ compounding fees/ settlement amount was paid in proceedings (by the entity or by its directors/ KMPs) with regulators/ law enforcement agencies/ judicial institutions.

However, following are the events disclosed to the stock exchanges, without any application of guidelines for materiality, under Regulation 30 read with Para A of Part A of Schedule III to the SEBI (Listing Obligations and Disclosure Requirements) Regulation 2015.

		Monetary			
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	P2	Office of The Deputy Commissioner of State Tax (Enforcement), Surat, Gujarat	8,90,060	Levy of penalty u/s 129 (1) (a) of Central Goods and Service Tax Act, 2017 and Gujarat Goods and Service Tax Act 2017. Alleged discrepancies in e-waybill related compliances	Yes
		Office of Commercial Taxes Department, Vellore, Tamil Nadu	4,54,880	Levy of penalty u/s 129 of Central Goods and Services Tax Act, 2017 and Tamil Nadu Goods and Services Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	
		Office of the Joint Commissioner (ST), Chengalpattu, Tamil Nadu	20,71,660	Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Tamil Nadu Goods and Services Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	
		Office of Assistant Commissioner, Noida, Uttar Pradesh	1,80,868	Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Integrated Goods and Service Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	
		Office of the Commercial Tax Officer, Hubballi, Karnataka	7,82,095	Levy of penalty under Section 129 (1) (a) of the Central Goods and Services Tax Act, 2017 read with Karnataka Goods and Services Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	
		Office of Assistant Commissioner, CGST and Central Excise, Ujjain, Madhya Pradesh	17,408	Recovery of CENVAT Credit under Rule 14 of CENVAT Credit Rule 2004. Penalty has been imposed under rule 15 of CENVAT Credit Rules 2004. Applicable Interest under section 11A of Central Excise Act, 1944. Alleged discrepancies in e-waybill related compliances	No
		Office of Commercial Taxes Department, Hosur, Tamil Nadu	1,000	Levy of penalty u/s 125 of Central Goods and Service Tax Act 2017 and Tamil Nadu Goods and Service Tax Act 2017. Alleged discrepancies in e-waybill related compliances	
		Office of The Assistant Commissioner of State Tax, Gir Somnath, Gujarat	23,497	Denial and recovery of Input Tax Credit availed on cancelled GST Registration under section 74 of Central Goods and Services Tax Act, 2017 of I2,16,477/- (including interest thereon and levy of penalty @ 25% on tax). Alleged discrepancies in e-waybill related compliances	
		Office of Commercial Tax Department, Chhattisgarh	50,000	Levy of penalty under Section 129 (1) (a) of the Central Goods and Services Tax Act, 2017 read with Chhattisgarh Goods and Services Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	
		Office of the Assistant Commissioner of Commercial Taxes (Audit), Karwar, Karnataka	20,000	Levy of penalty under Integrated Goods and Services Tax Act, 2017 Alleged claim of ineligible Input Tax Credit distributed by Input Service Distributor related to FY 2020-21. Alleged discrepancies in e-waybill related compliances	
		Central Goods And Services Tax & Central Excise, Ranchi, Jharkhand	31,089	Levy of penalty under Section 129 (1) (a) of the Central Goods and Services Tax Act, 2017 read with Karnataka Goods and Services Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	

Monetary

	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	P3	Employee Provident Fund Organisation, Ranchi, Jharkhand	2,56,99,858	Penalty was imposed vide order dated 01.10.2024, for non-compliance of the Employee Provident fund Act.	Yes
		Food Safety and Standards Authority of India	22,600	Delay in payment of annual returns.	No
Penalty/ Fine	P6	The Madhya Pradesh Electricity Regulatory Commission, Bhopal, Madhya Pradesh	1,10,000	Penalty was imposed due to shortfall in meeting Renewable Purchase Obligation targets	No
		Central Ground Water Authority	2,00,000	Penalty paid due to delay in installation of flow meter.	
Penalty/ Fine	P9	Department of Legal Metrology, Karnataka	15,000	Product labeling infractions	No
Settlement	P2	Office of the Superintendent, Central GST & Central Excise, Ganjam, Odisha	2,12,450	Denial of partial Transitional Input Tax Credit under Central Goods and Services Tax Act, 2017 of ₹2,12,450/- (plus the interest thereon) and levy of penalty of similar amount	No
Compounding fee	P3	Labour Court, Godhra, Gujarat	25,000	A compounding fee was paid in relation to a safety incident resulting from a worker's fall. The matter was settled through compounding on 26.06.2024	No
		Labour Court, Godhra, Gujarat	75,000	A compounding fee was paid arising out of an safety incident resulting from a worker's fall at insulator plant. Matter was compounded on 26.06.2024.	
		Chief Judicial Magistrate, Hooghly, West Bengal	60,000	A compounding fee was paid arising out of incident pertaining to FY 2011-12 with regards to a fatal accident involving a contract worker who was working on an asbestos sheet. The manufacturing has fully compensated worker's family.	

Non-Monetary

	NGRBC Principle	Name of the regulatory / enforcement agencies / judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment		Nil		
Punishment		Nil		

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
Levy of penalty under Section 129 (1) (a) of the Central Goods and Services Tax Act, 2017, amounting to ₹7,82,095 due to discrepancies in e-waybill.	Office of the Commercial Tax Officer, Hubballi, Karnataka
Delay in depositing the Provident Fund accumulations with the EPFO.	Employee Provident Fund Organisation, Ranchi, Jharkhand
Levy of penalty u/s 129 (1) (a) of Central Goods and Service Tax Act, 2017 and Gujarat Goods and Service Tax Act 2017, amounting to ₹8,90,060 due to discrepancies in e-waybill.	Office of The Deputy Commissioner of State Tax (Enforcement), Surat, Gujarat
Levy of penalty u/s 129 of Central Goods and Services Tax Act, 2017 and Tamil Nadu Goods and Services Tax Act, 2017 amounting to ₹4,54,880 due to discrepancies in e-waybill.	Office of Commercial Taxes Department, Vellore, Tamil Nadu
Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Tamil Nadu Goods and Services Tax Act, 2017 amounting to ₹20,71,660 due to discrepancies in e-waybill.	Office of the Joint Commissioner (ST), Chengalpattu, Tamil Nadu
Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Integrated Goods and Service Tax Act, 2017 amounting to ₹1,80,868 due to discrepancies in e-waybill.	Office of Assistant Commissioner, Noida, Uttar Pradesh

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, Grasim upholds an Anti-Corruption and Anti-Bribery Policy that ensures ethical conduct and enforces a zero-tolerance stance on bribery and corruption. The policy sets forth appropriate guidelines to prevent any violations of relevant laws and regulations across all operations. It applies to all stakeholders including employees and associates, as well as third parties acting on behalf of the Company, prohibiting any form of bribery or corrupt practices.

The policy can be accessed through this web link: https://www.grasim.com/Upload/PDF/anti-corruption-and-anti-bribery.pdf

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for charges of bribery/corruption:

Category	FY 2024-25	FY 2023-24
Directors	Nil	Nil
KMPs	Nil	Nil
Employees	Nil	Nil
Workers	Nil	Nil

6. Details of complaints with regards to conflict of interest:

	FY 2024-25		FY 2023-24	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	-	Nil	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	Nil	-	Nil	-

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Not applicable.

8. Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured) in the following format:

	FY 2024-25	FY 2023-24
Number of days of accounts payables*	61	91

*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

9. Open-ness of business*

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties:

Parameters	Metrics	FY 2024-25	FY 2023-24
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	25%	14%
	b. Number of trading houses where purchases are made from	5,699	4,446
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	31%	45%
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	27%	13%
	b. Number of dealers / distributors to whom sales are made	40,261	2,410
	c. Sales to top 10 dealers/ distributors as % of total sales to dealers / distributors	20%	23%
Share of RPTs in	a. Purchases (Purchases with related parties / Total Purchases	9%	13%
	b. Sales (Sales to related parties / Total Sales)	0.17%	0.20%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	90%	94%
	d. Investments (Investments in related parties / Total Investments made)	59%	59%

*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

Note against purchase from trading houses: The classification of trading house is done as per the SEBI circular dated 20 Dec 2024, where the definition of trading houses is provided by ISF.

Note against concentration of sales: The increase in the % is due to the addition of Paints business, which is primarily through dealer and distributors.

LEADERSHIP INDICATORS

1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

Total number of awareness programmes held	Topics / principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
15	Energy and Carbon Policy Water Stewardship Human Rights Non-discrimination Zero Tolerance Prevention of Sexual Harassment (POSH) Health and Safety Freedom of Association and Collective Bargaining Product Quality Food Safety SA8000 Statutory Compliance	3%

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.

Yes, the Company has established a Code of Conduct encompassing the Board and Senior Management. At the start of each fiscal year, Board Members and Key Managerial Personnel (KMPs) renew their adherence to this Code of Conduct. When faced with significant decisions, Board members must confirm that they hold no personal interest in any major financial or business transactions that could be potentially seen as a conflict of interest. Should such conflicts emerge, the Directors abstain from participating in discussions or decision-making processes during Board or Committee Meetings on matters where they have a personal or perceived interest.

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe



We aim to supply products and services that prioritise safety, sustainability, and resource efficiency, focusing on reducing our impact on the environment and adapting to our customers' changing needs. From design to the final disposal, we ensure that sustainable production and consumption are key considerations, employing practices that lead to the creation of green products. Our practices are guided by the principles of circularity, ensuring that products and materials are reused and recycled to extend their lifespan and reduce waste. Our R&D efforts play a crucial role, as we continuously seek to develop eco-friendly products and solutions. Moreover, we actively share detailed information with our value chain partners, enabling informed decisions and collaborative advancement towards sustainability.

ESSENTIAL INDICATORS

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

	FY 2024-25	FY 2023-24	Details of improvement in environmental and social impacts
Research & Development (R&D)	20%	37%	We are developing cost-effective and sustainable pulp alternatives derived from agri-residues, textile waste, veneer waste, and more. In the Chemicals business, we are developing safer, more sustainable solutions for potable water, including demonstrating the use of High Strength Bleaching Powder (HSBP) technology for both swimming pools and drinking water sanitation. In Specialty Chemicals, new product development is focused on bio-based products. In addition, we are prioritising green and solvent-free processes and chemistries, along with innovations that enhance recyclability and circularity of materials.
Capital Expenditure (CAPEX)	7%	10%	We are investing in technologies to improve environmental and social impacts.

2. a. **Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

Yes, Grasim has implemented procedures for sustainable sourcing through its Responsible Supply Chain Policy. The policy ensures that the Company's procurement of goods and services aligns with legal standards and sustainability principles, including resilient supply chain solutions and transparency. We work with suppliers who meet our criteria for quality, timely delivery, and innovation, while also supporting local communities and respecting human rights. This policy applies to all our businesses and is integral to the Company's approach to maintaining a responsible supply chain.

Our Supplier Code of Conduct outlines strict standards for all suppliers, covering areas like safety, environmental impact, regulatory compliance, ethics, human rights, and fair wages, which all suppliers are expected to meet.

For our Cellulosic Fibres business, we ensure that the materials procured are sustainable and ethically sourced, in alignment with our Wood Fibre Sourcing Policy. We source all our pulp from forests that are responsibly managed, in line with FSC®, SFI®, and PEFCTM standards for pulp sourcing.

In the Specialty Chemicals business, we prioritise sourcing of glycerine-based Epichlorohydrin (ECH). This strategic sourcing decision markedly aids in reducing the Company's carbon footprint. In addition, our textiles business commits to sustainable sourcing for a significant share of its raw materials, including flax fibre and greasy wool, thereby strengthening its commitment to environmentally responsible practices throughout its operations.

For more information, please refer the links below.

Responsible Supply Chain Policy:
https://www.grasim.com/Upload/PDF/responsible-supply-chain-policy.pdf

Supplier Code of Conduct:
https://www.grasim.com/upload/pdf/suppliers-code-conduct.pdf Wood Fibre

Sourcing Policy:
https://www.grasim.com/Upload/PDF/fibre-sourcing-policy.pdf

b. If yes, what percentage of inputs were sourced sustainably?

47%

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

	Process to safely reclaim the product
a. Plastics (including packaging)	Not Applicable
b. E-Waste	Not Applicable
c. Hazardous Waste	Not Applicable
d. Other Waste	Not Applicable

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes, Grasim complies with the Extended Producer Responsibility (EPR) requirements as stipulated in the Plastic Waste Management (PWM) rules 2016 and amendments thereafter, which are applicable to the Company's operations. In line with the EPR regulations of the PWM rules, Grasim has established a waste collection system that is in accordance with the Central Pollution Control Board (CPCB) guidelines and protocols.

The Company has secured Brand Owner registration from the online portal and has presented its EPR Plan to the CPCB, adhering to the stipulated guidelines. The CPCB mandates targets for each year, expressed as percentages, and Grasim meets these annual targets by acquiring EPR Credits. These credits are obtained through the recycling and authorised disposal of plastic waste, encompassing both pre-consumer and post-consumer materials, in collaboration with CPCB-registered Plastic Waste Processors (PWPs), which are classified into rigid or flexible categories.

The management and oversight of this process occurs via the CPCB online portal, which facilitates the exchange of EPR Credits. Grasim actively meets its EPR obligations and contributes to the advancement of sustainable waste management practices.

LEADERSHIP INDICATORS

1. Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

NIC Code	Name of Product/ Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective/ Assessment was conducted	Whether conducted by independent external agency (Yes/ No)	Results communicated in public domain (Yes/ No) If Yes, provide web-link
2030	Cellulosic Staple Fibre	44%	Cradle-to-gate	Yes	https://birlacellulose.com/policies_reports_files/policies_reports_pdf_36_1636614623.pdf#page=41
2011	Chlor-Alkali Products	20%	Cradle-to-gate	Yes	No
1311	Linen Fabric	4%	Cradle-to-gate	Yes	https://www.jayashree-grasim.com/wp-content/uploads/FY-19-20-and-21.pdf
2393	Insulator	2%	Cradle-to-gate	Yes	No
2029	Epoxy	7%	Cradle-to-gate	Yes	No

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Name of the Product/Service	Description of the risk/concern	Action taken
Cellulosic Staple Fibre	On-site generation of electricity and steam from captive power plant leading to GHG emissions	1. Decarbonisation and transitioning to green power and green steamrequired for fibre production. 2. Adopting more efficient coal-based steam and power generation. 3. Improving operational efficiency to achieve a reduction in steam and power consumption. 4. Actively participating in the Perform, Achieve and Trade (PAT) cycle as per the Bureau of Energy Efficiency (BEE).
Chlor-Alkali	Electricity used in the electrolysis process leading to GHG emissions	1. Optimising power consumption through timely recoating, re-membraning and upgradation of electrolysers. 2. Installing Variable Frequency Drivers (VFDs) and energy-efficient equipment IE-3 Grade motors by replacing non-IE/below IE-2 standard machines. 3. Actively participating in the Perform, Achieve and Trade (PAT) cycle as per Bureau of Energy Efficiency (BEE) to conserve energy. 4. Increasing the share of green energy footprint by enhancing renewable power and reducing the use of fossil fuels and carbon emissions.
Linen and Wool	Electricity and steam consumption during the process leading to GHG emissions	Sourcing hybrid power to increase the share of renewable power in the energy mix.
Insulator	Material usage in metal parts and fuel consumption in furnaces for manufacturing of porcelain insulators	1. Sourcing renewable power and reducing the use of fossil fuels and carbon emissions. 2. Lightweighting porcelain and metal parts in insulators.
	Material usage in aluminium grading ring and energy consumption for vulcanisation process for manufacturing of composite insulators	1. Sourcing electricity from renewable sources such as wind and solar. 2. Lightweighting metal parts in insulators.
Epoxy	Water consumption in production process and GHG emissions from production and packaging	1. Replacing fossil-based steam partially or fully by biomass/briquette-based steam to reduce the various environmental impacts. 2. Optimising resource consumption to reduce waste and enhance yield of the product. 3. Procuring Epichlorohydrin (ECH) and Bisphenol-A with lower Global Warming Potential (GWP) impact for epoxy production.

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicated input Material (By Weight)	Recycled or re-used input material to total material	
	FY 2024-25	FY 2023-24
	Nil	Nil

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:

	FY 2024-25			FY 2023-24		
	Reused	Recycled	Safely Disposed	Reused	Recycled	Safely Disposed
Plastics (including packaging)	-	4,635	7,654	-	-	-
E-waste	-	-	-	-	-	-
Hazardous waste	-	-	-	-	-	-
Other waste	-	-	-	-	-	-

Note: Under the EPR obligations of the Plastic Waste Management (PWM) Rules, the Company collects plastic waste, which is either recycled or sent for environmentally sound end-of-life disposal through authorised partners.

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Plastic packaging waste	100%

Note: For plastic waste, the Company has reclaimed an equivalent quantity of 100% of the plastic packaging waste generated from products sold, in line with its Extended Producer Responsibility (EPR) obligations under the Plastic Waste Management (PWM) Rules.

PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains



Grasim maintains a work environment that respects the dignity and equitable treatment of all its employees and workers, extending through the entire value chain. We advocate for decent work, diversity, and non-discrimination, and serve as an equal-opportunity employer. Our systems and processes are designed to ensure fair wages, work-life balance, clear opportunities for professional development, and skill and competency enhancement. Grasim supports the freedom of association and collective bargaining, ensuring that employees have the right to representation and negotiation. Additionally, the Company strictly prohibits child labour and forced labour. Integral to the Company's ethos is our grievance redressal system, ensuring that concerns are addressed in a timely manner, contributing to the overall safety and well-being of the workforce.

ESSENTIAL INDICATORS

1. a. Details of measures for the well-being of employees:

Category	Total (A)	% of employees covered by									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	%(C/A)	No.(D)	%(D/A)	No. (E)	%(E/A)	No. (F)	%(F/A)
Permanent Employees											
Male	10,695	10,695	100	10,695	100	-	-	10,695	100	7,842	73
Female	1,117	1,117	100	1,117	100	1,117	100	-	-	1,089	97
Total	**11,812**	**11,812**	**100**	**11,812**	**100**	**1,117**	**100**	**10,695**	**100**	**8,931**	**76**
Other than Permanent Employees											
Male	1,663	1,529	92	1,237	74	-	-	1,085	65	1,338	80
Female	124	102	82	86	69	88	71	-	-	78	63
Total	**1,787**	**1,631**	**91**	**1,323**	**74**	**88**	**71**	**1,085**	**65**	**1,416**	**79**

b. Details of measures for the well-being of workers:

Category	Total (A)	% of workers covered by									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	%(C/A)	No.(D)	%(D/A)	No. (E)	%(E/A)	No. (F)	%(F/A)
Permanent Workers											
Male	15,376	10,340	67	9,936	65	-	-	1,555	10	10,357	67
Female	139	56	40	89	64	139	100	-	-	139	100
Total	**15,515**	**10,396**	**67**	**10,025**	**65**	**139**	**100**	**1,555**	**10**	**10,496**	**68**
Other than Permanent Workers											
Male	17,387	6518	37	9,899	57	-	-	-	-	3,672	21
Female	521	213	41	180	35	279	54	-	-	306	59
Total	**17,908**	**6,731**	**38**	**10,079**	**56**	**279**	**54**	**-**	**-**	**3,978**	**22**

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format.

	FY 2024-25	FY 2023-24
Cost incurred on well-being measures as a % of total revenue of the Company*	0.44%	0.44%

*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

2. Details of retirement benefits, for Current FY and Previous Financial Year.

Benefits	FY 2024-25			FY 2023-24		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100	100	Yes	100	100	Yes
Gratuity	100	100	Yes	100	100	Yes
ESI*	1	32	Yes	2	43	Yes
Others	The Company offers employee benefits like superannuation, NPS and leave encashment, if opted for.					

Note: Retirement benefits cover all permanent employees and workers.

*As per the Employees' State Insurance Act (1948), 100% of the eligible employees and workers are covered under the benefits.

3. Accessibility of workplaces: Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

Yes. The Company facilitates inclusivity within its premises by implementing a strategic approach that enhances workplace accessibility for employees, customers, visitors, and other stakeholders with disabilities. This initiative spans across all our facilities, both existing and those in development. Grasim ensures that workspaces, restrooms, common areas, and transit routes within and around its buildings are accessible, promoting an inclusive environment for all. Our goal is to provide an environment that supports the productivity and well-being of stakeholders with disabilities, enabling them to thrive within our inclusive workspace.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

Yes, Grasim adheres to a Diversity and Inclusion Policy designed to ensure a workplace free from discrimination across our entire workforce and value chain. The Company is committed to provide equal opportunities for individuals with disabilities by enhancing accessibility and accommodating their distinctive needs. Grasim acknowledges and values the contributions made by persons with disabilities and is dedicated to establishing an environment conducive to their professional growth and success. This commitment is reflected in our efforts to render physical workspaces, digital platforms, technological resources, and communication channels accessible to all individuals.

The policy can be accessed at the following web link: https://www.grasim.com/Upload/PDF/diversity-and-inclusion-policy.pdf

5. Return to work and Retention rates of permanent employees and workers that took parental leave*.

Gender	Permanent Employees		Permanent Workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	90%	N.A	N.A
Female	100%	83%	100%	100%
Total	**100%**	**89%**	**100%**	**100%**

*Limited assurance has been carried out by BDO India LLP for FY 2024-25.

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

Category	Yes/No	Details of the mechanism in brief
Permanent Workers	Yes	Within the organisational framework of Grasim, a formalised grievance redressal mechanism has been instituted to ensure that concerns raised by the workforce are acknowledged and remedied with due diligence, accessible through the Company's internal network infrastructure. This protocol facilitates the reporting of operational or performance-related issues by employees and workers directly to their respective supervisors or line managers. In circumstances where grievances are associated with broader organisational matters, performance evaluations, or issues pertaining to the immediate supervisor or reporting manager, it is recommended that employees engage with the Human Resources Manager. We have a portal that offers employees a transparent and objective platform for expressing organisational concerns. Furthermore, we carry out an annual survey to gather feedback and identify any potential issues or grievances among our staff. This proactive approach ensures the prompt resolution of concerns, contributing to a positive work environment. Please refer to our Grievance Handling Policy available at: https://www.grasim.com/Upload/PDF/grasim-grievance-handling-policy-fy21.pdf
Other than Permanent Workers	Yes	
Permanent Employees	Yes	
Other than Permanent Employees	Yes	

7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:

Category	FY 2024-25			FY 2023-24		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	%(D/C)
Permanent Employees						
Male	10,695	-	-	9,102	-	-
Female	1,117	-	-	940	-	-
Total	**11,812**	**-**	**-**	**10,042**	**-**	**-**
Permanent Workers						
Male	15,376	14,121	92	15,746	14,473	92
Female	139	139	100	141	141	100
Total	**15,515**	**14,260**	**92**	**15,887**	**14,614**	**92**

8. Details of training given to employees and workers:

Category	FY 2024-25					FY 2023-24				
	Total (A)	On Health and Safety measures*		On skill upgradation		Total (D)	On Health and Safety measures		On skill upgradation	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
Employees										
Male	12,358	5,387	44	6,760	55	9,524	8,073	85	8,036	84
Female	1,241	530	43	781	63	1,003	891	89	926	92
Total	**13,599**	**5,917**	**44**	**7,541**	**55**	**10,527**	**8,964**	**85**	**8,962**	**85**
Workers										
Male	32,763	32,763	100	4,510	14	34,712	18,220	52	9,737	28
Female	660	660	100	38	6	690	263	38	89	13
Total	**33,423**	**33,423**	**100**	**4,548**	**14**	**35,402**	**18,483**	**52**	**9,826**	**28**

*Limited assurance has been carried out by BDO India LLP for FY 2024-25.

Note: The Company provides regular trainings on health and safety across all its units.

9. Details of performance and career development reviews of employees and workers*:

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	%(D/C)
			Employees			
Male	12,358	10,453	84.58	9,524	7,996	83.96
Female	1,241	1,030	83.00	1,003	722	71.98
Total	**13,599**	**11,483**	**84.44**	**10,527**	**8,718**	**82.82**
			Workers			
Male	32,763	2,544	7.76	34,712	3,422	9.86
Female	660	-	-	690	1	0.14
Total	**33,423**	**2,544**	**7.61**	**35,402**	**3,423**	**9.67**

*Limited assurance has been carried out by BDO India LLP for FY 2024-25.

10. Health and safety management system:

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?	Yes, the Company has a system in place that ensures the health and safety of its workforce through a comprehensive Occupational Health and Safety Management System (OHSMS). This system adheres to the sustainability standards of the Aditya Birla Group and is compliant with the ISO 45001 and SA 8000 certifications. To evaluate the system's effectiveness, the Company utilises a Self-Assessment Questionnaire (SAQ) Assurance model, which contributes to the continuous protection of our workforce. The enforcement and management of this system are handled by a collaborative governance structure, which includes members from management, employee representatives, and worker groups.
b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?	The Company employs a systematic approach to identify work-related hazards and assess risks, which includes the following processes: • Implementation of a Risk Evaluation Management and Occupational Health Risk Assessment framework, incorporating Tier-1 and Tier-2 Risk Assessment protocols. • Application of the Business Hazard Identification and Risk Assessment (HIRA) procedure across various business segments for hazard identification and risk assessment of both routine and non-routine tasks, with the establishment of appropriate controls. • Conducting HAZOP (Hazard and Operability Study) to identify and evaluate potential hazards in processes and integrating these findings into the Company's safety practices. • Creation of Operational Control Procedures and Work Instructions to address and minimise significant risks. • Organising toolbox talks with contractors before the commencement of any project, followed by a job safety analysis and the issuance of work permits to ensure the safety of all individuals involved. • Execution of a detailed Job Safety Analysis for tasks identified as high-risk or critical.
c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/No)	Yes, our approach to incident management involves a proactive loop of actions designed to prevent future occurrences. Initially, we analyse the data from reported incidents, which can be submitted through an accessible online platform from any location. From this analysis, we derive corrective and preventive measures (CAPA) to address the root causes. Subsequently, we distribute a comprehensive report of the lessons learned to all pertinent parties, ensuring that the knowledge gained is shared widely and effectively to mitigate the risk of recurrence.
d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)	Yes, the Company maintains continuous provision of non-occupational medical and healthcare services for the benefit of its workforce.

11. Details of safety related incidents*:

Safety Incident/Number	Category	FY 2024-25	FY 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.06	0.04
	Workers	0.23	0.30
Total recordable work-related injuries	Employees	2	6
	Workers	94	76
No. of fatalities	Employees	-	-
	Workers	1	3
High consequence work-related injury or ill-health (excluding fatalities)	Employees	-	4
	Workers	-	-

*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

Grasim has integrated Behaviour-Based Safety (BBS) into its operations, enabling the digital recording and analysis of safe practices, hazardous conditions, and near-miss incidents. This system is part of a comprehensive safety strategy that includes regular educational programs and awareness campaigns for all employees, including contract workers, to promote proper work habits and safety awareness. The Company also conducts mock drills across every division to assess emergency response readiness, and toolbox talks are a standard precursor to work, emphasising the importance of safety daily.

To support these safety initiatives, Grasim has developed a substantial infrastructure for occupational health assessments, with continuous monitoring of work environments and well-equipped medical facilities available to all employees. New hires, including contract workers and security staff, are required to participate in safety induction sessions to familiarise them with the Company's safety procedures.

The Company's operational safety standards are rigorous, with protocols such as the Permit to Work system addressing Confined Spaces, Hot Work, Machine Guarding, Working at Height, Electrical Safety, Management of Change, and Process Safety Management. These standards are reinforced by plant-specific standard operating procedures (SOPs) in each business unit, which are regularly audited internally and externally to ensure compliance with Occupational Safety Parameters.

Grasim's commitment to safety is further demonstrated by its adherence to ABG sustainability guidelines and the requirements of ISO 45001 and SA 8000. A structured Kaizen program encourages all levels of employees to submit safety-related improvements, while central and departmental safety committees carry out routine safety audits. These efforts are complemented by audits from the Group assurance team, which verify the robustness of the Safety Frameworks in place.

Our safety and OHS policies are publicly accessible on our website:

Safety Policy: https://www.grasim.com/Upload/PDF/safety-policy.pdf

Occupational Health Policy: https://www.grasim.com/Upload/PDF/occupational-health-policy.pdf

13. Number of Complaints on the following made by employees and workers:

	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	Nil	Nil	-	6	Nil	-
Health & Safety	Nil	Nil	-	12	Nil	-

14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100% (All units of Grasim are assessed by both internal and external parties)
Working Conditions	

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

Grasim has established a systematic incident management protocol that begins with prompt reporting into the incident reporting tool. For significant incidents, Grasim convenes specialised cross-functional teams to conduct in-depth analyses, the results of which are deliberated in central safety committee meetings. These findings, along with significant incident reports, are shared across group companies to aid in preventing recurrence.

The Company employs the Taproot tool to conduct thorough investigations into incidents, uncovering root causes and informing the development of response strategies. These strategies are then disseminated throughout all facilities to mitigate adverse effects and enhance safety practices.

In parallel, Grasim upholds a rigorous audit system for Environmental and Occupational Health Safety standards, with a cadre of internal auditors trained in various ISO Standards performing biannual compliance reviews. These are complemented by external audits, and any issues uncovered are addressed at their core, ensuring the enactment of effective corrective and preventative actions.

LEADERSHIP INDICATORS

1. Does the entity extend any life insurance or any compensatory package in the event of death of

(A) Employees: Yes

(B) Workers: Yes

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

- We verify contractor compliance with PF and ESIC regulations by ensuring timely payments before settling their invoices and are initiating processes for vendor compliance assurance.
- We conduct monthly cross-verification of GSTR-2B to confirm that vendors are consistent with GST payments and government return filings.
- We have a GST return filing process that supports customers in claiming GST credits on schedule, with any issues being addressed promptly.
- We engage in regular follow-ups with customers and vendors to obtain TDS/TCS certificates (Form 16A and Form 27D), facilitating scheduled payments.
- We ensure timely disbursement of TDS/TCS and issuance of certificates to vendors, customers, and staff to enable them to claim credits without delays.

- We request vendors' annual Income Tax Returns to ensure the correct TDS rates are applied and to encourage timely submission of their tax returns.
- We collect Tax Residency Certificates, Permanent Establishment Certificates, and Form 10F for all overseas transactions to regulate foreign payments and prevent tax evasion.
- We ensure the timely payment of the Labour Welfare Fund.

3. **Provide the number of employees / workers having suffered high consequence work related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24
Employees	-	4	-	-
Workers	1	3	-	1

Note: Right to employment is extended to all affected employees/workers and their families.

4. **Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)**

Yes. The Company extends its support network to all employees approaching retirement. Through the exclusive Enabling a New Life Post Retirement (ENLPR) program, the Company actively engages in empowering and equipping its workforce with the necessary guidance and motivation to embrace their post-retirement phase with confidence and a clear direction.

5. **Details on assessment of value chain partners:**

	% of value chain partners (by value of business done with such partners) that were assessed
Health and Safety Practices	37%
Working Conditions	37%

6. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

No significant risks or concerns were identified in the assessment of our suppliers. The Company provides constant guidance to its value chain partners through various capability building sessions on health and safety practices.

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders



We understand the importance of addressing the concerns of all stakeholders, emphasising vulnerable and marginalised groups. The Company follows a structured approach and engages in consistent stakeholder consultations to ensure its operations align with broader stakeholder expectations. Our endeavour is to increase the positive impact of our business activities while actively working to minimise and mitigate any negative impacts of our products and operations. Through effective grievance redressal mechanisms, we aim to prevent conflicts from arising and ensure that any concerns are addressed promptly. Our engagement with stakeholders is designed to equitably distribute the value generated by our operations, creating a business ecosystem that is sustainable and fair for all parties involved.

ESSENTIAL INDICATORS

1. **Describe the processes for identifying key stakeholder groups of the entity:**

   At Grasim, we employ a structured methodology to identify key stakeholder groups, outlined as below:

   - **Stakeholder Mapping:** Carry out an exercise to identify and categorise key stakeholder groups that are pertinent to Grasim's business. This involves evaluating the impact and influence of various individuals, organisations, and communities on our operations, as well as the impact of our activities on them.
   - **In-house Consultation:** Engage in dialogues with our internal teams, divisions, and leaders to collect viewpoints and deepen our understanding of stakeholder groups. This involves organising workshops, meetings, and discussions to identify stakeholders who have a direct or indirect impact on our businesses.
   - **External Collaboration:** Connect with external stakeholders through a variety of communication channels, including surveys, interviews, focus groups, and public consultations, to gain a better understanding of their needs, concerns, and interests related to our operations and sustainability initiatives.
   - **Compilation of Stakeholder Matrix:** Compile a stakeholder matrix based on the data collected from internal and external consultations, categorising stakeholders according to their level of influence, impact, and relevance to Grasim's business.
   - **Formulation of Stakeholder Engagement Plans:** Develop tailored engagement plans for each key stakeholder group, outlining the purpose, communication channels, frequency, key interventions, and activities, while addressing their unique interests and concerns.
   - **Ongoing Monitoring and Response:** Maintain ongoing stakeholder engagement to track evolving needs and expectations, gathering regular feedback through surveys, forms, meetings, and other channels to ensure meaningful and effective interactions.

   Grasim's Stakeholder Engagement Policy is available here: https://www.grasim.com/Upload/PDF/grasim-stakeholderengagement-policy.pdf

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group:**

   Please refer to the Stakeholder Engagement section on page no. 94 of this report for details.

LEADERSHIP INDICATORS

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

   Grasim's management plays a pivotal role in facilitating stakeholder consultations on key economic, environmental, and social issues, ensuring stakeholders' interests are well-represented. The Company provides designated communication channels and forums for stakeholders to voice their perspectives, with Board-level committees overseeing these interactions to address concerns efficiently. The feedback collected is carefully reviewed and conveyed to the Board, which uses these insights to align the Company's strategic decisions with stakeholder expectations and the overarching goal of sustainable business practices. This comprehensive process highlights Grasim's focus on the importance of maintaining an active, constructive dialogue with its stakeholders.

2. **Whether stakeholder consultation is used to support the identification and management of environmental and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

   Yes, stakeholder consultation is used to support the identification and management of environmental and social topics at Grasim. This engagement is essential in identifying material topics that shape the Company's ESG strategy, targets, and action plans. We collect insights from various stakeholders, including investors, customers, governmental bodies, regulators, rating agencies, and consultants, through various communication channels. The feedback and suggestions are thoroughly examined and relevant suggestions are considered in Grasim's policies and activities.

3. **Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalised stakeholder groups.**

   Grasim takes a proactive and structured approach to stakeholder engagement, focusing on the needs of vulnerable and marginalised groups through its CSR initiatives. These programs encourage beneficiaries to establish self-help groups, aiming to create more job opportunities and contribute to poverty alleviation. The engagement process starts with a detailed needs assessment to pinpoint the immediate needs and skill gaps affecting employment prospects for these groups. Beneficiaries actively participate in decision-making and project planning, collaborating with potential employers, educational institutions, and NGOs to ensure their concerns are met and their economic conditions are improved.

PRINCIPLE 5: Businesses should respect and promote human rights

We maintain a diverse and inclusive work environment that respects human rights and ensures zero tolerance towards harassment and discrimination. Our policies and procedures enable employees to express their concerns readily, ensuring that grievances are resolved swiftly and equitably. We comply with national and international regulations, including the UNGC principles on business and human rights, and continuously seek to integrate best practices. These include providing fair wages, promoting an inclusive culture, and safeguarding human rights, with a particular focus on being responsive to the most vulnerable. We promote awareness throughout our value chain, aligning partners and suppliers with our human rights principles for an inclusive, non-discriminatory work environment. Additionally, our due diligence processes aim to identify, prevent, mitigate, and address adverse human rights impacts, with corrective actions taken as necessary to maintain our ethical and responsible business practices.



ESSENTIAL INDICATORS

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity:

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. of employees / workers covered (B)	% (B / A)	Total (C)	No. of employees / workers covered (D)	% (D / C)
Employees						
Permanent	11,812	3,383	29	10,042	2,805	28
Other than permanent	1,787	340	19	485	16	3
Total Employees	**13,599**	**3,723**	**27**	**10,527**	**2,821**	**27**
Workers						
Permanent	15,515	1,530	10	15,887	1,206	8
Other than permanent	17,908	3,028	17	19,515	5,311	27
Total Workers	**33,423**	**4,558**	**14**	**35,402**	**6,517**	**18**

2. Details of minimum wages paid to employees and workers:

Category	FY 2024-25					FY 2023-24				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
Permanent Employees										
Male	10,695	-	-	10,695	100	9,102	324	4	8,778	96
Female	1,117	-	-	1,117	100	940	43	5	897	95
Total	**11,812**	**-**	**-**	**11,812**	**100**	**10,042**	**367**	**4**	**9,675**	**96**
Other than Permanent Employees										
Male	1,663	220	13	1,443	87	422	-	-	422	100
Female	124	3	2	121	98	63	-	-	63	100
Total	**1,787**	**223**	**12**	**1,564**	**88**	**485**	**-**	**-**	**485**	**100**
Permanent Workers										
Male	15,376	-	-	15,376	100	15,746	-	-	15,746	100
Female	139	-	-	139	100	141	-	-	141	100
Total	**15,515**	**-**	**-**	**15,515**	**100**	**15,887**	**-**	**-**	**15,887**	**100**
Other than Permanent Workers										
Male	17,387	13,391	77	3,996	23	18,966	All contractors have been paid more than minimum wages in accordance with the laws of the land where the Company operates			
Female	521	363	70	158	30	549				
Total	**17,908**	**13,754**	**77**	**4,154**	**23**	**19,515**				

3. Details of remuneration/salary/wages

a. Median remuneration / wages

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	11	13,75,000	3	28,60,000
Key Managerial Personnel	3	3,54,67,184	-	-
Employees other than BoD and KMP	10,692	6,57,834	1,117	5,51,981
Workers	15,376	4,16,638	139	2,07,471

Note: Data includes details for permanent employees and permanent workers.

b. Gross wages paid to females as % of total wages paid by the entity:

	FY 2024-25	FY 2023-24
Gross wages paid to females as % of total wages*	5%	5%

*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes, each of Grasim's manufacturing locations has a dedicated committee tasked with addressing human rights complaints.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Grasim has set up an internal system that aligns with its human rights policy, accessible to all stakeholders and the public.

To address complaints, the Company has a grievance redressal committee for issues including human rights. This system allows employees and stakeholders to report concerns or grievances about potential human rights violations without fear of reprisal. They can submit complaints in writing to a committee member or through a contact point.

On receiving a complaint, the committee conducts a thorough investigation, ensuring the process is transparent and fair, involving evidence collection, discussions with relevant parties, and expert consultation when needed. The aim is to resolve grievances quickly and ensure a fair outcome.

Privacy and confidentiality are maintained for all parties during the grievance resolution process. The Company prioritises a safe and supportive environment, protecting complainants from harassment or victimisation during and after the investigation.

Please refer to our Human Rights Policy: https://www.grasim.com/upload/pdf/human-rights-policy.pdf

6. Number of Complaints on the following made by employees and workers:

	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	12	2	-	5	1	-
Discrimination at workplace	Nil	Nil	-	Nil	Nil	-
Child Labour	Nil	Nil	-	Nil	Nil	-
Forced Labour / Involuntary Labour	Nil	Nil	-	Nil	Nil	-
Wages	Nil	Nil	-	Nil	Nil	-
Other human rights related issues	Nil	Nil	-	Nil	Nil	-

7. Complaints filed under the Sexual Harassment of Women at Workplace* (Prevention, Prohibition and Redressal) Act, 2013:

	FY 2024-25	FY 2023-24
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	12	5
Complaints on POSH as a % of female employees / workers	0.96%	0.46%
Complaints on POSH upheld	11^	4

^One pending complaint from FY 2023-24 is upheld in addition to 10 complaints upheld in FY 2024-25.

*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

8. Mechanism to prevent adverse consequences to the complainant in discrimination and harassment cases.

Our comprehensive Human Rights Policy ensures the protection of fundamental rights and prevents any form of discrimination or harassment across our operations. The Diversity and Inclusion Policy further strengthens this commitment, creating an environment where all individuals, regardless of background, are respected and valued. Grasim also enforces a strict Prevention of Sexual Harassment (POSH) policy, addressing discrimination, harassment, or any unfair treatment with the utmost seriousness. Every reported incident is thoroughly investigated, with a focus on safeguarding the complainant's well-being, maintaining confidentiality, and providing support throughout the process.

Throughout the investigative proceedings, the Company ensures that the complainant, witnesses, and any other individuals involved are not subjected to any form of unfavourable treatment or victimisation. Retaliation in any form is prohibited. However, in the event that an investigation reveals a complaint to be maliciously intended, the Company may enact appropriate disciplinary measures, which could include the termination of the complainant's employment.

Please refer to our policies below:

Prevention of Sexual Harassment (POSH): https://www.grasim.com/Upload/PDF/POSH-policy.pdf,

Human Rights Policy: https://www.grasim.com/upload/pdf/human-rights-policy.pdf,

Diversity and Inclusion Policy: https://www.grasim.com/Upload/PDF/diversity-and-inclusion-policy.pdf

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes, Grasim encourages that all entities within its value chain abide by the Human Rights Policy and the Supplier's Code of Conduct. Agreements with our partners and suppliers are carefully drafted to include dedicated clauses on human rights. This inclusion serves to elevate the understanding and importance of human rights among our associates, ensuring that their operations fully align with Grasim's dedication to these fundamental principles throughout all its business endeavors.

10. Assessment for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labor	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – please specify	NA

11. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above.**

    Grasim performs internal audits to check compliance of its plants and offices with legal and policy requirements related to issues like discrimination, child labour, and sexual harassment. Our facilities undergo external audits in accordance with the SA 8000 standard, which assesses our adherence to social accountability practices. Throughout the year, these audits have not resulted in any significant findings.

LEADERSHIP INDICATORS

1. **Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.**

   Grasim continues to address and resolve issues pertaining to human rights effectively through its grievance mechanism across manufacturing locations.

2. **Details of the scope and coverage of any Human rights due diligence conducted.**

   Grasim has implemented the Human Rights Due Diligence (HRDD) tool across all its operations, demonstrating its commitment to identifying, preventing, and mitigating potential human rights risks within its business and supply chain. This comprehensive approach extends beyond individual facilities to encompass the entire Company, ensuring accountability in managing human rights issues across various sites. As part of the HRDD process, Grasim regularly evaluates its strategies, practices, and procedures to ensure compliance with recognised human rights standards.

3. **Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**

   Yes, Grasim ensures that all its facilities are accessible to differently-abled individuals in line with the Rights of Persons with Disabilities Act, 2016.

4. **Details on assessment of value chain partners:**

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	37% of our value chain partners have been assessed in FY 2024-25. The Company ensures that the entire value chain adheres to the Supplier Code of Conduct, which prevents violations of labour rights, health and safety, and issues like sexual harassment, discrimination, fair pay, child labour, forced labour and more.
Discrimination at workplace	
Child Labour	
Forced Labour/Involuntary Labour	
Wages	
Others – please specify	

5. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.**

   No significant risks or concerns were identified in the assessment of our suppliers.

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

Embracing sustainable development involves balancing the fulfilment of current requirements with the foresight to preserve resources for future generations. In this spirit, we engage in climate change adaptation and address pollution management by integrating low carbon technologies and pollution control equipment to reduce environmental impact. Biodiversity conservation stands as a key focus, ensuring the protection of diverse ecosystems. The Company actively pursues waste minimisation through strategies of reduction, reuse, and recovery. The sustainable use of natural resources and resource optimisation are considered across the lifecycle of products, aiming for long-term sustainability. To guide these efforts, the Company has established various policies and set clear performance targets, with regular reviews to track progress and drive continuous improvement.



ESSENTIAL INDICATORS

1. Details of total energy consumption (in million GJ) and energy intensity:

Parameter	FY 2024-25	FY 2023-24
From renewable sources		
Total electricity consumption (A)	1.67	1.56
Total fuel consumption (B)	2.65	3.02
Energy consumption through other sources (C)	-	-
Total energy consumed from renewable sources (A+B+C)	**4.32**	**4.58**
From non-renewable sources		
Total electricity consumption (D)	6.06	5.98
Total fuel consumption (E)	56.41	57.72
Energy consumption through other sources (F)	-	-
Total energy consumption from non-renewable sources (D+E+F)	**62.47**	**63.71**
Total energy consumed (A+B+C+D+E+F)	**66.79**	**68.28**
Energy intensity per rupee of turnover (Total energy consumption/Revenue from operations) (GJ / crore ₹)	2,116.17	2,641.72
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total energy consumed / Revenue from operations adjusted for PPP) (GJ / million US$)	4,372.00	6,044.26
Energy intensity in terms of physical output Energy intensity (GJ/MT)	20.01	22.53

* The revenue from operations has been adjusted for PPP based on the latest 2025 PPP conversion factor for India published by IMF.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

Yes, 11 out of 26 Grasim's sites are designated consumers under the PAT scheme with a target year of FY 2024-25 and beyond.

All the units where PAT scheme is applicable are on course to achieve their respective targets set by Bureau of Energy Efficiency.

3. Provide details of the following disclosures related to water:

Parameter	FY 2024-25	FY 2023-24
Water withdrawal by source (in million cubic meter)		
(i) Surface water	36.14	37.08
(ii) Groundwater	2.49	2.41
(iii) Third party water	13.34	13.01
(iv) Seawater / desalinated water	8.17	1.30
(v) Others (Rainwater storage)	0.08	0.12
Total volume of water withdrawal (i + ii + iii + iv + v)	**60.22**	**53.91**
Total volume of water consumption* (in million cubic meter)	**28.18**	**27.48***
Water intensity per rupee of turnover (Water consumed / Revenue from operations) (m^3 / crore ₹)	892.95	1,063.17
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)** (Total water consumption / Revenue from operations adjusted for PPP) (m^3 / million US$)	1844.84	2,432.52
Water intensity in terms of physical output Water intensity (m^3/MT)	8.44	9.07

*Water consumption is calculated using GRI formula (Water Consumption = Water Withdrawal - Water Discharge). Basis the revised formula, water consumption number for FY2023-24 has been restated.

** The revenue from operations has been adjusted for PPP based on the latest 2025 PPP conversion factor for India published by IMF.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

4. Provide the following details related to water discharged:

Parameter	FY 2024-25	FY 2023-24
Water discharge by destination and level of treatment (in million cubic meter)		
(i) To Surface water		
- No treatment	-	-
- With treatment – Secondary Treatment	10.44	10.26
(ii) To Groundwater		
- No treatment	-	-
- With treatment	-	-
(iii) To Seawater		
- No treatment	-	-
- With treatment – Secondary Treatment	20.21	16.00
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment – Secondary Treatment	1.39	0.16
(v) Others		
- No treatment	-	-
- With treatment	-	-
Total water discharged (in million cubic meter)	**32.04**	**26.43**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Yes, among Grasim's 26 manufacturing units, 13 of them have installed ZLD (Zero Liquid Discharge) plants, including one under commissioning.

Cellulosic Staple Fibre - Nagda;

Chemicals - Nagda, Renukoot, Ganjam, Rehla, and Balabhadhrapuram;

Paints - Panipat, Ludhiana and Cheyyar;

Textiles - Rishra, Malanpur & Kolhapur (under commissioning);

Insulators - Halol.

6. Please provide details of air emissions (other than GHG emissions) by the entity:

Parameter	Unit	FY 2024-25	FY 2023-24
NOx	MT	2,032.09	2,319.28
SOx	MT	7,387.54	7,735.26
Particulate matter (PM)	MT	1,000.14	1,097.72
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)*	MT	0.04	-
Hazardous air pollutants (HAP)	-	-	-
Others	-	-	-

*VOC reporting is added this year (FY2024-25) due to commissioning of Paints business.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, limited assurance has been carried out by BDO India LLP for FY 2024-25 for SOx, NOx, Particulate Matter & VOC.

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity:

Parameter	Unit	FY 2024-25	FY 2023-24
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Million tCO_2e	5.11	5.31
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Million tCO_2e	1.22	1.19
Total Scope 1 and Scope 2 emissions per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	tCO_2e / crore ₹	200.73	251.35
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	tCO_2e / million US$	414.70	575.09
Total Scope 1 and Scope 2 emission intensity in terms of physical output	tCO_2e / MT	1.90	2.14

* The revenue from operations has been adjusted for PPP based on the latest 2025 PPP conversion factor for India published by IMF.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

Optimising Exhaust Blower Speed for Energy Efficiency:

To improve energy efficiency and reduce emissions in the Spin Bath calcination process, we optimised the operation of the exhaust blower, which previously ran continuously at high speed. A Variable Frequency Drive (VFD) was installed to regulate blower speed based on actual process needs. This adjustment reduced energy consumption by 49,625 kWh annually, lowered salt particle emissions, and enhanced drying performance by increasing hot air retention. The initiative not only improved process stability but also supported our broader sustainability goals by aligning operations with environmental best practices.

Other Initiatives:

Multiple initiatives were undertaken to enhance energy efficiency and reduce emissions across operations. LPG consumption was optimised through process improvements such as fan efficiency enhancement and use of low-specific-heat refractory materials achieved without capital investment. Compressed air systems were restructured by introducing pressure segregation and replacing old compressors with energy-efficient, VFD-enabled two-stage units, resulting in reduced power consumption and header losses. Additionally, electrolyser efficiency was improved through digital monitoring tools, enabling real-time performance tracking and timely interventions to lower electricity usage.

For more details related to emission reduction projects, please refer Natural Capital section of the report on page no. 150.

9. Provide details related to waste management by the entity:

Parameter	FY 2024-25	FY 2023-24
Total waste generated (in metric tonnes)		
Plastic waste (A)	1,792.22	1,261.28
E-waste (B)	85.70	73.23
Bio-medical waste (C)	2.84	7.63
Construction and demolition waste (D)	13,616.63	15,800.28
Battery waste (E)	83.35	88.43
Radioactive waste (F)	-	-
Other Hazardous waste. Please specify, if any. (G)	2,25,464.54	2,21,372.93
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e., by materials relevant to the sector)	8,90,638.95	8,04,332.89
Total (A + B + C + D + E + F + G + H)	**11,31,684.23**	**10,42,936.67**
Waste intensity per million ₹ of turnover (Total waste generated / Revenue from operations) (MT / crore ₹)	35.85	40.35
Waste intensity per million ₹ of turnover adjusted for Purchasing Power Parity (PPP)* (Total waste generated / Revenue from operations adjusted for PPP) (MT / million US$)	74.08	92.32
Waste intensity in terms of physical output Waste intensity (MT of waste / MT)	0.34	0.34

* The revenue from operations has been adjusted for PPP based on the latest 2025 PPP conversion factor for India published by IMF.

For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)

Parameter	FY 2024-25	FY 2023-24
Category of waste (Hazardous Waste)		
(i) Recycled	82,165.41	87,877.95
(ii) Re-used	52,541.47	59,975.66
(iii) Other recovery operations	29,469.33	20,079.36
Total	**1,64,176.21**	**1,67,932.97**
Category of waste (Non-Hazardous Waste)		
(i) Recycled	2,22,118.93	2,81,380.60
(ii) Re-used	6,53,532.26	4,93,508.52
(iii) Other recovery operations	10,100.85	9,640.14
Total	**8,85,752.04**	**7,84,529.25**

For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)

	FY 2024-25	FY 2023-24
Category of waste (Hazardous Waste)		
(i) Incineration	885.94	565.33
(ii) Landfilling	57,370.49	57,688.77
(iii) Other disposal operations	-	-
Total	**58,256.42**	**58,254.10**
Category of waste (Non-Hazardous Waste)		
(i) Incineration	125.41	29.89
(ii) Landfilling	6,710.75	6,598.31
(iii) Other disposal operations	-	-
Total	**6,836.16**	**6,628.20**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

Grasim maintains an effective waste management system that adheres to industry best practices ensuring the collection, handling, storage, transportation, and disposal of waste in compliance with national and local waste management regulations. We prioritise recycling, reuse, and recovery of waste, minimising incineration and landfilling.

Solid waste management is a key focus area for the Company. Bio-sludge from our Effluent Treatment Plants is repurposed as a coal substitute in our power plants, aligning with our strategy to reduce greenhouse emissions and address the challenges of landfilling, which can vary with the seasons.

To further reduce waste, we are shifting to the procurement of super washed/washed salt, which decreases sludge formation. We are also introducing a treatment system to reduce or eliminate sulphate content. Plans are underway to supply sludge to fertiliser industries for the production of NPK Fertiliser. Moreover, Grasim's Chemicals business is creating applications for liquid byproducts generated from bleaching powder production, offering cost-effective alternatives for textile bleaching and effluent treatment, reducing chlorine recycling costs and enhancing sustainability.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
None of the sites are located in ecologically sensitive areas. However, the Company is planning to conduct biodiversity impact assessments for selected sites to identify and mitigate potential impact on biodiversity, if any. Please refer to Biodiversity Policy: https://www.grasim.com/Upload/PDF/biodiversity-policy.pdf			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Yes, all units operated by Grasim Industries Limited comply with the applicable environmental laws and regulations in their respective regions.

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
None					

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances:

Yes, all units operated by Grasim Industries Limited comply with the applicable environmental laws and regulations in their respective regions.

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
Not Applicable				

LEADERSHIP INDICATORS

1. Water withdrawal, consumption, and discharge in areas of water stress (in million cubic meter):

For each facility / plant located in areas of water stress, provide the following information:

(i) Name of the area: Following plants fall under the water stress regions as per India Water Tool:

Cellulosic Fibres - Vilayat, Kharach, Nagda, Harihar, Veraval.

Chemicals - Nagda, Veraval, Vilayat, Balabhadhrapuram, Ganjam.

Paints - Panipat, Cheyyar, Ludhiana.

Textiles - Malanpur, Kolhapur.

Insulators - Halol.

(ii) Nature of operations: Manufacturing

(iii) Water withdrawal, consumption and discharge in the following format: (consolidated numbers for units which are present in areas of stress)

Parameter	FY 2024-25	FY 2023-24
Water withdrawal by source (in million cubic meter)		
(i) Surface water	25.38	26.47
(ii) Groundwater	1.38	1.19
(iii) Third party water	12.65	12.22
(iv) Seawater / desalinated water	8.17	1.30
(v) Others	0.03	0.001
Total volume of water withdrawal (in million cubic meter)	**47.61**	**41.18**
Total volume of water consumption* (in million cubic meter)	**20.01**	**18.98**
Water intensity per rupee of turnover* (Water consumed / turnover) (m^3 / crore INR)	633.21	734.31
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
Water discharge by destination and level of treatment (in million cubic meter)		
(i) Into Surface water		
– No treatment	-	-
– With treatment – Secondary treatment	10.44	10.25
(ii) Into Groundwater		
– No treatment	-	-
– With treatment	-	-
(iii) Into Seawater		
– No treatment	-	-
– With treatment – Secondary treatment	15.81	11.89
(iv) Sent to third-parties		
– No treatment	-	-
– With treatment – Secondary treatment	1.37	0.06
(v) Others		
– No treatment	-	-
– With treatment	-	-
Total water discharged (in million cubic meter)	**27.62**	**22.20**

* Water consumption is calculated using GRI formula (Water Consumption = Water Withdrawal - Water Discharge). Basis the revised formula, water consumption number for FY2023-24 has been restated.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

2. Please provide details of total Scope 3 emissions & its intensity:

Parameter	Unit	FY 2024-25	FY 2023-24
Total Scope 3 emissions* (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Million tCO_2e	6.17	4.85
Total Scope 3 emissions per rupee of turnover	tCO_2e / crore ₹	195.42	187.83
Total Scope 3 emission intensity in terms of physical output	tCO_2e / MT	1.85	1.60

*Categories 1, 2, 3, 4, 5, 6, 7 and 9 considered for calculation of scope 3 GHG emissions

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, limited assurance has been carried out by BDO India LLP for FY 2024-25.

3. **With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.**

   Not Applicable.

4. **If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:**

S. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Reduction in Generation and Higher Utilisation of Brine Sludge	A filter press system was installed to improve sludge separation. Process parameters like slurry dilution and cake washing time were optimised to reduce residual salt. The initiative aimed at enabling reuse of sludge in construction applications	Reduced brine sludge generation; achieved 100% environmental compliance; enabled production of eco-friendly bricks/day, promoting circular economy
2	PAC Sludge Reutilisation	To support our zero waste to landfill objective, we implemented in-house reuse of PAC (Poly Aluminium Chloride) sludge by integrating it into the liquid alum manufacturing process. This eliminated the need for hazardous waste disposal and promoted resource circularity within the plant.	Significantly reduced hazardous waste generation; enabled effective reuse of PAC sludge; advanced progress toward the zero waste to landfill goal
3	Installation of Condensate Polishing Unit Installation	A Condensate Polishing Unit, along with a heat exchanger system, was commissioned to recycle hot condensate into De-Mineralised (DM) water and recover waste heat. The system enhances water recovery and reduces thermal losses.	Achieved daily steam savings, reduced freshwater intake, and improved energy efficiency; supported resource conservation and operational cost optimisation
4	Optimising Yarn Twist for Operational Efficiency	Legacy twist levels of 100 TPM in the VFY manufacturing process were reduced to 65 TPM by modifying gear sets in TFO machines. The optimisation was validated across various deniers without capital investment, aligning twist input with actual downstream requirements to enhance energy and operational efficiency.	Improved energy efficiency and reduced GHG emissions; optimised machine utilisation and reduced operational costs; enhanced product quality with higher premium-grade yield; received external recognition for innovation, sustainability, and operational excellence
5	Enhancing Electrolyser Efficiency through Digital Monitoring	Digital tools such as the Central Manufacturing Cockpit (CMC) and ECOO software were deployed to monitor electrolyser performance critical equipment consuming ~90% of the plant's power. Real-time data, shift-wise tracking, and pressure drop analysis enabled proactive and data-driven operational control.	Improved energy efficiency through reduced electricity consumption; enhanced process visibility and decision-making; strengthened predictive maintenance and operational reliability
6	ETP Revamp for Enhanced Compliance and Sustainability	The Effluent Treatment Plant (ETP) was upgraded to a 12.0 MLD capacity by integrating advanced technologies such as an Equalisation Tank, Flash Mixing and Flocculation Tanks, and a High-Rate Solid Contact Clarifier (HRSCC). These upgrades aimed to handle fluctuating loads and meet stricter discharge norms	Achieved consistent compliance with effluent discharge standards; enhanced treatment capacity and resilience during peak loads; improved effluent quality; reduced environmental impact and improved sustainability performance

5. **Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.**

   Yes, Grasim has implemented a comprehensive business continuity and disaster management plan, emphasising operational safety and crisis response across all sites. The strategy is designed to address crises affecting individuals, the environment, or the Company's strategic, financial, or reputational standing, which could arise from various incidents such as negative media, legal challenges, natural disasters, security threats, or health emergencies.

   The crisis management plan mobilises experienced leaders and allocates resources to mitigate impacts on people, the environment, shareholders, brand, infrastructure, and reputation. Enhancing emergency readiness, Grasim partners with an external agency to manage Code Red and Call Centre operations, ensuring swift verification and communication during incidents through the Site Incident Command System (ICS).

6. **Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.**

   There is no adverse impact to the environment from our value chain entities.

7. **Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**

   100% of our pulp suppliers which accounts for 43% of our total raw material procurement value were assessed for environmental impacts.

8. **How many Green Credits have been generated or procured:**

   a. By the listed entity

      Nil

   b. By the top ten (in terms of value of purchases and sales, respectively) value chain partners

      Not Applicable

PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Grasim is committed to supporting fair competition and respecting human rights, which are fundamental to our collaborations with trade groups and industry associations. Our interactions with these organisations and government agencies are guided by a strong commitment to transparency and integrity, ensuring that the interests of all stakeholders are thoroughly considered. Through active participation in policy discussions and contributions to legislative frameworks at both national and international levels, Grasim plays a pivotal role in driving industry growth and enhancing the overall economic landscape.



ESSENTIAL INDICATORS

1. a) **Number of affiliations with trade and industry chambers/ associations.**

   Thirty Five (35)

   b) **List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.**

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	The Associated Chambers of Commerce and Industry of India (ASSOCHAM)	National
2	India Chemical Council (ICC)	National
3	Federation of Indian Chambers of Commerce and Industry (FICCI)	National
4	Alkali Manufacturer Association of India (AMAI)	National
5	Confederation of Indian Industry (CII)	National
6	Association Of Man-made Fibre Industry Of India (AMFII)	National
7	Manmade and Technical Textiles Export Promotion Council (MATEXIL)	National
8	Indian Paint Association (IPA)	National
9	Indian Wind Turbine Manufacturers Association (IWTMA)	National
10	Indian Technical Textile Association (ITTA)	National

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

   No new cases were filed in the current financial year.

   Listed below are ongoing cases from the previous years.

Name of Authority	Brief of the case	Corrective action taken
Competition Commission of India	Competition Commission of India (CCI) has passed an order dated 16th March, 2020 under Section 4 of the Competition Act, 2002, imposing a penalty of ₹301.61 crore related to the cellulosic Staple Fibre turnover.	The Company filed an appeal before the National Company Law Appellate Tribunal (NCLAT)
Competition Commission of India	Without considering that an Appeal is already pending against the aforesaid Order, the CCI passed another Order dated 3rd June, 2021, levying a penalty of ₹3.49 crore for non-compliance with the Order passed on 16th March, 2020	The Company filed a Writ Petition before the Hon'ble Delhi High Court against the Order of the CCI.
Competition Commission of India	The CCI has passed another order dated 6th August 2021 under Section 4 of the Competition Act, 2002. However, because of the penalty already imposed on the Company in a previous order dated 16th March, 2020, the CCI deemed it appropriate not to impose any further monetary penalty on the Company.	The Company filed an appeal before the National Company Law Appellate Tribunal (NCLAT)

LEADERSHIP INDICATORS

1. Details of public policy positions advocated by the entity:

S. No.	Public policy advocated	Method resort for such advocacy	Whether the information is available in public domain? (Yes/No)	Frequency of review by board (Annually/ Half yearly/ Quarterly/ Other-please specify)	Web Link, if available
1	Draft Explosives Bill, 2024	Suggestions and recommendations to the draft bill submitted to the authority	No	NA	NA
2	Draft Solid Waste Management Rules, 2024	Suggestions and recommendations to the draft bill submitted to the authority	No	NA	NA
3	Draft Remediation of Contaminated Sites Rules, 2024	Suggestions and recommendations to the draft bill submitted to the authority	No	NA	NA
4	Draft guidelines for "Exemption Of Certain Categories Of Industrial Plants From Consent Mechanism - Section 21 and Section 25 of Air and Water Act"	Suggestions and recommendations to the draft bill submitted to the authority	No	NA	NA
5	Decriminalisation of minor offences under Central Acts	Suggestions and recommendations to the draft submitted to CII	No	NA	NA
6	Draft Digital Personal Data Protection Rules, 2025	Suggestions and recommendations to the draft submitted to CII	Yes	NA	https://innovateindia.mygov.in/dpdp-rules-2025/

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development

Grasim drives sustainable development and enhances the well-being of vulnerable and marginalised communities with an inclusive approach, embedding CSR values within its business objectives. The Company supports initiatives that improve education, healthcare, sustainable livelihoods, infrastructure, and social welfare. Through comprehensive needs assessments for CSR, the Company tailors its efforts to the communities' requirements and refines its products and processes to support the advancement of vulnerable and marginalised groups. Alongside these efforts, Grasim actively works to preserve heritage and culture, ensuring that its development initiatives align with the conservation of traditional values of the local communities. Additionally, Grasim collaborates with businesses and government agencies, reinforcing the social and economic impact of its actions for a broader and more cohesive effect.



ESSENTIAL INDICATORS

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.**

   During FY 2024-25, we have not undertaken any projects that require Social Impact Assessments (SIA).

Name and brief details of project	SIA Notification No.	Date of Notification	Whether conducted by independent external agency? (Yes/No)	Results communicated in public domain (Yes / No)	Relevant Web link
Nil					

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity:**

S. No.	Name of the project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	No. of PAFs covered by R&R	Amounts paid PAFs in the FY (in ₹)
Nil						

3. **Describe the mechanisms to receive and redress grievances of the community.**

   Grasim has set up a robust grievance redressal system designed to serve the community, ensuring swift and efficient responses to any complaints, facilitating timely resolutions, and working to prevent future issues. The Company makes a concerted effort to inform community members about the existence of this system and the specific channels available for reporting grievances, promoting awareness and clarity in the process.

   Stakeholders can reach out to our Stakeholder Officer (Admin & Liaison Officer), who will then elevate their concerns to the Grievance Committee for appropriate action.

   Our Grievance Mechanism Process is a structured 6-step approach designed to address and resolve grievances effectively:

   Step 1: Receive Grievance – The initial step involves the receipt of the grievance from the concerned party.

   Step 2: Record – Upon receipt, the grievance is formally documented for tracking and reference.

   Step 3: Screen – The documented grievance is then screened for relevance and urgency.

Step 4: Investigate – A thorough investigation is conducted to gather facts and understand the grievance.

Step 5: Act – Appropriate actions are taken based on the findings of the investigation.

Step 6: Follow up and close out – The final step includes following up to ensure the resolution is satisfactory and formally closing out the grievance.

Formal grievances at Grasim are recorded in the Grievance Register, and all related documentation is carefully maintained for record-keeping. Following the submission of a grievance, an acknowledgement is issued within five working days. The Stakeholder Officer, together with employees, takes on the task of investigating the issue, which may include site visits, consultations, and meticulous record-keeping. After analysing the collected information, the Stakeholder Officer formulates an action plan, assigns responsibilities, oversees the progress, and updates the external stakeholder upon satisfactory resolution of the grievance. To ensure continued satisfaction and to gather feedback on the process, the Stakeholder Officer follows up with the external stakeholder three weeks after the resolution.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers*:

	FY 2024-25	FY 2023-24
Directly sourced from MSMEs/ Small producers	16%	15%
Directly from within India	58%	50%

*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

5. Job creation in smaller towns* – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost.

Location	FY 2024-25	FY 2023-24
Rural	19%	15%
Semi urban	4%	3%
Urban	41%	61%
Metropolitan	36%	21%

*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

LEADERSHIP INDICATORS

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective action taken
Not Applicable	

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

S. No.	State	Aspirational District	Amount Spent (in INR)
1.	Jharkhand	Palamu	₹114.39 lakh

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/vulnerable groups? (Yes/No)

Yes, Grasim's Responsible Supply Chain Policy focuses on enhancing the capabilities of suppliers from marginalised/vulnerable groups, integrating them as business partners. The policy advocates for the growth and development of these suppliers alongside promoting local procurement. It also supports small and medium enterprises (MSMEs), encouraging their active development and involvement in business activities.

For detailed information on our responsible supply chain policy, please refer to the following web link: https://www.grasim.com/Upload/PDF/responsible-supply-chain-policy.pdf

(b) From which marginalised/vulnerable groups do you procure?

We procure from marginalised and vulnerable groups including women-led enterprises, self-help groups, tribal communities, and artisans from rural and underdeveloped regions.

(c) What percentage of total procurement (by value) does it constitute?

0.03%

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

S. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/No)	Benefit shared (Yes/No)	Basis of calculating of benefits share
Not Applicable				

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of the case	Corrective action taken
Not Applicable		

6. Details of beneficiaries of CSR Projects:

S. No.	CSR Project	No of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalised groups
1	Healthcare Initiatives	7,99,954	32%
2	Education Initiatives	1,22,476	26%
3	Sustainable Livelihood Initiatives	95,797	35%
4	Infrastructural Initiatives	1,22,791	50%
5	Social Welfare Initiatives	1,05,098	42%

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner

Grasim has established stringent policies and safeguards to ensure the privacy and protection of stakeholder information. Clear protocols are in place to manage information securely across digital and physical channels. The Company also provides accurate product-related information through appropriate labelling, ensuring consumers can make informed choices. Efforts are made to ensure that marketing, communication, and packaging comply with applicable standards, reflecting our commitment to responsible consumer engagement and product transparency.



ESSENTIAL INDICATORS

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

   The Company has implemented a systematic approach to efficiently receive and resolve customer complaints and feedback. This process is closely monitored to ensure that all issues are addressed effectively. The escalation procedure is tailored to fit the specific needs of each business area, taking into account both B2B and B2C interactions.

   Overview of Company's mechanism:

   Step 1: Complaint registration – Customers may report issues through the online Customer Relationship Management system, which is managed by the Customer Care Services team and subsequently relayed to the marketing team. Alternatively, complaints can be submitted via email.

   Step 2: Process input – The marketing department gathers comprehensive details of the customer's complaint, including the product name, batch number, and the type of issue.

   Step 3: Process interface – Marketing personnel record the complaint in the Customer Relationship Management (CRM) system and create a unique Ticket ID. The marketing team informs the appropriate departments about the complaint details. Legitimate complaints are thoroughly analysed to determine the root cause, which is then escalated for additional action. The detailed analysis of the root cause and the corrective actions taken are shared with the customer. The time taken to respond varies based on the customer's location as mentioned below:

   a. Domestic customers: Concerns about quality, packaging, documentation, and labelling are addressed within 15 days, while issues regarding weight shortages and product application are resolved within 60 days.

   b. Export customers: Concerns about quality, packaging, documentation, and labelling are addressed within 30 days, while issues regarding weight shortages and product application are resolved within 60 days.

   If a complaint is found to be without merit, the customer is informed of this outcome. If it is practical, the Quality Assurance (QA) department may suggest a visit to the customer's site to further understand and confirm the validity of the complaint.

   Step 4: Feedback – The Company offers an online feedback option through Mission Happiness, a portal that is frequently used by customers.

2. **Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:**

	As a percentage to total turnover
Environment and Social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

Note: All products contain above information as required under applicable laws.

3. Number of consumer complaints in respect of the following:

Category	FY 2024-25			FY 2023-24		
	Received during the year	Pending resolution at the end of year	Remarks	Received during the year	Pending resolution at the end of year	Remarks
Data privacy	Nil	Nil	-	Nil	Nil	-
Advertising	Nil	Nil	-	Nil	Nil	-
Cyber-security	Nil	Nil	-	Nil	Nil	-
Delivery of essential services	Nil	Nil	-	Nil	Nil	-
Restrictive Trade Practices	Nil	Nil	-	Nil	Nil	-
Unfair Trade Practices	Nil	Nil	-	Nil	Nil	-
Others	5,345	2,265	-	433	88	-

4. Details of instances of product recalls on account of safety issues:

	Number	Reason for recall
Voluntary recalls	Nil	Not applicable
Forced recalls	Nil	Not applicable

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes, the Company upholds a comprehensive policy and system dedicated to managing risks related to data security and privacy, ensuring the protection and accuracy of data while adhering to legal requirements. The policy details procedures for the use of Company assets, organising and sharing information, creating data backups, securing assets, guidelines for software and internet use, and handling emails, among other aspects. The Company prioritises the implementation of excellent practices to achieve the highest level of cybersecurity within the workspace.

For detailed information on our information security policy, please refer to the following web link: https://www.grasim.com/Upload/PDF/information-security-policy.pdf

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.

No incident was reported in the financial year.

7. Provide the following information relating to data breaches:

a. Number of instances of data breaches*
Zero

b. Percentage of data breaches involving personally identifiable information of customers
Not Applicable

c. Impact, if any, of the data breaches
Not Applicable

*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

LEADERSHIP INDICATORS

1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).

We have a range of websites that cater to different aspects of information on products and services, which are listed below:

Corporate: Grasim Industries Limited: www.grasim.com

Cellulosic Fibres: Birla Cellulose: www.birlacellulose.com; Navyasa: https://navyasabyliva.in; LIVA: www.livabybirlacellulose.com; Birla Purocel: www.purocel.com; Birla EcoSodium: www.birlaecosodium.com

Chemicals: Aditya Birla Chemicals: www.adityabirlachemicals.com; Specialty Chemicals: www.abg-am.com

Building Materials: Paints - Birla Opus: https://www.birlaopus.com/; B2B E-commerce - Birla Pivot: https://www.birlapivot.com/

Others:

Textiles: Jayashree Textiles: https://www.jayashree-grasim.com; Grasim Premium Fabrics: www.grasimpremiumfabrics.com; Linen Club: https://www.linenclub.com

Insulators: https://adityabirlainsulators.com

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

   The Company has implemented a multifaceted approach to ensure that product information is communicated to consumers with clarity. This approach includes the strategic use of bale packaging, informative hang tags, and the explicit listing of detailed product specifications on the products as well as the Company's website. Grasim promotes responsible product stewardship, as demonstrated by the provision of a safety information sheet accompanying each product. Additionally, the Company ensures the availability of comprehensive Material Safety Data Sheets (MSDS) for its products.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

   As a responsible company, Grasim has set up strong systems to inform customers about potential risks related to interruption of important services. These systems include quick updates through the Company's official website, social media, and dedicated customer service phone lines. Grasim makes sure that customers are given early notices about any planned maintenance, updates, or potential disruptions that might affect their use of key services.

4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable)? If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)**

   Yes, Grasim goes above and beyond regulatory requirements by mentioning additional product information to benefit customers.

   Grasim strives to build consumer trust by providing the essential information needed for well-informed decisions when purchasing and using its products. We enhance product transparency through initiatives like GreenTrack, a blockchain-powered traceability platform created by Birla Cellulose for the Cellulosic Fibres (CSF) business. This platform enables consumers and brands to trace the entire textile value chain in real-time simply by scanning a QR code. Registered partners continuously update the movement of products across the value chain, ensuring transparency from the plantation to the end consumer. GreenTrack empowers consumers to make educated choices by revealing the full sustainability journey of each product.

   Grasim conducts systematic surveys to assess customer satisfaction across its products, operational sites, and overall Company performance, using Net Promoter Scores (NPS) as a measure. These insights help Grasim understand evolving customer needs and make informed decisions to enhance offerings and improve the overall customer experience.

   Net Promoter Scores for Grasim's business segments are as follows:

   Chlor-Alkali: 67%

   Specialty Chemicals: 65%

   B2B E-commerce: 48%

   Cellulosic Staple Fibre: 50%

   Insulators: 89%

Independent Auditor's Report

To the Members of
Grasim Industries Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of Grasim Industries Limited ("the Company") and its Employee Welfare Trust ("Trust") which comprise the standalone balance sheet as at 31st March 2025, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including material accounting policies and other explanatory information (hereinafter referred to as "standalone financial statements").

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of report of one of the joint auditors of the Company on standalone financial statements of such Trust as were audited by one of the joint auditors of the Company, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31st March 2025, and its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence obtained by us along with the consideration of report of one of the joint auditors of the Company referred to in the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Key Audit Matter

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Assessment of Impairment of Investments in subsidiaries, associates and joint ventures

The key audit matter	How the matter was addressed in our audit
As disclosed in Note 2.4 of standalone financial statements, the Company has investments in subsidiaries, associates and joint venture companies of ₹ 23,155.11 crore (P.Y – ₹ 23,168.85 crore). The said investments are carried at cost less allowance for impairment. The Company analyses indicators of impairment of the said investments by reference to the requirements under relevant Ind AS.	Our audit procedures included the following: • Assessed the Company's accounting policy for impairment of investments in subsidiaries, associates and joint ventures with applicable accounting standards. • Tested the design and operating effectiveness of key internal financial controls over the impairment assessment process, including the approval of forecasts and valuation models in subsidiaries, associates and joint ventures.

Independent Auditor's Report (Contd.)

Assessment of Impairment of Investments in subsidiaries, associates and joint ventures

The key audit matter	How the matter was addressed in our audit
We identified the annual impairment assessment as a significant risk because carrying value of these investments is significant, assessment process is complex, judgemental by nature, significant changes in business environment and further based on the inherent subjectivity, uncertainty and judgement involved in the following key assumptions: • projected future cash inflows; • expected growth rate; • discount rate; • terminal growth rate; Refer Note 1.30 – Material accounting policy for impairment of investments and Note 3.10 on Exceptional Items.	• Examined the Company's assessment for indicators of impairment of such investments. In cases where such indicators existed, tested the estimates and assumption made by the Company of the recoverable amounts, and the allowance for impairment for these investments, where applicable. • We challenged the key assumptions used by management in developing the forecasts by applying sensitivities and evaluating plausible downside scenarios, where applicable. • Evaluated competence, capabilities and independence of the specialist engaged by the Company and analysed the valuation reports issued by such specialist, where applicable. • Involved our internal valuation expert to assist in evaluating the key assumptions and methodology of the valuations, where applicable. • Tested the arithmetical accuracy of the computation of recoverable amounts of investments. • Evaluated past performance where relevant and assessed historical accuracy of the forecast produced by management.

Other Information

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include the financial statements and auditor's report thereon. The Company's annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the standalone financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Company's annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors'/ Trustees' Responsibilities for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors

of the Company/Trustees of the Trust are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of Company/Trust and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the respective Management and Board of Directors/Trustees are responsible for assessing the ability of the Company/Trust to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors/Trustees either intends to liquidate the Company/Trust or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors/ Trustees of the Trust are responsible for overseeing the financial reporting process of the Company/Trust.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial statements of the Trust of the Company to express an opinion on the standalone financial statements. For the Trust included in the standalone financial statements, which have been audited by one of the joint auditors of the Company, such one of the

Independent Auditor's Report (Contd.)

joint auditors of the Company, remain responsible for the direction, supervision and performance of the audit carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in the section titled "Other Matters" in this audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

The standalone annual financial statements include the audited financial statements of one trust whose financial statements reflects total assets (before consolidation adjustments) of ₹ 309.84 crore as at 31st March 2025, total revenue (before consolidation adjustments) of ₹ Nil crore, total net profit after tax (before consolidation adjustments) of ₹ 1.30 crore and net cash inflows (before consolidation adjustments) of ₹ 0.14 crore for the year ended on that date, as considered in the standalone financial statements, which has been audited by one of the joint auditors of the Company. The independent auditor's report on the financial statements of such trust has been furnished to us by the management and our opinion on the standalone financial statements, in so far as it relates to the amounts and disclosures included in respect of this entity, is based solely on the report of such auditor and the procedures performed by us as stated in the paragraph above.

Our opinion is not modified in respect of this matter.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2. A. As required by Section 143(3) of the Act, we report, to the extent applicable, that:

   a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

   b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books, except for the matters stated in paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 and that the back-up of two accounting software which form part of the books of account and other relevant books and papers in electronic mode have not been maintained on the servers physically located in India, on a daily basis.

   c. The standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows dealt with by this Report are in agreement with the books of account.

   d. In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

   e. On the basis of the written representations received from the directors of the Company as on 31st March 2025 and 1st April 2025 taken on record by the Board of Directors of the Company, none of the directors of the Company is disqualified as on 31st March 2025 from being appointed as a director in terms of Section 164(2) of the Act.

   f. The modifications relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph

2A(b) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us.

a. The Company has disclosed the impact of pending litigations as at 31st March 2025 on its financial position in its standalone financial statements - Refer Note 4.1 to the standalone financial statements.

b. The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts – Refer Note 2.28 and 4.10 to the standalone financial statements.

c. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.

d. (i) The management of the Company represented to us that, to the best of its knowledge and belief, as disclosed in the Note 4.12 (viii) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The management of the Company represented to us that, to the best of its knowledge and belief, as disclosed in the Note 4.12 (ix) to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

Independent Auditor's Report (Contd.)

As stated in Note 4.7.4 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

f. Based on our examination which included test checks, except for the instances mentioned below, the Company has used accounting software for maintaining its books of account, which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective software:

i) In case of accounting software used for maintaining the general ledger and order fulfilment portal owned and managed by the Company, the feature of recording audit trail (edit log) facility was not enabled at database level to log any direct data changes for eight software's up to 15th May 2024, 16th May 2024, 19th May 2024, 21st May 2024, 5th August 2024 and 12th February 2025.

ii) In case of the accounting software used for maintaining the books of account relating to general ledger for two divisions, the feature of recording audit trail (edit log) was not enabled at the database level to log any direct data changes up to 25th February 2025. Further, this was not enabled for one of the user throughout the year.

iii) In case of an accounting software relating to general ledger for a division, the feature of recording audit trail (edit log) facility was not enabled up to 31st December 2024.

iv) In case of an accounting software used for maintaining the general ledger owned and managed by the third party, the feature of recording audit trail (edit log) facility has not been enabled at database level up to 12th February 2025. Further, in the absence of sufficient and appropriate reporting on the audit trail requirements in the independent auditor's report in relation to controls at the service organisation for accounting software used for maintenance of customer master, we are unable to comment whether the audit trail (edit log) facility was enabled at the database level to log any direct data changes and operated throughout the year for all relevant transactions recorded in the software.

v) In the case of an accounting software used for maintaining the general ledger for a unit of a division, the feature of recording the audit trail (edit log) was not enabled throughout the year. Further, in the case of an accounting software used for maintaining the general ledger for a Division, the feature of recording the audit trail (edit log) was not enabled for certain changes made at the application level by a user having privileged access rights for debugging.

Further, for the periods where audit trail (edit log) facility was enabled and operated, we did not come across any instance of audit trail feature being tampered with during the course of our audit. Additionally, other than for the software where audit trail (edit log) facility was not enabled in the previous year and up to the date mentioned above in current year or where independent auditors' reports on audit trail for software operated by third party service providers were not available in the previous year, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Company is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For B S R & Co. LLP
(Chartered Accountants)
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317
ICAI UDIN: 25105317BMOOEQ5102

Place: Mumbai
Date: 22nd May 2025

For KKC & Associates LLP
(Chartered Accountants)
(formerly known as Khimji Kunverji & Co LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 25117348BMOBCP4835

Place: Mumbai
Date: 22nd May 2025

Annexure A

To the Independent Auditor's Report on the Standalone Financial Statements of Grasim Industries Limited for the year ended 31st March 2025

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of one to three years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No major discrepancies were noticed on such verification.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the standalone financial statements are held in the name of the Company, except for the following which are not held in the name of the Company:

Description of property	Gross carrying value (₹ in crore)	Held in the name of	Whether promoter, director or their relative or employee thereof	Period held	Reason for not being held in the name of the Company
Freehold Land	286.26	Aditya Birla Nuvo Limited	No	April 2017	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/merger/ demerger are in the process of being transferred in the name of the Company.
Freehold Land	191.42	Jayashree Textiles Limited	No	April 1972	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/merger/ demerger are in the process of being transferred in the name of the Company.
Freehold Land	23.44	Indian Rayon Corporation Limited	No	April 1987	The title of the asset transferred pursuant to the scheme of amalgamation/arrangement/merger/ demerger are in the process of being transferred in the name of the Company.
Freehold Land	3.61	Indian Rayon and Industries Limited	No	April 1998	The title of the asset transferred pursuant to the scheme of amalgamation/arrangement/merger/ demerger are in the process of being transferred in the name of the Company.
Freehold Land	56.64	Andhra Pradesh Industrial Investment Corporation	No	April 2019	Transfer is in progress
Freehold Land	38.60	Bharat Commerce & Industries Limited	No	April 2014	Under Legal Proceeding

Description of property	Gross carrying value (₹ in crore)	Held in the name of	Whether promoter, director or their relative or employee thereof	Period held	Reason for not being held in the name of the Company
Freehold Land	1.44	Solaris Chemtech Limited (SCIL)	No	April 2008	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in process of being transferred in the name of the Company.
Freehold Land	0.51	Others	No	1985-2015	Under Legal Proceedings
Building	241.40	Aditya Birla Nuvo Limited	No	April 2017	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/merger / demerger are in the process of being transferred in the name of the Company.
Building	123.69	Jayashree Textiles Limited	No	April 1972	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/merger/ demerger are in the process of being transferred in the name of the Company.
Building	15.77	Indian Rayon Corporation Limited	No	April 1987	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/merger/ demerger are in the process of being transferred in the name of the Company.
Building	2.43	Indian Rayon and Industries Limited	No	April 1998	The title of the asset transferred pursuant to the scheme of amalgamation/arrangement/merger/ demerger are in the process of being transferred in the name of the Company.
Building	2.34	Solaris Chemtech Limited	No	April 2008	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in process of being transferred in the name of the Company.

In respect of immovable properties that have been taken on lease and disclosed in Note 2.2 to the standalone financial statements, the lease agreements are in the name of the Company, except for following:

Description of property	Gross carrying value (₹ in crore)	Held in the name of	Whether promoter, director or their relative or employee thereof	Period held	Reason for not being held in the name of the Company
Leasehold Land	1.10	Bihar Caustics and Chemicals Limited	No	April 1980	The title of the asset transferred pursuant to the scheme of amalgamation/arrangement/merger/ demerger are in the process of being transferred in the name of the Company.
Leasehold Land	1.01	Aditya Birla Chemical Industries Limited	No	May 2011	The title of the asset transferred pursuant to the scheme of amalgamation/arrangement/merger/ demerger are in the process of being transferred in the name of the Company.
Leasehold Land	0.20	Welspun India Limited	No	May 2009	The title of the asset transferred pursuant to the scheme of amalgamation/arrangement/merger/ demerger are in the process of being transferred in the name of the Company.
Leasehold Building	1.36	Aditya Birla Nuvo Limited	No	April 2017	The title of the asset transferred pursuant to the scheme of amalgamation/arrangement/merger/ demerger are in the process of being transferred in the name of the Company.

Annexure A (Contd.)

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use Assets) or Intangible Assets or both during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The inventory, except goods-in-transit and stocks lying with third parties, has been physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained and for goods-in-transit subsequent evidence of receipts has been linked with inventory records. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has been sanctioned working capital limits in excess of five crore rupees, in aggregate, from banks or financial institutions on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the Company with such banks or financial institutions are in agreement with the books of account of the Company.

(iii) According to the information and explanations given to us and on the basis of examination of the records of the Company, the Company has not provided any security or granted any advance in the nature of loans to companies, firms, limited liability partnerships (LLP's) or any other parties during the year. The Company has not provided any guarantee to companies, firms, LLP's or any other parties during the year. The Company has not made any investments in or granted any loans to firms or LLP's during the year. The Company has made investments and granted loans to companies and other parties during the year.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has granted unsecured loans to companies and other parties, in respect of which the requisite information is as below:

₹ in crore

Particulars	Loans
Aggregate amount during the year	
Subsidiaries*	25.00
Joint Ventures*	35.00
Associates*	-
Others - Employees	6.10
Balance outstanding as at balance sheet date	
Subsidiaries*	79.92
Joint Ventures*	33.50
Associates*	-
Others - Employees	13.02

**As per the Companies Act, 2013*

(b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion the investments made and the terms and conditions of the loans granted are not prejudicial to the interest of the Company. Further, the Company has not provided any guarantees or given any securities or granted any advance in the nature of loans during the year.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, in our opinion the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular. Further, the Company has not given any advance in the nature of loan to any party during the year.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given. Further, the Company has not given any advances in the nature of loans to any party during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no loan granted falling due during the year, which has been renewed or extended or fresh loans granted to settle the overdues of existing loans

given to same parties. Further, the Company has not given any advance in nature of loans to any party during the year.

(f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not granted any loans either repayable on demand or without specifying any terms or period of repayment. Further, the Company has not given any advance in the nature of loans to any party during the year.

(iv) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not provided any guarantee or security as specified under Section 185 and 186 of the Companies Act, 2013 ("the Act"). In respect of the investments made and loans granted by the Company, in our opinion the provisions of Section 186 of the Act have been complied with.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and services provided by it and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii) (a) The Company does not have liability in respect of Service Tax, Duty of Excise, Sales Tax and Value Added Tax during the year since effective 1st July 2017, these statutory dues has been subsumed into Goods and Service Tax.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion, the undisputed statutory dues including Goods and Service Tax, Provident Fund, Employees State Insurance, Income Tax, Duty of Customs or Cess or other statutory dues have been regularly deposited by the Company with the appropriate authorities.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Service Tax, Provident Fund, Employees State Insurance, Income Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31st March 2025 for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Service Tax, Sales Tax, Value Added Tax, Entry Tax, Excise Duty, Service Tax, Employees State Insurance, Income Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any dispute are mentioned in Annexure I to this report.

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

(ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in repayment of loans and borrowings or in the payment of interest thereon to any lender.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) In our opinion and according to the information and explanations given to us by the management, term loans were applied for the purpose for which the loans were obtained.

(d) According to the information and explanations given to us and on an overall examination of the

Annexure A (Contd.)

standalone financial statements of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures as defined under the Act.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies (as defined under the Act).

(x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.

(xi) (a) During the course of our examination of the books and records of the Company and according to the information and explanations given to us, we report that no fraud by the Company or on the Company has been noticed or reported during the year except a fraud on the Company relating to inventory identified by the management aggregating to ₹ 4.50 crore involving erstwhile employee, transporter and warehouse staffs for which the management has taken the appropriate steps.

(b) A report under sub-section (12) of Section 143 of the Companies Act has been filed by one of the joint auditors of the Company in Form ADT-4 as prescribed under rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistleblower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.

(xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and the nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) (a) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.

The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) According to the information and explanations provided to us, the Group (as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016) has more than one CIC

as part of the Group. The Group has 1 CIC which is registered with Reserve Bank of India and 3 CICs which are in the process of registration with Reserve Bank of India.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been resignation of the Branch Auditor during the year and we have duly taken into consideration the issues, objections or concerns raised by the branch auditor.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in the annual report is expected to be made available to us after the date of this auditor's report.

(xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

For B S R & Co. LLP
(Chartered Accountants)
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317
ICAI UDIN: 25105317BMOOEQ5102

Place: Mumbai
Date: 22nd May 2025

For KKC & Associates LLP
(Chartered Accountants)
(formerly known as Khimji Kunverji & Co LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 25117348BMOBCP4835

Place: Mumbai
Date: 22nd May 2025

Annexure A (Contd.)

ANNEXURE I

(Refer clause vii(b) of Annexure A) - Statutory dues not been deposited on account of dispute

Name of the Statute	Nature of the Dues	Period to which the amount relates	Total Disputed dues (Net of amount deposited) (₹ in crore)	Forum where case is pending
Customs Duty	Customs Duty, Interest and Penalty	2004-05 to 2020-21	22.00	Appellate Authority
		1975-76 to 1987-88	2.46	High Court
		2005-06 to 2013-14	0.87	Supreme Court
		1985-86 to 2015-16	10.48	Assessing Authority
Electricity Duty	Duty	1988-2018	50.11	High Court
Employees' State Insurance Act	Tax and Interest	2004-2005	0.20	Assessing Authority
Employees' Provident Funds and Miscellaneous Provisions Act, 1952	Damages and Interest	2016-2017	2.90	Appellate Authority
Excise Duty	Excise Duty, Interest and Penalty	1974-75 to 2017-18	60.84	Appellate Authority
		1974-75 to 2017-18	21.47	Assessing Authority
		1996-97 to 2017-18	3.77	High Court
GST / VAT / Sales Tax / Entry Tax	GST, VAT, Sales Tax, Entry Tax, Interest and Penalty	2006-07 to 2023-24	106.14	Appellate Authority
		2001-02 to 2023-24	285.04	Assessing Authority
		2004-05 to 2017-18	27.45	High Court
		2001-02 to 2004-05	25.57	Supreme Court
Income Tax	Income Tax and Interest	2001-02 to 2022-23	24.11	Appellate Authority
		2001-02 to 2019-20	1.50	Assessing Authority
		2010-11 to 2022-23	0.19	Assessing Authority
Land Tax & Property Tax	Tax and Interest	2005-2006	3.99	High Court
Service Tax	Service Tax, Interest and Penalty	2005-06 to 2015-16	29.92	Appellate Authority
		2002-03 to 2005-06	0.28	Assessing Authority
		2008-09 to 2013-14	55.98	High Court
Stamp Duty	Stamp Duty and Interest	2002 -2003, 2015-16	5.67	Assessing Authority
		2014-2019	21.37	High Court

Annexure B

To the Independent Auditor's Report on the standalone financial statements of Grasim Industries Limited for the year ended 31st March 2025

Report on the internal financial controls with reference to the aforesaid standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to standalone financial statements of Grasim Industries Limited ("the Company"), as of 31st March 2025 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to standalone financial statements and such internal financial controls were operating effectively as at 31st March 2025, based on the internal financial controls with reference to standalone financial statements criteria established by the Company considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("the Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to standalone financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to standalone financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to standalone financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to standalone financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of internal financial controls with reference to standalone financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Standalone Financial Statements

A Company's internal financial controls with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles.

Annexure B (Contd.)

A Company's internal financial controls with reference to standalone financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of standalone financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company's assets that could have a material effect on the standalone financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Standalone Financial Statements

Because of the inherent limitations of internal financial controls with reference to standalone financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to standalone financial statements to future periods are subject to the risk that the internal financial controls with reference to standalone financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For B S R & Co. LLP
(Chartered Accountants)
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317
ICAI UDIN: 25105317BMOOEQ5102

Place: Mumbai
Date: 22nd May 2025

For KKC & Associates LLP
(Chartered Accountants)
(formerly known as Khimji Kunverji & Co LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 25117348BMOBCP4835

Place: Mumbai
Date: 22nd May 2025

Standalone Balance Sheet

as at 31st March 2025

₹ in crore

	Note No.	As at 31st March 2025	As at 31st March 2024
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	2.1	21,626.06	15,439.16
Capital Work-in-Progress	2.1	2,776.44	7,115.64
Right of Use Assets	2.2	1,354.71	909.68
Goodwill		2.78	2.78
Other Intangible Assets	2.3	746.66	753.55
Intangible Assets Under Development	2.3	8.35	15.31
Financial Assets			
Investments in Subsidiaries, Joint Ventures and Associates	2.4	23,155.11	23,168.85
Other Investments	2.5	12,733.54	13,122.93
Loans	2.6	8.12	90.94
Other Financial Assets	2.7	459.25	343.94
Non-Current Tax Assets (Net)		132.89	113.30
Other Non-Current Assets	2.8	272.72	461.30
Total Non-Current Assets		**63,276.63**	**61,537.38**
Current Assets			
Inventories	2.9	6,051.44	5,215.04
Financial Assets			
Investments	2.10	3,746.62	2,920.39
Trade Receivables	2.11	2,553.92	1,974.31
Cash and Cash Equivalents	2.12	35.22	48.17
Bank Balances other than Cash and Cash Equivalents	2.13	158.50	261.42
Loans	2.14	118.41	163.51
Other Financial Assets	2.15	312.89	236.21
Current Tax Assets (Net)		54.20	314.43
Other Current Assets	2.16	1,672.94	1,466.89
Total Current Assets		**14,704.14**	**12,600.37**
TOTAL ASSETS		**77,980.77**	**74,137.75**

Standalone Balance Sheet (Contd.)

as at 31st March 2025

₹ in crore

	Note No.	As at 31st March 2025	As at 31st March 2024
EQUITY AND LIABILITIES			
Equity			
Equity Share Capital	2.17	136.11	132.80
Other Equity	2.18	54,261.52	51,981.79
Total Equity		**54,397.63**	**52,114.59**
Liabilities			
Non-Current Liabilities			
Financial Liabilities			
Borrowings	2.19	8,685.75	7,392.24
Lease Liabilities	2.2	596.26	210.45
Other Financial Liabilities	2.20	105.44	24.06
Provisions	2.21	80.16	74.06
Deferred Tax Liabilities (Net)	2.22	2,299.19	2,297.09
Other Non-Current Liabilities	2.23	85.13	14.99
Total Non-Current Liabilities		**11,851.93**	**10,012.89**
Current Liabilities			
Financial Liabilities			
Borrowings	2.24	2,435.65	2,060.67
Lease Liabilities	2.2	145.20	65.84
Trade Payables	2.25		
Total Outstanding dues of Micro Enterprises and Small Enterprises		176.97	146.75
Total Outstanding dues of Creditors other than Micro Enterprises and Small Enterprises		4,654.36	5,335.88
Other Financial Liabilities	2.26	1,967.55	2,016.88
Other Current Liabilities	2.27	909.78	972.02
Provisions	2.28	703.54	764.40
Current Tax Liabilities (Net)		738.16	647.83
Total Current Liabilities		**11,731.21**	**12,010.27**
TOTAL EQUITY AND LIABILITIES		**77,980.77**	**74,137.75**

Basis of Preparation and Material Accounting Policies 1

The accompanying Notes are an integral part of the Standalone Financial Statements
In terms of our report on even date attached

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

Pavan K. Jain
Chief Financial Officer

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

Standalone Statement of Profit and Loss

for the year ended 31st March 2025

₹ in crore

	Note No.	Year Ended 31st March 2025	Year Ended 31st March 2024
INCOME			
Revenue from Operations	3.1	31,563.23	25,847.33
Other Income	3.2	1,715.11	1,256.60
Total Income (I)		**33,278.34**	**27,103.93**
EXPENSES			
Cost of Materials Consumed	3.3	15,012.15	12,185.45
Purchases of Stock-in-Trade	3.4	3,995.37	1,425.67
Changes in Inventories of Finished Goods, Work-in-Progress and Stock-in-Trade	3.5	(826.51)	(83.81)
Employee Benefits Expense	3.6	2,653.05	2,145.01
Finance Costs	3.7	683.69	440.42
Depreciation and Amortisation Expense	3.8	1,676.21	1,215.06
Power and Fuel		4,064.21	4,015.64
Other Expenses	3.9	5,523.49	3,843.33
Total Expenses (II)		**32,781.66**	**25,186.77**
Profit Before Exceptional Items and Tax (I) - (II)		496.68	1,917.16
Exceptional Items	3.10	(163.98)	(715.60)
Profit Before Tax		**332.70**	**1,201.56**
Tax Expense	3.11		
Current Tax		-	74.69
Deferred Tax		120.60	181.48
Total Tax Expense		**120.60**	**256.17**
Profit for the Year (III)		**212.10**	**945.39**

Standalone Statement of Profit and Loss (Contd.)

for the year ended 31st March 2025

₹ in crore

	Note No.	Year Ended 31st March 2025	Year Ended 31st March 2024
Other Comprehensive Income	3.12		
A (i) Items that will not be reclassified to profit or loss		(367.50)	4,497.48
(ii) Income Tax relating to items that will not be reclassified to profit or loss		114.61	(588.13)
		(252.89)	**3,909.35**
B (i) Items that will be reclassified to profit or loss		(14.55)	(20.37)
(ii) Income Tax relating to items that will be reclassified to profit or loss		3.89	7.32
		(10.66)	**(13.05)**
Other Comprehensive Income/ (Loss) for the Year (IV)		**(263.55)**	**3,896.30**
Total Comprehensive Income/ (Loss) for the Year (III + IV)		**(51.45)**	**4,841.69**
Earnings Per Equity Share (Face Value ₹ 2 each)	3.13		
Basic (₹)		3.18	14.34
Diluted (₹)		3.18	14.31

Basis of Preparation and Material Accounting Policies 1

The accompanying Notes are an integral part of the Standalone Financial Statements
In terms of our report on even date attached

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Pavan K. Jain
Chief Financial Officer

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

Standalone Statement of Changes in Equity

for the year ended 31st March 2025

A. EQUITY SHARE CAPITAL

₹ in crore

Particulars	Note No.	Year Ended 31st March 2025	Year Ended 31st March 2024
Opening Balance		132.80	131.69
Changes in Equity Share Capital during the year	2.17.3	3.31	1.11
Closing Balance		**136.11**	**132.80**

B. OTHER EQUITY

Year Ended 31st March 2025

₹ in crore

Particulars	Note No.	Reserves and Surplus						Other Comprehensive Income (OCI)			Total
		Capital Reserve	Securities Premium	Treasury Shares	Employee Stock Options Reserve	General Reserve	Retained Earnings	Debt Instruments through Other Comprehensive Income	Equity Instruments through Other Comprehensive Income	Effective Portion of Cash Flow Hedges	
Balance as at 1st April 2024		3,670.17	24,727.72	(275.23)	120.02	11,584.56	10,113.35	3.45	2,038.73	(0.98)	51,981.79
Profit for the Year		-	-	-	-	-	212.10	-	-	-	212.10
Other Comprehensive Income for the Year		-	-	-	-	-	@(10.86)	1.91	(242.03)	(12.57)	(263.55)
Total Comprehensive Income for the Year		**-**	**-**	**-**	**-**	**-**	**201.24**	**1.91**	**(242.03)**	**(12.57)**	**(51.45)**
Transactions with Owners in their capacity as Owners:											
Proceeds from Rights Issue		-	2,996.44	-	-	-	-	-	-	-	2,996.44
Call in Arrears/ Unpaid	2.17.5 (a)	-	(7.74)	-	-	-	-	-	-	-	(7.74)
Share Issue Expenses		-	(2.08)	-	-	-	-	-	-	-	(2.08)
Dividends Paid		-	-	-	-	-	(668.12)	-	-	-	(668.12)
Purchase of Treasury Shares		-	-	(85.72)	-	-	-	-	-	-	(85.72)
Issue of Treasury Shares		-	-	52.75	-	-	-	-	-	-	52.75
Employee Stock Options Exercised		-	2.72	-	(13.31)	-	-	-	-	-	(10.59)
Employee Stock Options Granted (net of lapses)		-	-	-	56.24	-	-	-	-	-	56.24
Cancellation of Vested Employee Stock Options		-	-	-	(0.07)	0.07	-	-	-	-	-
Balance as at 31st March 2025	**2.18**	**3,670.17**	**27,717.06**	**(308.20)**	**162.88**	**11,584.63**	**9,646.47**	**5.36**	**1,796.70**	**(13.55)**	**54,261.52**

@Represents remeasurement of Defined Benefit Plan (Net of Tax)

Standalone Statement of Changes in Equity (Contd.)

for the year ended 31st March 2025

Year Ended 31st March 2024

₹ in crore

Particulars	Note No.	Reserves and Surplus						Other Comprehensive Income (OCI)			Total
		Capital Reserve	Securities Premium	Treasury Shares	Employee Stock Options Reserve	General Reserve	Retained Earnings	Debt Instruments through Other Comprehensive Income	Equity Instruments through Other Comprehensive Income	Effective Portion of Cash Flow Hedges	
Balance as at 1st April 2023		3,670.17	23,741.42	(240.21)	97.23	11,584.56	9,476.76	4.12	(1,522.21)	11.40	46,823.24
Profit for the Year		-	-	-	-	-	945.39	-	-	-	945.39
Other Comprehensive Income for the Year		-	-	-	-	-	@(14.21)	(0.67)	3,895.14	(12.38)	3,896.30
Total Comprehensive Income for the Year		**-**	**-**	**-**	**-**	**-**	**959.60**	**(0.67)**	**3,895.14**	**(12.38)**	**4,841.69**
Transactions with Owners in their capacity as Owners:											
Proceeds from Rights Issue		-	998.71	-	-	-	-	-	-	-	998.71
Share Issue Expenses		-	(16.08)	-	-	-	-	-	-	-	(16.08)
Dividends Paid		-	-	-	-	-	(657.21)	-	-	-	(657.21)
Purchase of Treasury Shares		-	-	(70.27)	-	-	-	-	-	-	(70.27)
Issue of Treasury Shares		-	-	35.25	-	-	-	-	-	-	35.25
Employee Stock Options Exercised		-	3.67	-	(14.84)	-	-	-	-	-	(11.17)
Employee Stock Options Granted (net of lapses)		-	-	-	37.63	-	-	-	-	-	37.63
Others:											
Realised Gain/(Loss) on Sale of Equity Instruments FVTOCI transferred to Retained Earnings		-	-	-	-	-	334.20	-	(334.20)	-	-
Balance as at 31st March 2024	**2.18**	**3,670.17**	**24,727.72**	**(275.23)**	**120.02**	**11,584.56**	**10,113.35**	**3.45**	**2,038.73**	**(0.98)**	**51,981.79**

@Represents remeasurement of Defined Benefit Plan (Net of Tax)

Basis of Preparation and Material Accounting Policies: Refer Note 1

The accompanying Notes are an integral part of the Standalone Financial Statements
In terms of our report on even date attached

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Pavan K. Jain
Chief Financial Officer

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

Standalone Statement of Cash Flows

for the year ended 31st March 2025

₹ in crore

	Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
A	**Cash Flow from Operating Activities**		
	Profit Before Tax	**332.70**	**1,201.56**
	Adjustments for:		
	Exceptional Items (Note 3.10)	163.98	715.60
	Depreciation and Amortisation Expense	1,676.21	1,215.06
	Finance Costs	683.69	440.42
	Interest Income	(222.15)	(310.77)
	Dividend Income	(1,188.63)	(655.60)
	Unrealised Exchange (Gain)/ Loss (Net)	6.71	6.98
	Impairment Loss/ (Reversal) on Financial Asset (Net)	5.22	1.39
	Provisions against Warranty and Contingent Liabilities Created / (Written Back)	3.60	(0.10)
	(Gain)/ Loss on Sale/ Discard of Property, Plant and Equipment (Net)	20.02	(3.14)
	(Gain)/ Loss on Termination of Lease (Net)	(2.62)	-
	Expenses on Employee Stock Option Scheme including Share Appreciation Rights	57.37	36.73
	Unrealised (Gain)/ Loss on Investments measured at Fair Value through Profit or Loss (Net)	(211.57)	(173.84)
	Profit on Sale of Investments (Net)	(17.39)	(41.17)
	Operating Profit Before Working Capital Changes	**1,307.14**	**2,433.12**
	Adjustments for Changes in Working Capital:		
	Trade Receivables	(580.03)	(374.22)
	Financial and Other Assets	(222.57)	(506.63)
	Inventories	(836.40)	(722.26)
	Trade Payables, Financial and Other Liabilities and Provisions	(30.16)	1,004.89
	Cash generated from/ (used in) Operations	**(362.03)**	**1,834.90**
	Income Taxes Refund/ (Paid) (Net)	336.60	(57.31)
	Net Cash generated from/ (used in) Operating Activities (A)	**(25.43)**	**1,777.59**
B	**Cash Flow from Investing Activities**		
	Purchase of Property, Plant and Equipment and Other Intangible Assets	(3,834.98)	(5,525.95)
	Proceeds from Disposal of Property, Plant and Equipment and Other Intangible Assets	8.21	20.76
	Proceeds from Sale and Leaseback of Owned Assets	463.14	6.30
	Investments in Subsidiaries, Joint Ventures and Associates including Advance against Equity	(250.15)	(1,148.42)
	Investment in Other Non-Current Investments	(50.94)	(125.00)
	Proceeds from Sale of Other Non-Current Investments	-	1.11
	Sale/ (Purchase) of Current Investments (Net)	(473.66)	377.36
	Loans and Advances given to Subsidiaries, Joint Ventures and Associates	(60.00)	(301.50)
	Receipt against Loans and Advances given to Subsidiaries, Joint Ventures and Associates	186.41	154.42
	Redemption of/ (Investment in) Bank Deposits and earmarked balances with Banks	(86.73)	196.47
	Interest from Subsidiaries, Joint Ventures and Associates	14.87	16.72
	Interest from Others	11.79	85.88
	Dividend from Subsidiaries, Joint Ventures and Associates	1,157.35	628.27
	Dividend from Others	31.28	27.33
	Net Cash generated from/ (used in) Investing Activities (B)	**(2,883.41)**	**(5,586.25)**
C	**Cash Flow from Financing Activities**		
	Proceeds from Rights Issue (Net of share issue expenses)	2,989.92	983.73
	Proceeds from Issue of Share Capital under ESOS	2.09	2.09
	Treasury Shares acquired by ESOP Trust	(85.72)	(70.27)
	Proceeds from Issue of Treasury Shares	40.07	22.00
	Proceeds from Non-Current Borrowings	3,630.00	4,392.05
	Repayments of Non-Current Borrowings	(1,263.09)	(769.02)
	Pre-payments of Non-Current Borrowings	(2,308.94)	-
	Proceeds/ (Repayment) of Current Borrowings (Net)	1,611.34	579.31
	Payments of Lease Liabilities	(109.02)	(35.99)
	Payments of Interest on Lease Liabilities	(37.17)	(11.74)
	Interest and Finance Costs Paid	(905.40)	(594.15)
	Dividend Paid	(668.19)	(657.66)
	Net Cash generated from/ (used in) Financing Activities (C)	**2,895.89**	**3,840.35**
D	**Net Increase/ (Decrease) in Cash and Cash Equivalents (A+B+C)**	**(12.95)**	**31.69**
	Cash and Cash Equivalents at the Beginning of the Year	**48.17**	**16.48**
	Cash and Cash Equivalents at the End of the Year (Refer Note 2.12)	**35.22**	**48.17**

Standalone Statement of Cash Flows (Contd.)

for the year ended 31st March 2025

Notes:

(i) Statement of Cash Flows has been prepared under the indirect method as set out in Indian Accounting Standard (Ind AS) -7 "Statement of Cash Flows" prescribed under the Companies Act (Indian Accounting Standard) Rules, 2015 of the Companies Act, 2013.

(ii) Purchase of Property, Plant and Equipment includes cash flows of capital work-in-progress (including Capital Advances) and movement in Creditors against Capital Expenditure during the year.

(iii) **Supplemental Information**

(a) Non-Cash Transaction from Investing Activities

₹ in crore

Particulars	Balance as at 1st April 2024	Cash flows	Non-Cash changes		Balance as at 31st March 2025
			Fair Value and Other Adjustments	Diminution in Value of Investment	
Non-Current Investments	36,291.78	301.09	(474.33)	(229.89)	**35,888.65**
Current Investments	2,920.39	491.05	335.18	-	**3,746.62**
	39,212.17	**792.14**	**(139.15)**	**(229.89)**	**39,635.27**

₹ in crore

Particulars	Balance as at 1st April 2023	Cash flows	Non-Cash changes		Balance as at 31st March 2024
			Fair Value and Other Adjustments	Diminution in Value of Investment	
Non-Current Investments	30,841.15	1,210.95	4,457.92	(218.24)	36,291.78
Current Investments	3,055.63	(336.19)	200.95	-	2,920.39
	33,896.78	**874.76**	**4,658.87**	**(218.24)**	**39,212.17**

(b) Changes in Liabilities arising from Financing Activities

₹ in crore

Particulars	Balance as at 1st April 2024	Cash flows	Debt issuance cost	Non-Cash changes	Balance as at 31st March 2025
				Fair Value Adjustment	
Non-Current Borrowings*	8,660.90	57.97	(8.73)	7.89	**8,718.03**
Current Borrowings	792.04	1,611.34	-	-	**2,403.38**

₹ in crore

Particulars	Balance as at 1st April 2023	Cash flows	Debt issuance cost	Non-Cash changes	Balance as at 31st March 2024
				Fair Value Adjustment	
Non-Current Borrowings*	5,041.50	3,623.03	(1.02)	(2.61)	8,660.90
Current Borrowings	212.73	579.31	-	-	792.04

**including Current Maturities of Non-Current Borrowings*

(c) Refer note 2.2.I.B for Movement in lease liabilities

Basis of Preparation and Material Accounting Policies: Refer Note 1

The accompanying Notes are an integral part of the Standalone Financial Statements
In terms of our report on even date attached

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

Pavan K. Jain
Chief Financial Officer

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

Corporate Information

Grasim Industries Limited ("the Company") is a limited Company incorporated and domiciled in India. The registered office is at Birlagram, Nagda - 456 331, Dist. Ujjain (M.P.), India. The Company is a public limited Company, and its shares are listed on the BSE Limited, India, and the National Stock Exchange of India Limited, India, and the Company's Global Depository Receipts are listed on the Luxembourg Stock Exchange.

The Company is engaged primarily in the business of Cellulosic Fibres (Pulp, Fibre and Yarn), Chemicals (Caustic Soda, Specialty and allied Chemicals), Building Materials (Paints and B2B E-Commerce) and Others (Insulators and Textiles).

1. Basis of Preparation and Material Accounting Policies

A. Basis of Preparation:

These financial statements are prepared and presented in accordance with the Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015, as amended from time to time as notified under Section 133 of the Companies Act, 2013, the relevant provisions of the Companies Act, 2013 ("the Act") and the guidelines issued by the Securities and Exchange Board of India (SEBI), as applicable. The accounting policies have been consistently applied for all the periods presented in the financial statements.

The financial statements have been prepared and presented on the going concern basis and at historical cost, except for the following assets and liabilities, which have been measured as indicated below:

- Derivative Financial Instruments at fair value (covered under para 1.17)
- Certain financial assets and liabilities at fair value [refer accounting policy regarding financial instruments (covered under para 1.19)]
- Assets held for disposal - measured at the lower of its carrying amount and fair value less cost to sell
- Employee's Defined Benefit Plan measured as per actuarial valuation
- Employee Stock Option Plans measured at fair value and
- Assets and Liabilities acquired under Business Combination measured at fair value.

Functional and Presentation Currency:

The financial statements are presented in Indian Rupees, which is the functional currency of the Company and the currency of the primary economic environment in which the Company operates, and all values are rounded to the nearest crore, up to 2 decimal places, except as otherwise indicated.

B. Material Accounting Policies:

1.1 Business Combination and Goodwill/ Capital Reserve:

The Company uses the acquisition method of accounting to account for business combinations. The acquisition date is the date on which control is transferred to the acquirer. Judgement is applied in determining the acquisition date and determining whether control is transferred from one party to another. Control exists when the Company is exposed to, or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through power over the entity. In assessing control, potential voting rights are considered only if the rights are substantive.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Company re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the re-assessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in Other Comprehensive Income (OCI) and accumulated in other equity as capital reserve. However, if there is no clear evidence of bargain purchase, the entity recognises the gain directly in other equity as capital reserve, without routing the same through OCI.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Company to the previous owners of the acquiree, and equity interests issued by the Company. Consideration transferred also includes the fair value of any contingent consideration. Consideration transferred does not include amounts related to the settlement of pre-existing relationships. Any goodwill that arises on account of such business combination is tested annually for impairment.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not re-measured and the settlement is accounted for within other equity. Otherwise, other contingent consideration is re-measured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recorded in the Statement of Profit and Loss.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably. On an acquisition-by-acquisition basis, the Company recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Transaction costs that the Company incurs in connection with a business combination, such as Stamp Duty for title transfer in the name of the Company, finder's fees, legal fees, due diligence fees and other professional and consulting fees, are expensed as incurred and the services are received.

1.2 Classification of Assets and Liabilities as Current and Non-Current:

All assets and liabilities are classified as current or non-current as per the Company's normal operating cycle, Ind AS-1 and other criteria set out in the Division II of Schedule III of the Companies Act, 2013. Based on the nature of products and the time lag between the acquisition of assets for processing and their realisation in cash and cash equivalents, 12-month period has been considered by the Company as its normal operating cycle.

1.3 Property, Plant and Equipment (PPE):

On transition to Ind AS, the Company has elected to continue with the carrying value of all its property, plant and equipment recognised as at 1st April 2015, measured as per the previous GAAP and use that carrying value as the deemed cost of the property, plant and equipment.

Property, plant and equipment are stated at acquisition or construction cost less accumulated depreciation and accumulated impairment loss. Freehold land is stated at cost less accumulated impairment losses, if any. Cost comprises the purchase price and any attributable cost of bringing the asset to its location and working condition for its intended use, including relevant borrowing costs and any expected costs of de-commissioning.

If significant parts of an item of PPE have different useful lives, then they are accounted for as separate items (major components) of PPE.

The cost of an item of PPE is recognised as an asset if, and only if, it is probable that the economic benefits associated with the item will flow to the Company in future periods and the cost of the item can be measured reliably. Expenditure incurred after the PPE have been put into operations, such as repairs and maintenance expenses, are charged to the Statement of Profit and Loss during the year in which they are incurred.

Items such as spare parts, standby equipment and servicing equipment are recognised as PPE when these are held for use in the production or supply of goods or services, or for administrative purpose, and are expected to be used for more than one year. Otherwise, such items are classified as inventory.

An item of PPE is de-recognised upon disposal or when no future economic benefits are expected to arise from the continued use of the assets. Any gain or loss arising on the disposal or retirement of an item of PPE, is determined as the difference between the sales proceeds and the carrying amount of the asset, and is recognised in the Statement of Profit and Loss.

Capital work-in-progress includes cost of property, plant and equipment under installation/under development as at the reporting date.

1.4 Treatment of Expenditure during Construction Period:

Expenditure, net of income earned, during construction (including financing cost related to borrowed funds for construction or acquisition of qualifying PPE) period is included under capital work-in-progress, and the same is allocated to the respective PPE on the completion of construction. Advances given towards acquisition or construction of PPE outstanding at each reporting date are disclosed as Capital Advances under "Other Non-Current Assets".

1.5 Depreciation:

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life and

is provided on a straight-line basis, except for Viscose Staple Fibre Division (excluding Power Plants), Nagda, and Corporate Finance Division, Mumbai for which it is provided on written down value method, over the useful lives as prescribed in Schedule II of the Companies Act, 2013, or as per technical assessment.

Depreciable amount for PPE is the cost of PPE less its estimated residual value. The useful life of PPE is the period over which PPE is expected to be available for use by the Company, or the number of production or similar units expected to be obtained from the asset by the Company.

Freehold land has an unlimited useful life and therefore is not depreciated.

Improvements undertaken over the leasehold properties are depreciated over the earlier of the useful life of the asset or the end of the lease term.

The Company has used the following useful lives of the property, plant and equipment to provide depreciation.

A. Major assets class where useful life considered as provided in Schedule II:

S. No.	Nature of the Assets	Estimated Useful Life of the Assets
1.	Plant and Machinery - Continuous Process Plant	25 years
2.	Reactors	3 years
3.	Vessel / Storage Tanks	20 years
4.	Factory Buildings	30 years
5.	Buildings (other than Factory Buildings) RCC Frame Structure	60 years
6.	Electric Installations and Equipment (at Factory)	10 years
7.	Computer and other Hardware	3 years
8.	General Laboratory Equipment	10 years
9.	Railway Sidings	15 years
10.	Carpeted Roads- Reinforced Cement Concrete (RCC) Carpeted Roads- other than RCC Non-Carpeted Roads	10 years 5 years 3 years
11.	Fences, wells, tube wells	5 years

In case of certain class of assets, the Company uses different useful life than those prescribed in Schedule II of the Companies Act, 2013. The useful life has been assessed based on technical advice, taking into account the nature of the asset, the estimated usage of the asset on the basis of the management's best estimation of getting economic benefits from those classes of assets. The Company uses its technical expertise along with historical and industry trends for arriving at the economic life of an asset.

Also, useful life of the part of PPE which is significant to the total cost of PPE, has been separately assessed and depreciation has been provided accordingly.

B. Assets where useful life differs from Schedule II:

S. No.	Nature of the Assets	Useful Life as Prescribed by Schedule II of the Companies Act, 2013	Estimated Useful Life of the Assets
1.	Plant and Machinery (Other than Continuous Process Plant)	7.5-15 years	7.5-20 years
2.	Motor Vehicles	6-10 years	4-5 years
3.	Electronic Office Equipment	5 years	4 years
4.	Furniture, Fixtures and Electrical Fittings	10 years	5-7 years
5.	Buildings (other than Factory Buildings) other than RCC Frame Structures	30 years	60 years
6.	Power Plant	40 years	25 years
7.	Servers and Networks	6 years	3 years
8.	Spares in the nature of PPE		10 years
9.	Temporary structures and Assets individually costing less than or equal to ₹ 10,000/-		Fully depreciated in the year of purchase
10.	Separately identified Component of Plant and Machinery		2-25 years

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

The estimated useful lives, residual values and the depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Continuous process plant, as defined in Schedule II of the Companies Act, 2013, have been classified on the basis of technical assessment and depreciation is provided accordingly.

Depreciation on additions is provided on a pro-rata basis from the month of installation or acquisition, and in case of a new Project, from the date of commencement of commercial production. Depreciation on deductions/disposals is provided on a pro-rata basis up to the month preceding the month of deduction/disposal.

1.6 Intangible Assets acquired separately and Amortisation:

On transition to Ind AS, the Company has elected to continue with the carrying value of all its Intangible Assets recognised as at 1st April 2015, measured as per the previous GAAP and use that carrying value as the deemed cost of the Intangible Assets.

Intangible assets, acquired separately, are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses, if any.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the Statement of Profit and Loss unless such expenditure forms part of carrying value of another asset. Intangible assets are amortised on a straight-line basis over their estimated useful lives.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Statement of Profit and Loss when the asset is de-recognised.

Intangible Assets and their useful lives are as under:

S. No.	Nature of the Assets	Estimated Useful Life of the Assets
1.	Computer Software	3 years
2.	Trademarks, Technical Know-how	10 years
3.	Value of License/Right to use infrastructure	10 years
4.	Customer Relationship	15-25 years
5.	Brands	10 years
6.	Distribution Network	5-25 years
7.	Right to Manage and Operate Manufacturing Facility	15 years
8.	Non-compete fees	3 years
9.	Order Backlog	3 months - 1 year

1.7 Internally Generated Intangible Assets - Research and Development Expenditure:

Revenue expenditure on research is expensed under the respective heads of the account in the period in which it is incurred. Development expenditure is capitalised as an asset, if the following conditions can be demonstrated:

a) The technical feasibility of completing the asset so that it can be made available for use or sell.

b) The Company has intention to complete the asset and use or sell it.

c) In case of intention to sell, the Company has the ability to sell the asset.

d) The future economic benefits are probable.

e) The Company has ability to measure the expenditure attributable to the asset during its development reliably.

Other development costs, which do not meet the above criteria, are expensed out during the period in which they are incurred.

PPE procured for research and development activities are capitalised.

1.8 Discontinued operations and non-current assets held for sale:

Discontinued operation is a component of the Company that has been disposed of or classified as held for sale and represents a major line of business.

Non-current assets and disposal groups are classified as held for sale if their carrying amount is intended to be recovered principally through a sale (rather than through continuing use) when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sale of such asset (or disposal group) and the sale is highly probable and is expected to qualify for recognition as a completed sale within one year from the date of classification.

Non-current assets and disposal groups classified as held for sale are measured at lower of their carrying amount and fair value less costs to sell.

1.9 Impairment of Non-Financial Assets:

At the end of each reporting period, the Company reviews the carrying amounts of non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units, for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication then the asset may be impaired.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset, for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the Statement of Profit and Loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the Statement of Profit and Loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

1.10 Inventories:

Inventories are valued at the lower of cost and net realisable value, on item-by-item basis.

Net realisable value for inventories is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

Raw materials, stores and spare parts, and packing materials are considered to be realisable at cost, if the finished products, in which they will be used, are expected to be sold at or above cost. The cost is computed on weighted-average basis, which includes expenditure incurred for acquiring inventories like purchase price, import duties, taxes (net of tax credit) and other costs incurred in bringing the inventories to their present location and condition.

Cost of finished goods and work-in-progress includes the cost of conversion based on normal capacity and other costs incurred in bringing the inventories to their present location and condition. Cost of stock-in-trade includes cost of purchase and other costs incurred in bringing the inventories to the present location and condition. The cost of finished goods, work-in-progress and stock-in-trade is computed on weighted-average basis.

In the absence of cost, waste/scrap is valued at estimated net realisable value.

Obsolete, defective, slow moving and unserviceable inventories, if any, are duly provided for.

Proceeds in respect of sale of raw materials/stores are credited to the respective heads.

1.11 Cash and Cash Equivalents:

Cash and Cash Equivalents comprise cash on hand and cash at banks, including fixed deposits with original maturity period of three months or less and short-term highly liquid investments with an original maturity of three months or less.

1.12 Cash Flow Statement:

Cash flows are reported using the indirect method, whereby the net profit before tax is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Company are segregated.

1.13 Employee Benefits:

Short-Term Employee Benefits:

Short-term employee benefits are recognised as an expense on accrual basis.

Defined Contribution Plans:

Contribution payable to the recognised provident fund and approved superannuation scheme, which are substantially defined contribution plans, is recognised as expense in the Statement of Profit and Loss, when employees have rendered the service entitling them to the contribution.

The provident fund contribution as specified under the law is paid to the Regional Provident Fund Commissioner.

Defined Benefit Plans:

The obligation in respect of defined benefit plans, which covers Gratuity, Pension and other post-employment medical benefits, are provided for on the basis of an actuarial valuation at the end of each financial year using projected unit credit method. Gratuity is funded with an approved trust.

In respect of certain employees, Provident Fund contributions are made to a Trust, administered by the Company. The interest rate payable to the members of the Trust shall not be lower than the statutory rate of interest declared by the Central Government under the Employees' Provident Funds and Miscellaneous Provisions Act, 1952, and shortfall, if any, shall be made good by the Company. The Company's liability is actuarially determined (using the Projected Unit Credit Method) at the end of the year, and any shortfall in the Fund size maintained by the Trust set-up by the Company is additionally provided for.

Re-measurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding net interest), is reflected immediately in the Balance Sheet with a charge or credit recognised in Other Comprehensive Income in the period in which they occur.

Re-measurement recognised in Other Comprehensive Income is reflected immediately in retained earnings and will not be reclassified to profit or loss in the Statement of Profit and Loss. Defined benefit costs are categorised as follows:

- service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements);
- net interest expense or income; and
- re-measurement.

The Company presents the first two components of defined benefit costs in the Statement of Profit and Loss in the line item 'Employee Benefits Expense'.

The present value of the Defined Benefit Plan liability is calculated using a discount rate, which is determined by reference to market yields at the end of the reporting period on government bonds.

The retirement benefit obligation, recognised in the Balance Sheet represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in the future contribution to the plans.

Compensated Absences:

The Compensated Absences cover the Company's liability for earned and sick leaves. The compensated absences are provided for on the basis of an actuarial valuation at the end of each financial year. Total liability related to this is presented as current, since the Company does not have an unconditional right to defer its settlement.

Actuarial gains/losses, if any, are recognised immediately in the Statement of Profit and Loss.

1.14 Employee Share Based Payments:

Equity-settled Transactions:

Equity-settled share-based payments to employees are measured by reference to the fair value of the equity instruments at the grant date using Black-Scholes Model and Binomial Model.

The fair value, determined at the grant date of the equity-settled share-based payments, is charged to the Statement of Profit and Loss on a systematic basis over the vesting period of the option, based on the Company's estimate of equity instruments that will eventually vest, with a corresponding increase in other equity.

In case of forfeiture/lapse stock option, which is not vested, amortised portion is reversed by credit to employee compensation expense. In a situation where the stock option expires unexercised, the related balance standing to the credit of the Employee Stock Options Outstanding Account is transferred within other equity.

Cash-settled Transactions:

The cost of cash-settled transactions is measured initially at fair value at the grant date using a Black-Scholes Merton Formula. This fair value is expensed over the period until the vesting date with recognition of a corresponding liability. The liability is re-measured to fair value at each reporting date up to, and including the settlement date, with changes in fair value recognised in employee benefits expense.

1.15 Treasury Shares:

The Company has created an Employee Benefit Trust (EBT) for providing share-based payment to its employees. The Company uses EBT as a vehicle for distributing shares to employees under the Employee Stock Option Scheme. The EBT purchase shares of the Company from the market, for giving shares to employees. The Company treats EBT as its extension and shares held by EBT are treated as treasury shares.

Own equity instruments that are re-acquired (treasury shares) are recognised at cost and deducted from other equity. No gain or loss is recognised in the Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Company's own equity instruments. Share options whenever exercised, would be settled from such treasury shares.

1.16 Foreign Currency Transactions:

In preparing the financial statements of the Company, transactions in foreign currencies, other than the Company's functional currency, are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary assets and liabilities denominated in foreign currencies are translated at the rate prevailing at that date. Non-monetary items that are measured in

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

terms of historical cost in a foreign currency are not re-translated.

Exchange differences on monetary items are recognised in the Statement of Profit and Loss in the period in which these arise, except for:

- exchange differences on foreign currency borrowings relating to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings; and
- exchange differences relating to qualifying effective cash flow hedges.

1.17 Derivative Financial Instruments and Hedge Accounting:

The Company enters into forward contracts to hedge the foreign currency risk of firm commitments and highly probable forecast transactions. Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently re-measured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in the Statement of Profit and Loss immediately, unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in the Statement of Profit and Loss depends on the nature of the hedging relationship and the nature of the hedged item.

The Company enters into derivative financial instruments viz. foreign exchange forward contracts, interest rate swaps and cross currency swaps to manage its exposure to interest rate, foreign exchange rate risks and commodity prices. The Company does not hold derivative financial instruments for speculative purposes.

Hedge Accounting:

The Company designates certain hedging instruments in respect of foreign currency risk, interest rate risk and commodity price risk as cash flow hedges. At the inception of a hedge relationship, the Company formally designates and documents the hedge relationship to which the Company wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes the Company's risk management objective and strategy for undertaking hedge, the hedging/ economic relationship, the hedged item or transaction, the nature of the risk being hedged, hedge ratio and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows, and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they were designated.

The effective portion of changes in the fair value of the designated portion of derivatives that qualify as cash flow hedges is recognised in Other Comprehensive Income and accumulated under the heading of cash flow hedging reserve. The gain or loss relating to the ineffective portion is recognised immediately in the Statement of Profit and Loss.

Amounts previously recognised in Other Comprehensive Income and accumulated in other equity relating to (effective portion as described above) are re-classified to the Statement of Profit and Loss in the periods when the hedged item affects profit or loss. However, when the hedged forecast transaction results in the recognition of a non-financial asset or a non-financial liability, such gains and losses are transferred from equity and included in the initial measurement of the cost of the non-financial asset or non-financial liability.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, without replacement or rollover (as part of the hedging strategy), or if its designation as a hedge is revoked, or when it no longer qualifies for hedge accounting. Any gain or loss recognised in Other Comprehensive Income and accumulated in other equity at that time remains in other equity and is recognised when the forecast transaction is ultimately recognised in the Statement of Profit and Loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in other equity is recognised immediately in the Statement of Profit and Loss.

1.18 Fair Value Measurement:

The Company measures financial instruments, such as investments (other than equity investments in Subsidiaries, Joint Ventures and Associates) and derivatives at fair values at each Balance Sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

In the principal market for the asset or liability, or

In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use, or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities (for which fair value is measured or disclosed in the financial statements) are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable other than quoted prices included in Level 1.

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The management determines the policies and procedures for both recurring fair value measurement, such as derivative instruments and unquoted financial assets measured at fair value, and for non-recurring measurement, such as assets held for disposal in discontinued operations.

At each reporting date, the management analyses the movements in the values of assets and liabilities, which are required to be re-measured or re-assessed as per the Company's accounting policies. For this analysis, the management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

1.19 Financial Instruments:

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial Assets:

Initial Recognition and Measurement

All financial assets are recognised initially at fair value. However, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset are added to the fair value. However, trade receivables that do not contain a significant financing component are measured at transaction price (net of variable consideration). Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Company commits to purchase or sell the asset.

Subsequent Measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

- Debt instruments at amortised cost
- Debt instruments at fair value through Other Comprehensive Income (FVTOCI)
- Debt instruments, derivatives and equity instruments, mutual funds at fair value through profit or loss (FVTPL)
- Equity instruments measured at fair value through other comprehensive income (FVTOCI)

Debt Instruments at Amortised Cost:

A 'debt instrument' is measured at the amortised cost, if both the following conditions are met:

a) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and

b) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the profit or loss. The losses arising from impairment are recognised in the profit or loss. This category generally applies to trade and other receivables.

Debt Instrument at FVTOCI:

A 'debt instrument' is classified as at the FVTOCI, if both of the following criteria are met:

a) The objective of the business model is achieved both by collecting contractual cash flows and selling the financial assets, and

b) The asset's contractual cash flows represent SPPI on the principal amount outstanding.

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognised in the other comprehensive income (OCI). However, the Company recognises interest income, impairment losses & reversals and foreign exchange gain or loss in the Statement of Profit and Loss. On de-recognition of the asset, cumulative gain or loss previously recognised in OCI is re-classified from the equity to the Statement of Profit and Loss. Interest earned whilst holding FVTOCI debt instrument is reported as interest income using the EIR method.

Debt Instrument at FVTPL:

FVTPL is a residual category for debt instruments. Any debt instrument, which does not meet the criteria for categorisation as at amortised cost or as FVTOCI, is classified as at FVTPL.

In addition, the Company may elect to designate a debt instrument, which otherwise meets amortised cost or FVTOCI criteria, as at FVTPL. However, such election is allowed only if doing so reduces or eliminates a measurement or recognition inconsistency (referred to as 'Accounting Mismatch').

Debt instruments included within the FVTPL category are measured at fair value with all changes recognised in the Statement of Profit and Loss.

Interest Income from these financial assets are recognised is included in Other Income in the Statement of Profit and Loss.

Equity Instruments:

Investment in Subsidiaries, Associates and Joint Ventures are out of scope of Ind AS 109 and hence, the Company has accounted for its investment in Subsidiaries, Associates and Joint Ventures at cost.

All other equity investments are measured at fair value. Equity instruments which are held for trading are classified as at FVTPL. For equity instruments other than held for trading, the Company has irrevocable option to present in Other Comprehensive Income subsequent changes in the fair value. The Company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

Where the Company classifies equity instruments as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts of profit or loss from OCI to the Statement of Profit and Loss, even on sale of investment.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognised in the Statement of Profit and Loss.

Impairment of Financial Assets:

Financial assets, other than those at FVTPL, are assessed for indicators of impairment at the end of each reporting period. In case of financial assets, the Company follows the simplified approach permitted by Ind AS 109 – Financial Instruments – for recognition of impairment loss allowance. The application of simplified approach does not require the Company to track changes in credit risk of trade receivable. The Company calculates the expected credit losses on trade receivables using a provision matrix on the basis of its historical credit loss experience.

De-recognition of Financial Assets:

The Company de-recognises a financial asset when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises an associated liability.

On de-recognition of a financial asset, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in Other Comprehensive Income and accumulated in other equity is recognised in the Statement of Profit and Loss.

Financial Liabilities and Equity Instruments:

Classification as Debt or Equity:

Debt and equity instruments, issued by the Company, are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity Instruments:

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Financial Liabilities:

Financial liabilities are classified, at initial recognition as fair value through profit or loss:

- Loans and borrowings,
- Payables, or
- as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and in the case of loans and borrowings and payables, are recognised net of directly attributable transaction costs.

The Company's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, financial guarantee contracts and derivative financial instruments.

Subsequent Measurement:

The measurement of financial liabilities depends on their classification, as described below:

Financial Liabilities at FVTPL:

Financial liabilities at FVTPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL. Financial liabilities are classified as held for trading, if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Company that are not designated as hedging instruments in hedge relationships as defined by Ind AS 109. Separated embedded derivatives are also classified as held for trading, unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in the Statement of Profit and Loss.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

Financial liabilities, designated upon initial recognition at FVTPL, are designated as such at the initial date of recognition, and only if the criteria in Ind AS 109 are satisfied.

Loans and Borrowings:

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the Effective Interest Rate (EIR) method. Gains and losses are recognised in the Statement of Profit and Loss when the liabilities are de-recognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the Statement of Profit and Loss.

Financial Guarantee Contracts:

Financial guarantee contracts issued by the Company are those contracts that require a payment to be made to reimburse the holder for a loss it incurs, because the specified debtor fails to make a payment when due, in accordance with the terms of a debt instrument. Financial guarantee contracts are recognised initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequently, the liability is measured at the higher of the amount of loss allowance determined as per impairment requirements of Ind AS 109, and the amount recognised less cumulative amortisation.

De-recognition of Financial Liabilities:

The Company de-recognises financial liabilities when and only when, the Company's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability de-recognised and the consideration paid and payable is recognised in the Statement of Profit and Loss.

Embedded Derivatives:

An embedded derivative is a component of a hybrid (combined) instrument that also includes a non-derivative host contract – with the effect that some of the cash flows of the combined instrument vary in a way similar to a stand-alone derivative. An embedded derivative causes some or all of the cash flows that would otherwise be required by the contract to be modified according to a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable, that the variable is not specific to a party to the contract. Re-assessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a re-classification of a financial asset out of the fair value through profit or loss. If the hybrid contract contains a host that is a financial asset within the scope of Ind AS 109, the Company does not separate embedded derivatives. Rather, it applies the classification requirements contained in Ind AS 109, to the entire hybrid contract. Derivatives embedded in all other host contracts are accounted for as separate derivatives and recorded at fair value, if their economic characteristics and risks are not closely related to those of the host contracts, and the host contracts are not held for trading or designated at fair value though profit or loss. These embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss, unless designated as effective hedging instruments.

Offsetting of Financial Instruments:

Financial assets and financial liabilities are offset and the net amount is reported in the Balance Sheet, if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

1.20 Revenue Recognition:

(a) Revenue from contracts with customers;

- Revenue is recognised when the Company satisfies a performance obligation on the basis of approved contracts regarding the transfer of goods or services to a customer. This is achieved when control of the product has been transferred to the customer, which generally occurs at a point in time.

- The Company considers the terms of the contract in determining the transaction price. The transaction price is based upon the amount the Company expects to be entitled to in exchange for transferring of promised goods and services to the customer after deducting incentive programs, including but not limited to discounts, volume rebates etc. The transaction price of goods sold and services rendered is net of variable consideration

and excludes taxes and duties collected on behalf of the Government.

- Variable consideration - This includes incentives, volume rebates, discounts etc. It is estimated at contract inception considering the terms of various schemes with customers and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved. It is reassessed at the end of each reporting period.

- Significant financing component - Generally, the Company receives short-term advances from its customers. Using the practical expedient in Ind AS 115, the Company does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised goods or services to the customer and when the customer pays for that goods or services will be one year or less.

(b) Dividend income is accounted for when the right to receive the income is established.

(c) For all financial instruments measured at amortised cost or at fair value through Other Comprehensive Income, interest income is recorded using the effective interest rate (EIR), which is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial instrument to the gross carrying amount of the financial asset.

(d) Insurance, railway and other claims, where quantum of accruals cannot be ascertained with reasonable certainty, are accounted on acceptance basis.

1.21 Contract liability:

Contract liability is recognised when a payment for customer is already received before a related performance obligation is satisfied. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is received.

As these are contracts that the Company expects, and has the ability, to fulfil through delivery of a non-financial item, these are presented as advance from customers and are recognised as revenue as and when control of respective commodities is transferred or service is provided to the customers under the agreements.

1.22 Leases:

The Company assesses whether a contract contains a lease, at the inception of the contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether

- the contract involves the use of identified asset;

- the Company has substantially all of the economic benefits from the use of the asset through the period of lease; and

- the Company has the right to direct the use of the asset.

As a Lessee:

The Company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain re-measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option, and penalties for early termination of a lease, unless the Company is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Short-term Leases and Leases of Low-Value Assets:

The Company has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or lower and leases of low value assets. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Sale and Leaseback:

The right of use arising from leaseback is measured at the proportion of previous carrying amount of the asset that relates to right of use retained by the Company. Where sale proceeds received reflect the asset's fair value, any gain or loss arising on disposal is recognised in the Statement of Profit and Loss, to the extent that it relates to the rights that have been transferred. Gains and losses that relate to the rights, that have been retained are included in the carrying amount of the right of use assets recognised at commencement of the lease. Where sale proceeds received are not at the asset's fair value, any below market terms are recognised as a prepayment of lease payments, and above market terms are recognised as additional financing provided by the lessor.

1.23 Borrowing Costs:

Borrowing cost includes interest expense, amortisation of discounts, hedge related cost incurred in connection with foreign currency borrowings, ancillary costs incurred in connection with borrowing of funds and exchange difference, arising from foreign currency borrowings to the extent they are regarded as an adjustment to the interest cost.

Borrowing costs, that are attributable to the acquisition or construction or production of a qualifying asset, are capitalised as part of the cost of such asset till such time the asset is ready for its intended use. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use. All other borrowing costs are recognised as an expense in the period in which they are incurred.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing cost are recognised in the Statement of Profit and Loss in the period in which they are incurred.

1.24 Trade Receivable:

Trade receivables are held with the objective of collecting the contractual cash flows and therefore are subsequently measured at amortised cost less loss allowance.

Trade receivables which are sold to a bank under without-recourse factoring arrangement are de-recognised from the Balance Sheet. Under this arrangement, the Company sells those receivables for cash proceeds to the factor/bank and transfer related risks and rewards – primarily credit risk. Trade receivables which are sold under with-recourse factoring arrangements for cash proceeds, are not

derecognised from the financial statements as the Company retains substantially all of the risks and rewards related to such trade receivables. The amount received on sell of trade receivables under such arrangements is recognised as a financial liability and disclosed as short-term borrowings.

1.25 Government Grants and Subsidies:

Government Grants are recognised when there is a reasonable assurance that the same will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised in the Statement of Profit and Loss by way of a deduction to the related expense on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income on a systematic basis over the expected useful life of the related asset or in proportion to fulfillment of related obligation.

Government grants, that are receivable towards capital investments under State Investment Promotion Scheme, are recognised in the Statement of Profit and Loss in the period in which they become receivable.

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates and is being recognised in the Statement of Profit and Loss.

When the Company receives grants of non-monetary assets, the asset and the grant are recorded at fair value amounts and released to profit or loss over the expected useful life in a pattern of consumption of the benefit of the underlying asset.

1.26 Exceptional Items:

Exceptional items include income or expense that are considered to be part of ordinary activities, however, are of such significance and nature that separate disclosure enables the user of Financial Statements to understand the impact in a more meaningful manner. Exceptional items are identified by virtue of either their size or nature so as to facilitate comparison with prior periods and to assess underlying trends in the financial performance of the Company.

1.27 Provision for Current and Deferred Tax:

Current Income Tax:

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the countries where the Company operates and generates taxable income.

Interest expenses and penalties, if any, related to income tax are included in finance cost and other expenses respectively. Interest income, if any, related to income tax is included in other income.

Current income tax, relating to items recognised outside of the Statement of Profit and Loss, is recognised outside of the Statement of Profit and Loss (either in Other Comprehensive Income or in other equity). Current tax items are recognised in correlation to the underlying transaction either in OCI or directly in other equity. The management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and established provisions, where appropriate.

Deferred Tax:

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities, and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available, against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

When the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date, and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws), that have been enacted or substantively enacted at the reporting date.

Deferred tax, relating to items recognised outside profit or loss, is recognised outside profit or loss (either in Other Comprehensive Income or in other equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in other equity. Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities, and the deferred taxes relate to the same taxable entity and the same taxation authority.

1.28 Provisions and Contingent Liabilities:

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows to net present value using an appropriate pre-tax discount rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

A present obligation that arises from past events, where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made, is disclosed as a contingent liability. Contingent liabilities are also disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company.

Claims against the Company, where the possibility of any outflow of resources in settlement is remote, are not disclosed as contingent liabilities.

Contingent assets are not recognised in the financial statements since this may result in the recognition of income that may never be realised. However, when the realisation of income is virtually certain, then the related asset is not a contingent asset and is recognised.

Warranty Provisions:

Provisions for warranty-related costs are recognised as an expense in the Statement of Profit and Loss when the product is sold or service provided to the customer. Initial recognition is based on historical experience. The initial estimate of warranty-related costs is revised annually.

1.29 Earnings Per Share (EPS):

Basic earnings per share are calculated by dividing the net profit for the year attributable to equity shareholders by the weighted-average number of equity shares outstanding during the period. The weighted-average number of equity shares outstanding during the period and for all periods presented is adjusted for events such as bonus issue; bonus element in a rights issue to existing shareholders; share split; and reverse share split (consolidation of shares) that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net profit or loss for the year attributable to equity shareholders and the weighted-average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

1.30 Significant Accounting Judgements, Estimates and Assumptions:

The preparation of financial statements, in conformity with the Ind AS requires judgements, estimates and assumptions to be made, that affect the reported amounts of assets and liabilities on the date of the financial statements, the reported amounts of revenues and expenses during the reporting period and the disclosures relating to contingent liabilities as of the date of the financial statements. Although, these estimates are based on the management's best knowledge of current events and actions, uncertainty about these assumptions and estimates could result in outcomes different from the estimates. Difference between actual results and estimates are recognised in the period in which the results are known or materialise. Estimates and underlying assumptions are reviewed on an ongoing basis. Any revision to accounting estimates is recognised prospectively in the current and future periods.

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of asset and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

- **Classification of Lease Ind AS 116:**

  Ind AS 116 Leases requires a lessee to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Company makes an assessment on the expected lease term on lease by lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Company considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of lease and the importance of the underlying lease to the Company's operations taking into account the location of the underlying asset and the availability of the suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances. The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

- **Litigation and Contingencies:**

  The Company has ongoing litigations with various regulatory authorities. Where an outflow of funds is believed to be probable and a reliable estimate of the outcome of the dispute can be made based on the management's assessment of specific circumstances of each dispute and relevant external advice, the management provides for its best estimate of the liability. Such accruals are by nature complex and can take number of years to resolve and can involve estimation uncertainty. Information about such litigations is provided in notes to the financial statements.

- **Assessment of Impairment of Investments in Subsidiaries, Associates and Joint Ventures:**

  The Company reviews its carrying value of investments in subsidiaries, associates and joint ventures annually, or more frequently when there is indication for impairment. If the recoverable amount is less than its carrying amount, the impairment loss is accounted for. Determining whether the investments in subsidiaries, associates and joint ventures are impaired requires an estimate in the value in use of investments. The Management carries out impairment assessment for each investment by comparing the carrying value of each investment with the net worth of each company based on audited financials, comparable market price and comparing the performance of the investee companies with projections used for valuations, in particular those relating to the cash flows, sales growth rate, pre-tax discount rate and growth rates used and approved business plans.

- **Useful Lives of Property, Plant and Equipment and Intangible Assets:**

  The Company uses its technical expertise along with historical and industry trends for determining the economic life of an asset/ component of an asset. The useful lives are reviewed by the management periodically and

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

revised, if appropriate. In case of a revision, the unamortised depreciable amount is charged over the remaining useful life of the assets.

- **Measurement of Defined Benefit Obligation:**

  The cost of the defined benefit gratuity plan and the present value of the gratuity obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

- **Recognition and Measurement of Provisions and Contingencies:**

  Key assumptions about the likelihood and magnitude of an outflow of resources.

  The Company reviews and recognises provisions on periodic basis. Provisions are recognised, when the Company has a present obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

- **Fair Value Measurement of Financial Instruments:**

  When the fair value of financial assets and financial liabilities recorded in the Balance Sheet cannot be measured based on quoted prices in active markets, their fair values are measured using valuation techniques including the Discounted Cash Flow (DCF) model. The inputs to these models are taken from observable market where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgement includes consideration of input such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

- **Share-Based Payments:**

  The Company measures the cost of equity-settled transactions with employees using Black-Scholes Model and Binomial Model to determine the fair value of the liability incurred on the grant date. Estimating fair value for share-based payment transactions requires determination of the most appropriate valuation model, which is dependent on the terms and conditions of the grant.

  This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option, volatility and dividend yield and making assumptions about them.

  The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in Note 4.8.

1.31 Cash Dividend to Equity Holders of the Company:

The Company recognises a liability to make cash distributions to equity holders of the Company when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in other equity.

1.32 Recent Accounting Pronouncements:

i) New and amended standards adopted by the Company:

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under the Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended 31st March 2025, MCA has notified Ind AS-117 Insurance Contracts. The Company has reviewed the new pronouncements and based on its evaluation has determined that it has no impact on the financial statements.

2.1 Property, Plant and Equipment (PPE)

₹ in crore

Description	Gross Block				Accumulated Depreciation				Net Block
	As at 1st April 2024	Additions	Deductions/ Adjustments	As at 31st March 2025	As at 1st April 2024	Depreciation	Deductions/ Adjustments	As at 31st March 2025	As at 31st March 2025
Freehold Land	1,254.99	0.70	(1.75)	1,253.94	-	-	-	-	1,253.94
Leasehold Improvements	21.32	4.04	(2.84)	22.52	10.58	5.36	(1.16)	14.78	7.74
Buildings	3,131.04	1,411.18	1.68	4,543.90	687.07	149.34	(0.02)	836.39	3,707.51
Plant and Equipment	16,498.16	6,003.89	(75.00)	22,427.05	5,108.12	1,155.13	(57.11)	6,206.14	16,220.91
Furniture and Fixtures	118.88	52.78	(4.00)	167.66	75.45	22.75	(2.94)	95.26	72.40
Vehicles	218.58	68.92	(18.84)	268.66	109.51	37.60	(12.14)	134.97	133.69
Office Equipment	321.03	103.72	(10.21)	414.54	145.50	58.80	(9.36)	194.94	219.60
Salt Pans, Reservoir and Condensers	8.18	-	-	8.18	7.04	0.02	-	7.06	1.12
Railway Sidings	26.20	-	-	26.20	15.95	1.10	-	17.05	9.15
Total	**21,598.38**	**7,645.23**	**(110.96)**	**29,132.65**	**6,159.22**	**1,430.10**	**(82.73)**	**7,506.59**	**21,626.06**
Capital Work-in Progress (Note 2.1.1)									2,776.44
Total PPE									**24,402.50**

₹ in crore

Description	Gross Block				Accumulated Depreciation				Net Block
	As at 1st April 2023	Additions	Deductions/ Adjustments	As at 31st March 2024	As at 1st April 2023	Depreciation	Deductions/ Adjustments	As at 31st March 2024	As at 31st March 2024
Freehold Land	1,248.24	6.75	-	1,254.99	-	-	-	-	1,254.99
Leasehold Improvements	18.01	3.67	(0.36)	21.32	5.91	5.02	(0.35)	10.58	10.74
Buildings	2,864.31	268.73	(2.00)	3,131.04	575.65	112.78	(1.36)	687.07	2,443.97
Plant and Equipment	15,105.11	1,473.93	(80.88)	16,498.16	4,320.68	857.49	(70.05)	5,108.12	11,390.04
Furniture and Fixtures	108.58	13.66	(3.36)	118.88	67.36	11.24	(3.15)	75.45	43.43
Vehicles	169.21	66.94	(17.57)	218.58	93.39	27.34	(11.22)	109.51	109.07
Office Equipment	283.25	40.99	(3.21)	321.03	109.31	40.04	(3.85)	145.50	175.53
Salt Pans, Reservoir and Condensers	7.41	0.77	-	8.18	7.04	-	-	7.04	1.14
Railway Sidings	24.80	1.40	-	26.20	14.77	1.18	-	15.95	10.25
Total	**19,828.92**	**1,876.84**	**(107.38)**	**21,598.38**	**5,194.11**	**1,055.09**	**(89.98)**	**6,159.22**	**15,439.16**
Capital Work-in Progress (Note 2.1.1)									7,115.64
Total PPE									**22,554.80**

2.1.1 Capital Work-in Progress (CWIP):

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Opening Balance	**7,115.64**	**2,919.09**
Add: Additions during the year	3,674.39	6,142.57
Less: Capitalisation during the year	(7,630.82)	(1,873.41)
Less: Deductions/ Adjustments during the year*	(382.77)	(72.61)
Closing Balance	**2,776.44**	**7,115.64**

**Primarily on account of sale and leaseback (Note 2.2.I.C) and CWIP written off (Note 3.10(ii))*

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

As at 31st March 2025

A) CWIP ageing schedule:

₹ in crore

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	1,136.62	1,189.65	333.04	117.13	2,776.44
Projects temporarily suspended	-	-	-	-	-
Total	**1,136.62**	**1,189.65**	**333.04**	**117.13**	**2,776.44**

B) Capital work-in progress, whose completion is overdue or has exceeded its cost compared to its original plan:

₹ in crore

Projects	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
i) Projects in Progress:					
Paints Plant at Kharagpur	1,382.28	-	-	-	1,382.28
ECH (Epichlorohydrin) Project at Vilayat	359.44	-	-	-	359.44
Boiler 250 TPH and BOP at Vilayat	131.91	-	-	-	131.91
Resin Block in Paints Plant at Mahad	82.55	-	-	-	82.55
Chlorine Value Added Products at BB Puram	78.28	-	-	-	78.28
Others	149.16	23.99	-	-	173.15
Sub Total	**2,183.62**	**23.99**	**-**	**-**	**2,207.61**
ii) Projects temporarily suspended:					
Nil	-	-	-	-	-
Sub Total	**-**	**-**	**-**	**-**	**-**

As at 31st March 2024

A) CWIP ageing schedule:

₹ in crore

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	5,359.34	1,451.76	164.33	87.54	7,062.97
Projects temporarily suspended	-	-	-	52.67	52.67
Total	**5,359.34**	**1,451.76**	**164.33**	**140.21**	**7,115.64**

B) Capital work-in progress, whose completion is overdue or has exceeded its cost compared to its original plan:

₹ in crore

Projects	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
i) Projects in Progress					
Caustic Expansion 200 TPD	159.25	-	-	-	159.25
ECH (Epichlorohydrin) Project	-	152.61	-	-	152.61
Caustic Soda - 400 TPD and Value Added Products	119.76	-	-	-	119.76
Wet Sulphuric Acid Plant	109.69	-	-	-	109.69
70 TPD Polly Aluminium Chloride Powder	28.45	-	-	-	28.45
Others	103.81	47.63	-	-	151.44
Sub Total	**520.96**	**200.24**	**-**	**-**	**721.20**
ii) Projects temporarily suspended:					
Aditya Birla Tower	-	-	-	52.67	52.67
Sub Total	**-**	**-**	**-**	**52.67**	**52.67**

2.1.2 Title deeds of Immovable Properties not held in the name of the Company as on 31st March 2025

Relevant line item in the Balance sheet	Description of item of Property, Plant and Equipment	Gross carrying value (₹ in crore)	Title deeds held in the name of	Whether title deed holder is promoter, director or relative thereof or employee thereof	Property held since	Reason for not being held in the name of the Company
Property, Plant and Equipment	Freehold Land (A)	286.26	Aditya Birla Nuvo Limited	No	Apr-2017	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in process of being transferred in the name of the Company
		191.42	Jayashree Textiles Limited	No	Apr-1972	
		23.44	Indian Rayon Corporation Limited	No	Apr-1987	
		3.61	Indian Rayon And Industries Limited	No	Apr-1998	
		1.44	Solaris Chemtech Limited (SCIL)	No	Apr-2008	
		56.64	Andhra Pradesh Industrial Investment Corporation	No	Apr-2019	Transfer is in Process
		38.60	Bharat Commerce and Industries Limited	No	Apr-2014	Under Legal Proceeding
		0.51	Various Individual Parties	No	1985-2015	
		601.92				
	Building (B)	241.40	Aditya Birla Nuvo Limited	No	Apr-2017	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in process of being transferred in the name of the Company
		123.69	Jayashree Textiles Limited	No	Apr-1972	
		15.77	Indian Rayon Corporation Limited	No	Apr-1987	
		2.43	Indian Rayon and Industries Limited	No	Apr-1998	
		2.34	Solaris Chemtech Limited (SCIL)	No	Apr-2008	
		385.63				
	Total (A+B)	**987.55**				

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

Title deeds of Immovable Properties not held in the name of the Company as on 31st March 2024

Relevant line item in the Balance sheet	Description of item of Property, Plant and Equipment	Gross carrying value (₹ in crore)	Title deeds held in the name of	Whether title deed holder is promoter, director or relative thereof or employee thereof	Property held since	Reason for not being held in the name of the Company
Property, Plant and Equipment	Freehold Land (A)	286.26	Aditya Birla Nuvo Limited	No	Apr-2017	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in process of being transferred in the name of the Company
		191.42	Jayashree Textiles Limited	No	Apr-1972	
		23.44	Indian Rayon Corporation Limited	No	Apr-1987	
		3.61	Indian Rayon And Industries Limited	No	Apr-1998	
		1.44	Solaris Chemtech Limited (SCIL)	No	Apr-2008	
		56.64	Andhra Pradesh Industrial Investment Corporation	No	Apr-2019	Transfer is in Process
		38.60	Bharat Commerce and Industries Limited	No	Apr-2014	Under Legal Proceeding
		0.51	Various Individual Parties	No	1985-2015	
		601.92				
	Building (B)	214.73	Aditya Birla Nuvo Limited	No	Apr-2017	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in process of being transferred in the name of the Company
		123.69	Jayashree Textiles Limited	No	Apr-1972	
		15.77	Indian Rayon Corporation Limited	No	Apr-1987	
		2.43	Indian Rayon and Industries Limited	No	Apr-1998	
		2.34	Solaris Chemtech Limited (SCIL)	No	Apr-2008	
		358.96				
	Total (A+B)	**960.88**				

2.1.3 Property, Plant and Equipment (PPE) held on Co-ownership with other companies (Company's share):

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Buildings	131.88	127.15
Plant and Equipment	1.25	1.25
Furniture and Fixtures	7.65	6.71
Vehicles	0.07	0.07
Office Equipment	18.50	16.73
Gross Block	**159.35**	**151.91**
Net Block	97.47	101.88

2.1.4 Property, Plant and Equipment (PPE) include Capital Expenditure for Research and Development activities by approved in-house R&D Centres:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Gross Block	260.73	204.47
Net Block	131.34	107.00
Additions during the Year	32.53	16.34
Capital Work-in-Progress	2.77	20.56

2.1.5 Pre-Operative Expenses Pending Allocation included in Capital Work-in-Progress:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Expenditure incurred during the year:		
Raw Materials Consumed	140.34	129.02
Salaries, Wages and Bonus	112.82	183.77
Contribution to Provident and Other Funds	4.48	6.35
Contribution to Gratuity Fund	0.49	0.66
Expenses on Employee Stock Option Scheme	2.75	8.30
Borrowing Costs	171.72	187.07
Power and Fuel	18.40	4.81
Consumption of Stores, Spares, Components, Packing Materials and Incidental Expenses	30.12	17.88
Repairs and Maintenance	3.34	0.10
Insurance	2.06	0.07
Rent	1.40	1.20
Miscellaneous Expenses	76.83	64.29
	564.75	**603.52**
Less: Income earned during the year		
Sale of Trial Run Production	348.88	6.80
Change in Stock of Trial Run Production	(94.10)	141.12
	254.78	**147.92**
Total Pre-Operative Expenses incurred during the year	**309.97**	**455.60**
Add: Pre-Operative Expenditure Incurred up to Previous Year	609.29	198.51
Less: Pre-Operative Expenditure Allocated to PPE during the Year	760.11	44.82
Total Pre-Operative Expenses Pending Allocation	**159.15**	**609.29**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

2.2 Leases

I. AS A LESSEE

A. Right of Use Assets

Carrying value of right of use assets as at 31st March 2025

₹ in crore

Description	Gross Block				Accumulated Depreciation				Net Block
	As at 1st April 2024	Additions	Deductions/ Adjustments	As at 31st March 2025	As at 1st April 2024	Depreciation	Deductions/ Adjustments	As at 31st March 2025	As at 31st March 2025
Land#	718.95	1.73	-	720.68	51.55	18.60	-	70.15	650.53
Building	257.38	257.88	(48.54)	466.72	106.54	86.38	(35.62)	157.30	309.42
Plant and Machinery	81.19	328.91	-	410.10	1.43	25.24	-	26.67	383.43
Software Platform	17.39	4.34	-	21.73	5.71	4.69	-	10.40	11.33
Total	**1,074.91**	**592.86**	**(48.54)**	**1,619.23**	**165.23**	**134.91**	**(35.62)**	**264.52**	**1,354.71**

Carrying value of right of use assets as at 31st March 2024

₹ in crore

Description	Gross Block				Accumulated Depreciation				Net Block
	As at 1st April 2023	Additions	Deductions/ Adjustments	As at 31st March 2024	As at 1st April 2023	Depreciation	Deductions/ Adjustments	As at 31st March 2024	As at 31st March 2024
Land#	725.99	0.04	(7.08)	718.95	48.40	10.23	(7.08)	51.55	667.40
Building	144.09	130.18	(16.89)	257.38	66.54	55.43	(15.43)	106.54	150.84
Plant and Machinery	8.29	79.97	(7.07)	81.19	7.96	0.54	(7.07)	1.43	79.76
Software Platform	10.81	6.88	(0.30)	17.39	1.99	4.02	(0.30)	5.71	11.68
Total	**889.18**	**217.07**	**(31.34)**	**1,074.91**	**124.89**	**70.22**	**(29.88)**	**165.23**	**909.68**

#Includes Leasehold land of ₹ 135.54 crore (Previous year: ₹ 133.86 crore) of co-ownership with other companies.

Lease deed of Immovable Properties not executed in the name of the Company as on 31st March 2025

Relevant line item in the Balance Sheet	Description of item of property	Gross carrying value (₹ in crore)	Title deeds held in the name of	Whether title deed holder is promoter, director or relative thereof or employee thereof	Property held since which date	Reason for not being held in the name of the Company
Right of Use Assets	Lease Hold Land (A)	1.10	Bihar Caustics And Chemicals Limited	No	Apr-1980	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in process of being transferred in the name of the Company.
		1.01	Aditya Birla Chemical Industries Limited	No	May-2011	
		0.20	Welspun India Limited	No	May-2009	Under Legal Proceeding
	Lease Hold Building (B)	1.36	Aditya Birla Nuvo Limited	No	Apr-2017	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in process of being transferred in the name of the Company.
	Total (A+B)	**3.67**				

Lease deed of Immovable Properties not executed in the name of the Company as on 31st March 2024

Relevant line item in the Balance sheet	Description of item of property	Gross carrying value (₹ in crore)	Title deeds held in the name of	Whether title deed holder is promoter, director or relative thereof or employee thereof	Property held since which date	Reason for not being held in the name of the Company
Right of Use Assets	Lease Hold Land (A)	1.10	Bihar Caustics And Chemicals Limited	No	Apr-1980	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in process of being transferred in the name of the Company.
		1.01	Aditya Birla Chemical Industries Limited	No	May-2011	
		0.20	Welspun India Limited	No	May-2009	Under Legal Proceeding
	Lease Hold Building (B)	4.70	Aditya Birla Nuvo Limited	No	Apr-2017	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in process of being transferred in the name of the Company.
	Total (A+B)	**7.01**				

B. The following is the movement in lease liabilities during the year ended:

₹ in crore

Particulars	31st March 2025	31st March 2024
Opening Lease Liabilities	276.29	97.37
Addition during the year	589.02	216.48
Cancellation of lease contracts	(14.83)	(1.57)
Finance Cost accrued during the period	37.17	11.74
Payment of Lease Liabilities - Principal	(109.02)	(35.99)
Payment of Lease Liabilities - Interest	(37.17)	(11.74)
Closing Lease Liabilities	**741.46**	**276.29**

Maturity profile of Lease Liabilities

₹ in crore

Maturity profile – contractual undiscounted cash flows	31st March 2025	31st March 2024
Less than one year	201.67	85.61
One to five years	572.01	211.95
More than five years	173.47	69.11
Total Undiscounted Lease Liabilities	**947.15**	**366.67**

Lease Liabilities included in the Statement of Financial Position

₹ in crore

Particulars	31st March 2025	31st March 2024
Current	145.20	65.84
Non-Current	596.26	210.45

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

Amounts recognised in the Statement of Profit and Loss

₹ in crore

Particulars	31st March 2025	31st March 2024
Interest on lease liabilities	37.17	11.74
Variable lease payments not included in the measurement of lease liabilities	-	-
Expenses relating to short-term leases	36.01	22.65
Expenses relating to leases of low-value assets, excluding short-term leases of low-value assets	3.27	1.79

Amounts recognised in the statement of cash flows

₹ in crore

Particulars	31st March 2025	31st March 2024
Total cash outflow for leases	146.19	47.73

The Company has entered in to leasing arrangements for various assets referred in Right of Use table. These leases generally have lease terms between 2 to 99 years. The weighted average incremental borrowing rate applied to these leases ranges between 5.17% to 8.70% p.a. (Previous year: 5.17% to 8.70% p.a.).

C. Sale and Leaseback

The Company entered in to sale and leaseback arrangements for cash proceeds. Certain equipment worth ₹ 328.91 crore (₹ 388.12 crore including taxes) [Previous year: ₹ 68.92 crore (₹ 81.33 crore including taxes)] are sold at par under the arrangement for a tenure of 5 to 7 years. Interest rate on these arrangements ranges between 6% to 8.67% p.a. (Previous year: 6% to 8.56% p.a.). The Company has collected ₹ 392.49 crore (₹ 463.14 crore including taxes) during the year [Previous year: ₹ 5.34 crore (₹ 6.30 crore including taxes)].

2.3 ⏩ Other Intangible Assets

₹ in crore

Description	Gross Block				Accumulated Amortisation				Net Block
	As at 1st April 2024	Additions	Deductions/ Adjustments*	As at 31st March 2025	As at 1st April 2024	Amortisation	Deductions/ Adjustments*	As at 31st March 2025	As at 31st March 2025
INTANGIBLE ASSETS									
Computer Software	56.81	104.31	(4.29)	156.83	35.25	33.11	(4.29)	64.07	92.76
Value of License/Right to Use	105.43	-	-	105.43	59.48	8.35	-	67.83	37.60
Customer Relationship	369.90	-	-	369.90	110.69	16.84	-	127.53	242.37
Distribution Network	20.03	-	(20.03)	-	20.03	-	(20.03)	-	-
Order Backlog	16.70	-	(16.70)	-	16.70	-	(16.70)	-	-
Technical Know-how	27.24	-	-	27.24	14.68	2.44	-	17.12	10.12
Trade Mark and Brand	67.96	-	-	67.96	46.66	5.97	-	52.63	15.33
Right to Manage and Operate Manufacturing Facilities	666.50	-	-	666.50	273.53	44.49	-	318.02	348.48
Non-Compete	21.50	-	(21.50)	-	21.50	-	(21.50)	-	-
Total	**1,352.07**	**104.31**	**(62.52)**	**1,393.86**	**598.52**	**111.20**	**(62.52)**	**647.20**	**746.66**
Intangible Assets Under Development (Note 2.3.1)									8.35
Total Intangible Assets									**755.01**

₹ in crore

Description	Gross Block				Accumulated Amortisation				Net Block
	As at 1st April 2023	Additions	Deductions/ Adjustments*	As at 31st March 2024	As at 1st April 2023	Amortisation	Deductions/ Adjustments*	As at 31st March 2024	As at 31st March 2024
INTANGIBLE ASSETS									
Computer Software	40.15	17.35	(0.69)	56.81	26.50	9.22	(0.47)	35.25	21.56
Value of License/Right to Use	97.01	8.42	-	105.43	51.83	7.65	-	59.48	45.95
Customer Relationship	369.90	-	-	369.90	93.85	16.84	-	110.69	259.21
Distribution Network	20.03	-	-	20.03	16.07	3.96	-	20.03	-
Order Backlog	16.70	-	-	16.70	16.70	-	-	16.70	-
Technical Know-how	27.24	-	-	27.24	12.24	2.44	-	14.68	12.56
Trade Mark and Brand	67.96	-	-	67.96	41.51	5.15	-	46.66	21.30
Right to Manage and Operate Manufacturing Facilities	666.50	-	-	666.50	229.04	44.49	-	273.53	392.97
Non-Compete	21.50	-	-	21.50	21.50	-	-	21.50	-
Total	**1,326.99**	**25.77**	**(0.69)**	**1,352.07**	**509.24**	**89.75**	**(0.47)**	**598.52**	**753.55**
Intangible Assets Under Development (Note 2.3.1)									15.31
Total Intangible Assets									**768.86**

**Deductions mainly represents Intangible Assets whose useful life has expired.*

2.3.1 Intangible Assets Under Development (IAUD):

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Opening Balance	15.31	6.60
Add: Additions during the year	95.70	34.48
Less: Capitalisation during the year	(102.66)	(25.77)
Closing Balance	**8.35**	**15.31**

A) Ageing schedule:

As at 31st March 2025

₹ in crore

IAUD	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	8.35	-	-	-	8.35
Projects temporarily suspended	-	-	-	-	-
Total	**8.35**	**-**	**-**	**-**	**8.35**

As at 31st March 2024

₹ in crore

IAUD	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	15.31	-	-	-	15.31
Projects temporarily suspended	-	-	-	-	-
Total	**15.31**	**-**	**-**	**-**	**15.31**

B) Intangible Assets Under Development, whose completion is overdue or has exceeded its cost compared to its original plan: Nil (Previous year: Nil)

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

2.4 Investments in Subsidiaries, Joint Ventures and Associates - Non-Current

(Fully paid-up)

₹ in crore

Particulars	Place of Incorporation	Face Value	Number of Shares	Grasim's Ownership %	As at 31st March 2025	Number of Shares	Grasim's Ownership %	As at 31st March 2024
Equity Shares								
Quoted:								
Subsidiaries: Carried at Cost								
UltraTech Cement Limited	India	₹ 10	16,53,35,150	56.11%	2,636.25	16,53,35,150	57.27%	2,636.25
Aditya Birla Capital Limited	India	₹ 10	1,36,98,09,351	52.54%	18,846.95	1,36,98,09,351	52.68%	18,846.95
					21,483.20			**21,483.20**
Unquoted:								
Subsidiaries: Carried at Cost								
ABNL Investment Limited	India	₹ 10	2,81,40,000	100.00%	108.79	2,81,40,000	100.00%	108.79
Samruddhi Swastik Trading and Investments Limited	India	₹ 10	81,66,666	100.00%	26.50	65,00,000	100.00%	6.50
Aditya Birla Renewables Limited	India	₹ 10	85,57,19,413	100.00%	849.42	83,30,51,406	100.00%	826.75
ABReL Solar Power Limited	India	₹ 10	7,36,80,817	26.00%	73.68	7,10,83,886	26.00%	71.09
Grasim Business Services Private Limited	India	₹ 10	1,00,000	100.00%	0.10	1,00,000	100.00%	0.10
					1,058.49			**1,013.23**
Joint Ventures: Carried at Cost								
AV Group NB Inc., Class 'A' Shares of aggregate value of Canadian Dollar 38.25 million	Canada	WPV	2,04,750	45.00%	153.04	2,04,750	45.00%	153.04
Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi	Turkey	TL 10	16,665	33.33%	0.47	16,665	33.33%	0.47
AV Terrace Bay Inc.	Canada	CAD 1	8,16,00,000	40.00%	484.49	3,80,00,000	40.00%	218.24
Less: Provision for impairment in the value of Investment {Note 3.10 (iii)}					(484.49)			(218.24)
Aditya Group AB	Sweden	SEK 1000	50	33.33%	274.89	50	33.33%	274.89
Bhubaneswari Coal Mining Limited	India	₹ 10	3,35,40,000	26.00%	33.54	3,35,40,000	26.00%	33.54
Aditya Birla Power Composites Limited	India	₹ 10	2,27,32,740	51.00%	22.73	2,27,32,740	51.00%	22.73
Birla Jingwei Fibres Company Limited, Shares of aggregate value of RMB 174.53 million	China	WPV	-	26.63%	117.40	-	26.63%	117.40
Birla Advanced Knits Private Limited	India	₹ 10	2,50,00,000	50.00%	25.00	2,50,00,000	50.00%	25.00
Less: Provision for impairment in the value of Investment {Note 3.10 (i)}					(25.00)			-
					602.07			**627.07**
Associates: Carried at Cost								
Aditya Birla Science & Technology Company Private Limited	India	₹ 10	98,99,500	49.50%	11.35	98,99,500	49.50%	11.35
Greenyana Sunstream Private Limited	India	₹ 10			-	32,17,970	17.34%	4.18
Renew Surya Uday Private Limited	India	₹ 10			-	97,85,162	26.00%	29.82
					11.35			**45.35**
					1,671.91			**1,685.65**
					23,155.11			**23,168.85**

WPV - Without Par Value

2.4.1

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Aggregate Book Value of:		
Quoted Investments	21,483.20	21,483.20
Unquoted Investments	1,671.91	1,685.65
	23,155.11	**23,168.85**
Aggregate Market Value of Quoted Investments	2,15,644.38	1,85,214.18
Aggregate Amount of Impairment in Value of Investments [Note 3.10 (i), (iii)]	509.49	218.24

2.4.2 Impairment Testing of Investments:

The Company values its investments in certain joint venture entities using discounted cash flow (DCF) method and are tested for impairment annually or more frequently, if indicators of impairment exist. DCF method uses cash flow projections based on financial budgets covering three to five years period approved by these entities management.

The Key assumptions used in the estimation of these investments recoverable amount are set out below. The values assigned to the key assumptions represent their management's assessment of future trends in the relevant industries and economic environment and have been based on historical data from both external and internal sources.

The Company has performed sensitivity analysis around the key assumptions and has concluded that no reasonable change in the key assumption would result in the recoverable amount of investments in joint ventures to be less than the carrying value of investment and accordingly, no impairment charges were recognised during the year for these investments.

Particulars	Aditya Group AB		Birla Jingwei Fibres Company Limited		Aditya Birla Renewables Limited	
	31st March 2025	31st March 2024	31st March 2025	31st March 2024	31st March 2025	31st March 2024
Pre-tax Discount Rate	11.75%	12.25%	12.00%	12.50%	11.00%	-
Annual Growth Rate	11.77%	13.00%	4.80%	3.50%	@	-
Terminal Growth Rate	1.00%	1.00%	1.50%	1.50%	0.00%	-

@as per PPA agreement

2.5 Other Investments - Non-Current

₹ in crore

Particulars	Place of Incorporation	Face Value	Number of Shares	Grasim's Ownership %	As at 31st March 2025	Number of Shares	Grasim's Ownership %	As at 31st March 2024
Quoted:								
Investments in Equity Shares:								
Carried at Fair Value through Other Comprehensive Income (FVTOCI) {Note 4.9 A}								
Thai Rayon Public Company Limited	Thailand	Thai Baht 1	1,39,88,570	6.94%	116.10	1,39,88,570	6.94%	131.05
Hindalco Industries Limited	India	₹ 1	8,80,48,812	3.92%	6,008.89	8,80,48,812	3.92%	4,932.93
Vodafone Idea Limited	India	₹ 10	3,31,75,66,167	4.65%	2,255.94	3,31,75,66,167	6.62%	4,395.78
Aditya Birla Fashion and Retail Limited	India	₹ 10	9,75,93,931	8.00%	2,501.04	9,75,93,931	9.62%	2,006.04
					10,881.97			**11,465.80**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

Particulars	Place of Incorporation	Face Value	Number of Shares	Grasim's Ownership %	As at 31st March 2025	Number of Shares	Grasim's Ownership %	As at 31st March 2024
Unquoted:								
Investments in Equity Shares:								
Carried at Fair Value through Other Comprehensive Income (FVTOCI) {Note 4.9 A}								
P.T. Indo Bharat Rayon Co. Limited	Indonesia	US$ 100	5,000	4.19%	1,639.02	5,000	4.19%	1,407.54
Indophil Textile Mills Inc.	Philippines	Peso 10	4,22,496	2.82%	1.31	4,22,496	2.82%	2.10
Birla International Limited	British Virgin Islands	US$ 100	2,500	10.00%	6.06	2,500	10.00%	5.90
					1,646.39			**1,415.54**
Investments in Preference Shares:								
Carried at Fair Value through Profit or Loss (FVTPL)								
Joint Ventures								
6% Non-Cumulative Redeemable Retractable Non-voting Preferred Shares of AV Group NB Inc., Canada of aggregate value of Canadian Dollar 6.75 million	Canada	WPV	67,50,000		38.00	67,50,000		39.01
1% Redeemable Preference Shares of Aditya Group AB, Sweden of aggregate value of US$ 8 million	Sweden	WPV	1,60,000		53.13	1,60,000		48.66
					91.13			**87.67**
Investment in Companies and Limited Liability Partnership:								
Carried at Fair Value through Profit or Loss (FVTPL)								
Clean Max Power 3 LLP	India			26.00%	26.60		26.00%	26.60
Clean Max Decimus Private Limited*	India	₹ 10	11,875	26.00%	0.94			-
Greenyana Sunstream Private Limited	India	₹ 10	32,17,970	17.34%	4.18			-
Renew Surya Uday Private Limited*	India	₹ 10	97,85,162	26.00%	29.82			-
Investment in various Mutual Funds units:								
Carried at Fair Value through Profit or Loss (FVTPL) {Note 4.9 A}								
Investment in Mutual Funds					2.51			2.32
Other Investment carried at Amortised Cost:								
Certificate of Deposits					50.00			125.00
					114.05			**153.92**
					1,851.57			**1,657.13**
					12,733.54			**13,122.93**

All shares are fully paid-up, unless otherwise stated

WPV - Without Par Value

**The Company does not have significant influence even though it holds 20% or more of the voting rights of these entities. Hence, they are not being construed as associate companies.*

2.5.1

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Aggregate Book Value of:		
Quoted Investments	10,881.97	11,465.80
Unquoted Investments	1,851.57	1,657.13
	12,733.54	**13,122.93**
Aggregate Market Value of Quoted Investments	10,881.97	11,465.80

2.6 Loans- Non-Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Loans to Employees	8.12	11.02
Loans to Related Parties (Note 4.5.3 and 2.14.1 and 2.14.2)	-	79.92
	8.12	**90.94**

2.7 Other Financial Assets- Non-Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Fixed Deposits with Banks with remaining maturity more than 12 months#	110.46	25.56
Security Deposits to Related Parties (Note 4.5.3)	7.37	7.37
Receivable towards divested businesses*	35.13	42.13
Less : Provision towards divested businesses	-	(7.00)
Security Deposits	265.81	242.93
Less : Loss Allowances	(3.91)	(3.29)
Advance against Equity (Note 4.5.3)	-	61.36
Less : Provision against Advance against Equity {Note 3.10 (iii)}	-	(61.36)
Government Grant and Incentives Receivable	54.01	45.86
Less : Provision towards Government Incentives	(9.62)	(9.62)
	459.25	**343.94**
#Includes deposits lodged as security with Government Departments	*0.21*	*0.18*
**The Company has to receive from purchaser towards tax refunds*	*35.13*	*35.13*

2.8 Other Non-Current Assets

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Capital Advances for Purchase of Property, Plant and Equipment	257.24	447.72
Others (includes prepayments, deposits with Government Authorities, etc.)	15.48	13.58
	272.72	**461.30**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

2.9 Inventories

(Valued at lower of cost and net realisable value, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025			As at 31st March 2024		
	In Hand	In Transit	Total	In Hand	In Transit	Total
Raw Materials	2,185.07	827.50	3,012.57	1,493.89	1,385.14	2,879.03
Work-in-Progress	354.75	-	354.75	277.46	-	277.46
Finished Goods	1,591.74	279.14	1,870.88	1,037.08	272.40	1,309.48
Stock-in-Trade	173.33	-	173.33	82.13	-	82.13
Stores, Spares, etc. (including Fuel and Packing Materials)	484.20	136.17	620.37	473.80	176.11	649.91
Waste/ Scrap (valued at Net Realisable Value)	19.54	-	19.54	17.03	-	17.03
	4,808.63	**1,242.81**	**6,051.44**	**3,381.39**	**1,833.65**	**5,215.04**

2.9.1 The Company follows adequate provisioning policy for writing down the value of slow moving, non-moving and surplus inventories along with provision towards net realisable value. Write down of Inventories (Net of reversals) for the year is ₹ 63.62 crore (Previous year: ₹ 32.58 crore). Inventory values shown above are net of the write down.

2.9.2 Working Capital Borrowings are unsecured (Previous year: ₹ 17.77 crore are secured by hypothecation of inventories of the Company) (Note 2.24).

2.10 Investments - Current

₹ in crore

Particulars	Face Value	Number of Securities	As at 31st March 2025	Number of Securities	As at 31st March 2024
Quoted:					
Investments in Debentures and Bonds: Carried at FVTOCI					
7.74% State Bank of India Perpetual	₹ 10,00,000	250	24.92		-
7.72% State Bank of India Perpetual	₹ 1,00,00,000	20	19.84		-
7.55% State Bank of India Perpetual	₹ 1,00,00,000	15	14.86		-
7.88% Bank of Baroda Perpetual	₹ 1,00,00,000	15	14.87		-
8.40% Union Bank of India Perpetual	₹ 1,00,00,000	10	9.99		-
8.31% Aditya Birla Finance Ltd 2034*	₹ 1,00,000	7,000	71.23		-
7.99% State Bank of India 2029	₹ 10,00,000	-	-	200	19.92
7.34% Indian Railway Finance Corporation Limited - Tax-Free Bond 2028	₹ 1,000	6,00,000	63.03	6,00,000	64.35
7.83% SIDBI 2028	₹ 1,00,000	1,500	15.25	1,500	15.10
7.74% LIC Housing Finance 2028	₹ 1,00,000	1,000	10.04		-
6.55% Aditya Birla Finance Ltd 2026*	₹ 50,00,00,000	1	49.25		-
8.00% Tata Industries Ltd 2026	₹ 10,00,000	200	20.00		-
7.83% NABARD 2026	₹ 1,00,000	1,500	15.10	1,500	15.03
6.45% Aditya Birla Finance Ltd 2026*	₹ 15,00,00,000	1	14.71		-
7.72% LIC Housing Finance 2026	₹ 10,00,000	100	10.02		-
6.00% HDFC Bank 2026	₹ 10,00,000	50	4.92		-
8.73% Aditya Birla Finance Ltd 2025*	₹ 1,00,00,000	75	76.00		-
5.78% HDFC Bank 2025	₹ 10,00,000	150	24.70		-
5.85% REC Ltd 2025	₹ 10,00,000	100	9.89		-
5.90% HDFC Bank 2025	₹ 10,00,000	-	-	200	19.65
8.29% State Bank of India 2025	₹ 10,00,000	-	-	100	10.00
8.85% Axis Bank 2024	₹ 10,00,000	-	-	250	25.13
			468.62		**169.18**

₹ in crore

Particulars	Face Value	Number of Securities	As at 31st March 2025	Number of Securities	As at 31st March 2024
Unquoted:					
Investment in various Mutual Funds Units: Carried at FVTPL			3,123.00		2,701.21
Investment in Certificate of Deposits: Carried at Amortised Cost			155.00		50.00
			3,278.00		**2,751.21**
			3,746.62		**2,920.39**

**Aditya Birla Finance Limited merged with Aditya Birla Capital Limited w.e.f. 1st April 2024. (Refer Note 4.5.3 for related party transactions)*

2.10.1

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Aggregate Book Value of:		
Quoted Investments	468.62	169.18
Unquoted Investments	3,278.00	2,751.21
	3,746.62	**2,920.39**
Aggregate Market Value of Quoted Investments	468.62	169.18
Aggregate Amount of Impairment in Value of Investments	-	-

2.11 ⏩ Trade Receivables*

(Unsecured, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Considered Good @ {Secured ₹ 67.66 crore, Previous year: ₹ 34.69 crore}	2,562.03	1,982.42
Trade Receivables - credit impaired	26.20	33.44
	2,588.23	**2,015.86**
Less: Allowance for Trade Receivables which have significant increase in credit risk/credit impaired	34.31	41.55
	2,553.92	**1,974.31**

Trade receivables are interest and non-interest bearing and are generally up to 120 days terms.

@Includes amount due from related parties (Note 4.5.3)	*13.46*	*16.51*
**Includes amount in respect of which the Company holds Deposits/ Letters of Credit/ Guarantees from Banks*	*373.65*	*428.27*

2.11.1 (a) Working Capital Borrowings are unsecured (Previous year: ₹ 17.77 crore are secured by hypothecation of inventories and Book debts of the Company) (Note 2.24).

(b) No trade or other receivable are due from directors or other officers of the Company, either severally or jointly with any other person. Nor any trade or other receivable are due from firms or private companies, respectively, in which any director is a partner, a director or a member.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

2.11.2 Trade Receivables ageing schedule

₹ in crore

Particulars	Outstanding for the following periods from due date of payment					Total
	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
As at 31st March 2025						
Undisputed Trade receivables - considered good	372.68	16.08	3.06	1.02	0.48	393.32
Undisputed Trade receivables - credit impaired	-	0.27	0.61	1.13	12.76	14.77
Disputed Trade receivables - considered good	-	-	0.16	0.02	2.06	2.24
Disputed Trade receivables - credit impaired	0.09	0.08	0.15	0.21	10.90	11.43
Total (A)						**421.76**
Not Due - Undisputed (B)						2,166.47
Less: Loss Allowance for Trade Receivables which have significant increase in credit risk/ credit impaired (C)						34.31
Net Total (A+B-C)						**2,553.92**
Add: Unbilled Receivables						-
Grand Total						**2,553.92**

₹ in crore

Particulars	Outstanding for the following periods from due date of payment					Total
	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
As at 31st March 2024						
Undisputed Trade receivables - considered good	305.00	10.28	4.31	0.25	0.45	320.29
Undisputed Trade receivables - credit impaired	0.14	1.09	0.34	2.69	12.61	16.87
Disputed Trade receivables - considered good	-	0.05	0.07	-	2.06	2.18
Disputed Trade receivables - credit impaired	0.09	0.08	0.37	0.73	15.30	16.57
Total (A)						**355.91**
Not Due - Undisputed (B)						1,659.95
Less: Loss Allowance for Trade Receivables which have significant increase in credit risk/ credit impaired (C)						41.55
Net Total (A+B-C)						**1,974.31**
Add: Unbilled Receivables						-
Grand Total						**1,974.31**

2.12 Cash and Cash Equivalents

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Balances with Banks		
In Current Account	34.22	33.93
In EEFC Account	0.41	12.45
Cheques in Hand	0.04	1.00
Cash on Hand	0.55	0.79
	35.22	**48.17**

There are no restrictions with regard to cash and cash equivalents as at the end of reporting period and prior period.

2.13 Bank Balances other than Cash and Cash Equivalents

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Earmarked Balance with Banks:		
In Government Treasury Saving Account	0.03	0.03
In Escrow Account	0.36	0.25
Rights Issue Account#	2.47	10.15
Unclaimed Dividend (including Unclaimed Fractional Warrants)	17.98	18.05
Bank Deposits (with original maturity more than 3 months but less than 12 months)*	137.66	232.94
	158.50	**261.42**

There are no amounts due and outstanding to be credited to the Investor Education and Protection Fund as at 31st March 2025 and 31st March 2024

#Represents balance pending for utilisation of Rights Issue proceeds kept in separate bank account {refer note 2.17.5(a)}

**Includes amount lodged as Security with Government Departments*	*36.72*	*34.38*

2.14 Loans - Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Loans to Related Parties (Note 4.5.3)	113.42	159.91
Loans to Employees	4.99	3.60
	118.41	**163.51**

2.14.1 Disclosure as per Regulation 34 (3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 186 of the Companies Act, 2013

(a) Loans given to Subsidiaries, Joint Ventures and Associates (Current and Non-Current) (Note 2.6 and 2.14):

₹ in crore

Name of Companies	Terms	Maximum Balance Outstanding during the		Amount Outstanding	
		Current Year	Previous Year	Current Year	Previous Year
Subsidiaries:					
ABReL SPV 2 Limited	Interest rate 7.45% - 8.40% p.a., repayment in 3 years, due in FY 2025-26	79.92	79.92	79.92	79.92
Aditya Birla Renewables Limited	Interest Rate 9.1% p.a., repayment in 365 days	65.00	202.00	-	65.00
Aditya Birla Finance Ltd	Interest rate 8.28% p.a., repayment in 3 months	50.00	50.00	-	50.00
Joint Ventures:					
Birla Advanced Knits Private Limited	Interest rate 8.50% p.a., for 365 days	35.00	34.50	30.00	34.50
Aditya Birla Power Composites Limited	Interest rate 8.90 % p.a., for 348 to 353 days	5.00	10.00	3.50	-
Associates:					
Aditya Birla Science & Technology Company Private Limited	Interest rate 7.10% p.a., repayment in 3 years with early repayment option	10.41	12.83	-	10.41
				113.42	**239.83**

The Loans have been utilised for meeting the business requirements by respective companies.

(b) Refer Note 2.4 for Investments in Subsidiaries, Associates and Joint Ventures.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

2.14.2 Loans or Advances in the nature of loans are granted to Promoters, Directors, KMPs and the related parties-

₹ in crore

S. No.	Type of Borrower	31st March 2025		31st March 2024	
		Amount of loan or advance in the nature of loan outstanding	Percentage to the total Loans and Advances in the nature of loans	Amount of loan or advance in the nature of loan outstanding	Percentage to the total Loans and Advances in the nature of loans
1	Related Parties	113.42	90%	239.83	94%

2.15 Other Financial Assets - Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Interest Accrued on Deposits and Investments*	64.36	22.33
Receivables from Related Parties (Note 4.5.3)	10.60	26.78
Derivative Assets - Carried at FVTPL	0.47	1.68
Government Incentive Receivable	6.14	19.08
Fixed Deposits with Banks with remaining maturity less than 12 months	104.75	-
Security Deposits	39.83	36.12
Receivable under Sale and Leaseback Arrangement	-	75.02
Others (includes Insurance Claim Receivable, etc.)	91.72	55.20
Less: Loss Allowance	(4.98)	-
	312.89	**236.21**
**Includes amounts receivable from related parties (Note 4.5.3)*	*27.66*	-

2.16 Other Current Assets

(Unsecured, Considered Good, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Balances with Government Authorities	1,223.89	936.07
Less: Provision towards doubtful dues	(12.82)	(12.82)
Receivables from Related Parties (Note 4.5.3)	0.46	1.88
Advances to Suppliers	387.61	401.18
Less: Loss Allowance	(5.44)	(4.83)
Others (includes Prepayments)	79.24	145.41
	1,672.94	**1,466.89**

2.17 Equity Share Capital

2.17.1 Authorised

Particulars	Number of Shares		₹ in crore	
	As at 31st March 2025	As at 31st March 2024	As at 31st March 2025	As at 31st March 2024
Equity Shares of ₹ 2 each	2,06,25,00,000	2,06,25,00,000	412.50	412.50
Redeemable Cumulative Preference Shares of ₹ 100 each	11,00,000	11,00,000	11.00	11.00
			423.50	**423.50**

2.17.2 Issued, Subscribed and Paid-up

Particulars	Number of Shares		₹ in crore	
	As at 31st March 2025	As at 31st March 2024	As at 31st March 2025	As at 31st March 2024
(a) Issued				
Equity Shares of Face Value ₹ 2 each {Note 2.17.5(a)}	68,05,83,601	68,05,53,161	136.12	136.11
			136.12	**136.11**
(b) Subscribed and Paid-up				
Equity Shares of Face Value ₹ 2 each (fully paid-up)	68,05,80,576	65,84,79,226	*136.11	131.69
Rights Equity Shares of Face Value ₹ 2 each (₹ 0.5 paid-up)	-	2,20,70,910	-	1.10
Less: Calls Unpaid {Note 2.17.5(a)}			(0.01)	-
Share Capital Suspense				
Equity Shares of ₹ 2 each to be issued as fully paid-up pursuant to acquisition of Aditya Birla Nuvo Limited under Scheme of Arrangement without payment being received in cash	28,295	28,295	0.01	0.01
			136.11	**132.80**

**Includes call money received on 26,969 Rights Equity Shares, pending credit to shareholders demat accounts, till 31st March 2025.*

Shares kept in Abeyance

Pursuant to provisions of Section 126 of the Companies Act, 2013, the issue of 61,985 Fully Paid Equity Shares (Previous year: 61,985 Equity Shares) are kept in abeyance.

2,077 and 948 Rights Equity Shares were issued and kept in abeyance against 61,985 and 28,295 Fully Paid Equity Shares of Face Value ₹ 2 each, respectively, which aggregates to 3,025 Rights Equity Shares (Previous year: 3,025 Equity Shares) kept in abeyance.

2.17.3 Reconciliation of the Number of Equity Shares Outstanding (including Share Capital Suspense)

Particulars	Number of Shares		₹ in crore	
	As at 31st March 2025	As at 31st March 2024	As at 31st March 2025	As at 31st March 2024
As at the beginning of the year	68,05,78,431	65,84,60,421	132.80	131.69
Increase during the year towards:				
(i) Equity Shares issued under Rights Issue:				
a) Partly paid-up Equity Shares	-	2,20,70,910	-	1.10
b) Partly paid-up Equity Shares converted to fully paid-up Equity Shares	-	-	3.30	-
(ii) Shares issued under Exercise of Employee Stock Options	30,440	47,100	0.01	0.01
As at the end of the year	**68,06,08,871**	**68,05,78,431**	**136.11**	**132.80**

2.17.4 Rights, Preferences and Restrictions attached to Equity Shares

The Company has only one class of Equity Shares having a par value of ₹ 2 per share. The holder of the equity share is entitled to dividend right and voting right in the same proportion as the capital paid-up on such equity share bears to the total paid-up equity share capital of the Company. The Company declares dividend in Indian Rupees. The dividend proposed by the Board of Directors is subject to the approval of the Shareholders in the ensuing Annual General Meeting.

In the event of liquidation of the Company, the holders of Equity Shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in the same proportion as the capital paid-up on the equity shares held by them bears to the total paid-up equity share capital of the Company.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

2.17.5 Rights Issue

(a) During the previous year, for enlarging the capital base of the Company, the Board of Directors of the Company had approved issue of 2,20,73,935 equity shares of face value of ₹ 2 each (the "Rights Equity Shares") at a price of ₹ 1,812 per Rights Equity Share (including premium of ₹ 1,810 per Rights Equity Share), in the ratio of 6 Rights Equity Shares for every 179 existing fully-paid equity shares held by the eligible equity shareholders as on 10th January 2024, the record date. The Rights Issue Committee of the Company approved allotment of 2,20,70,910 Rights Equity Shares, keeping 3,025 Rights Equity Shares in abeyance. In accordance with the terms of issue, the Company received ₹ 983.73 crore (net of refund and share issue expenses) on application at ₹ 453 per Rights Equity Share (including a premium of ₹ 452.50 per share), i.e., 25% of the issue price from eligible equity shareholders and shares were allotted.

During the year, the Board made first call of ₹ 453 per Rights Equity Share (including a premium of ₹ 452.50 per share) in June 2024 and second and final call of ₹ 906 per Rights Equity Share (including a premium of ₹ 905 per share) in December, 2024 and collected ₹ 2,989.92 crore (net of share issue expenses of ₹ 2.08 crore, adjusted against securities premium). As at 31st March 2025, an aggregate amount of ₹ 7.85 crore is unpaid on the calls made, of which ₹ 0.10 crore have been received pending appropriation.

(b) There has been no deviation in the use of proceeds of the Rights Issue, from the objects stated in the Offer document.

2.17.6 The Company does not have any Holding Company.

2.17.7 List of Shareholders holding more than 5% Shares in the Equity Share Capital of the Company

Particulars	As at 31st March 2025		As at 31st March 2024	
	No. of Shares	% Holding	No. of Shares*	% Holding
Birla Group Holdings Private Limited	15,77,82,973	23.18%	12,99,73,507	19.10%
Life Insurance Corporation of India	5,57,76,295	8.20%	5,50,02,589	8.08%
IGH Holdings Private Limited	4,51,95,313	6.64%	4,51,95,313	6.64%

**Includes partly paid up shares*

Particulars	As at 31st March 2025		As at 31st March 2024	
	No. of Shares	% Holding	No. of Shares*	% Holding
2.17.8 Equity Shares of ₹ 2 each (Previous Year: ₹ 2 each) represented by Global Depository Receipts (GDRs) (GDR holders have voting rights as per the Deposit Agreement)	4,56,29,917	6.70%	5,70,88,831	8.39%

**Includes partly paid up shares*

2.17.9 Shareholding of Promoters and Promoters Group:

Sr. No.	Promoter Name	As at 31st March 2025			As at 31st March 2024	
		No. of Shares	% Holding	% Change during the year	No. of Shares#	% Holding
1	Birla Group Holdings Private Limited@	15,77,82,973	23.18%	-	12,99,73,507	19.10%
2	IGH Holdings Private Limited	4,51,95,313	6.64%	0.00%	4,51,95,313	6.64%
3	Hindalco Industries Limited	2,91,68,472	4.29%	0.00%	2,91,68,472	4.29%
4	Umang Commercial Company Private Limited@	-	-	-	2,78,09,466	4.09%
5	Pilani Investment and Industries Corporation Limited	2,64,49,922	3.89%	0.00%	2,64,49,922	3.89%
6	P.T. Indo Bharat Rayon*	2,00,04,020	2.94%	0.00%	2,00,04,020	2.94%
7	Thai Rayon Public Company Limited*	47,74,666	0.70%	0.00%	47,74,666	0.70%
8	Anatole Investments Pte Ltd*	44,59,323	0.66%	0.00%	44,59,323	0.66%
9	P T Sunrise Bumi Textiles*	12,68,750	0.19%	0.00%	12,68,750	0.19%
10	Kumar Mangalam Birla	14,01,702	0.21%	0.04%	11,30,202	0.17%

Sr. No.	Promoter Name	As at 31st March 2025			As at 31st March 2024	
		No. of Shares	% Holding	% Change during the year	No. of Shares#	% Holding
11	P T Elegant Textile Industry*	8,08,750	0.12%	0.00%	8,08,750	0.12%
12	Birla Institute of Technology and Science	6,61,205	0.10%	0.00%	6,61,205	0.10%
13	Rajashree Birla	5,74,829	0.08%	0.00%	5,74,829	0.08%
14	Renuka Investments & Finance Limited	2,50,302	0.04%	0.00%	2,50,302	0.04%
15	Vasavadatta Bajaj	1,23,249	0.02%	0.00%	1,23,249	0.02%
16	Aditya Vikram Kumar Mangalam Birla HUF (Karta- Mr. Kumar Mangalam Birla)	93,287	0.01%	0.00%	93,287	0.01%
17	Birla Industrial Finance (India) Limited	90,962	0.01%	0.00%	90,962	0.01%
18	Birla Consultants Limited	90,856	0.01%	0.00%	90,856	0.01%
19	Neerja Birla	75,967	0.01%	0.00%	75,967	0.01%
20	Ananyashree Birla	36,800	0.01%	0.01%	-	0.00%
21	Aryaman Vikram Birla	36,800	0.01%	0.01%	-	0.00%
22	Advaitesha Birla	36,800	0.01%	0.01%	-	0.00%
23	Birla Industrial Investments (India) Limited	19,400	0.00%	0.00%	19,400	0.00%
24	Surya Kiran Investments Pte Limited*	5,000	0.00%	0.00%	5,000	0.00%
25	Vikram Holdings Private Limited	781	0.00%	0.00%	781	0.00%
26	Rajratna Holdings Private Limited	697	0.00%	0.00%	697	0.00%
27	Vaibhav Holdings Private Limited	697	0.00%	0.00%	697	0.00%
	Total	**29,34,11,523**	**43.11%**	**0.04%**	**29,30,29,623**	**43.06%**

**GDRs held by Promoter Group*

#Includes partly paid up shares

@The shareholding of Birla Group Holdings Private Limited ('BGHPL') in the Company has increased from 12,99,73,507 (19.10%) equity shares to 15,77,82,973 (23.18%) equity shares, pursuant to a Scheme of Amalgamation of Umang Commercial Company Private Limited, a Promoter Group of the Company and certain other entities with BGHPL. The Hon'ble National Company Law Tribunal, Kolkata Bench and the Hon'able National Company Law Tribunal, Mumbai Bench, ("NCLT") vide their Orders dated 5th January 2024 and 23rd February 2024, respectively have sanctioned the Scheme of Amalgamation. BGHPL has filed the certified copy of the Hon'ble NCLT's Order with the Registrar of Companies, West Bengal and Registrar of Companies, Mumbai - Maharashtra on 24th May 2024.

2.17.10 Shares reserved for issue under options and contracts

Particulars	Number of Shares	
	As at 31st March 2025	As at 31st March 2024
For details of Shares reserved for issue under the Employee Stock Options Plan (ESOP) of the Company refer Note 4.8.1	20,58,865	20,34,148

2.18 Other Equity

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
a) Capital Reserve		
Balance at the beginning of the year	3,670.17	3,670.17
Balance at the end of the year	**3,670.17**	**3,670.17**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

Particulars			As at 31st March 2025	As at 31st March 2024
b)	**Securities Premium**			
	Balance at the beginning of the year		24,727.72	23,741.42
	Add :	ESOP Exercised	2.09	2.08
		Transferred from Employee Stock Option Reserve	0.63	1.59
		Proceeds from Rights Issue {Note 2.17.5 (a)}	2,996.44	998.71
	Less :	Call in Arrears/ Unpaid {Note 2.17.5.(a)}	(7.74)	-
		Share Issue Expenses	(2.08)	(16.08)
	Balance at the end of the year		**27,717.06**	**24,727.72**
c)	**Treasury Shares**			
	Balance at the beginning of the year		(275.23)	(240.21)
	Add :	Purchase of Treasury Shares	(85.72)	(70.27)
	Less :	Issue of Treasury Shares	52.75	35.25
	Balance at the end of the year		**(308.20)**	**(275.23)**
d)	**Employee Stock Option Reserve**			
	Balance at the beginning of the year		120.02	97.23
	Add :	Employee Stock Options Granted (net of lapses)	56.24	37.63
	Less :	Loss on Treasury Shares issued to employees	(12.68)	(13.25)
		Transfer to Securities Premium on Exercise of Options	(0.63)	(1.59)
		Cancellation of vested employee stock options	(0.07)	-
	Balance at the end of the year		**162.88**	**120.02**
e)	**General Reserve**			
	Balance at the beginning of the year		11,584.56	11,584.56
	Add :	Cancellation of vested employee stock options	0.07	-
	Balance at the end of the year		**11,584.63**	**11,584.56**
f)	**Retained Earnings**			
	Balance at the beginning of the year		10,113.35	9,476.76
	Add :	Profit for the year	212.10	945.39
		Realised Gain/ (Loss) on Sale of Equity Instruments FVTOCI transferred to Retained Earnings	-	334.20
		Gain/ (Loss) on remeasurement of Defined Benefit Plan (Net of tax)	(10.86)	14.21
	Less :	Dividends paid	(668.12)	(657.21)
	Balance at the end of the year		**9,646.47**	**10,113.35**
g)	**Other Comprehensive Income**			
	(i) Debt Instruments through Other Comprehensive Income			
	Balance at the beginning of the year		3.45	4.12
	Add :	Gain/ (Loss) during the year (Net of Tax)	1.91	(0.67)
		Balance at the end of the year	**5.36**	**3.45**
	(ii) Equity Instruments through Other Comprehensive Income			
	Balance at the beginning of the year		2,038.73	(1,522.21)
	Add :	Gain/ (Loss) during the year (Net of Tax)	(242.03)	3,895.14
	Less :	Realised Gain/ (Loss) on Sale of Equity Instruments FVTOCI transferred to Retained Earnings	-	(334.20)
	Balance at the end of the year		**1,796.70**	**2,038.73**
	(iii) Effective portion of Cash Flow Hedges			
	Balance at the beginning of the year		(0.98)	11.40
	Add :	Gain/ (Loss) during the year (Net of Tax)	(12.57)	(12.38)
	Balance at the end of the year		**(13.55)**	**(0.98)**
	Total		**54,261.52**	**51,981.79**

The Description of the nature and purpose of each reserve within equity is as follows:

a. **Capital Reserve:** Capital Reserve is mainly the reserve created during business combination of erstwhile Aditya Birla Chemicals (India) Limited and Aditya Birla Nuvo Limited with the Company.

b. **Securities Premium:** Securities Premium is credited when shares are issued at premium. It can be used to issue bonus shares, write-off equity related expenses like underwriting costs, etc.

c. **Treasury Shares:** The reserve for shares of the Company held by the Grasim Employees Welfare Trust (ESOP Trust). The Company has issued employees stock option scheme for its employees. The shares of the Company have been purchased and held by ESOP Trust to issue and allot to employees at the time of exercise of ESOP by Employees.

d. **Employee Share Option Outstanding:** The Company has stock option schemes under which options to subscribe for the Company's shares have been granted to certain employees, including key management personnel. The share-based payment reserve is used to recognise the value of equity-settled share-based payments provided to employees, as part of their remuneration.

e. **General Reserve:** Under the erstwhile Companies Act, 1956, general reserve was created through an annual transfer of net income at a specified percentage in accordance with applicable regulations. Consequent to introduction of the Companies Act, 2013, the requirement to mandatorily transfer a specified percentage of the net profit to general reserve has been withdrawn. However, the amount previously transferred to the general reserve can be utilised only in accordance with the specific requirements of the Companies Act, 2013.

f. **Retained Earnings:** Amount of retained earnings represents accumulated profit and losses of the Company as on reporting date. Such profits and losses are after adjustment of payment of dividend, transfer to any reserves as statutorily required and adjustment for realised gain/loss on derecognition of equity instruments measured at FVTOCI. Actuarial Gain/(Loss) arising out of Actuarial valuation is immediately transferred to Retained Earnings.

g. **Debt Instrument through OCI:** It represents the cumulative gains/(losses) arising on the fair valuation of debt instruments measured at fair value through OCI, net of amount reclassified to Profit or loss on disposal of such instruments.

h. **Equity Instrument through OCI:** It represents the cumulative gains/(losses) arising on the fair valuation of Equity Shares (other than investments in Subsidiaries, Joint Ventures and Associates, which are carried at cost) measured at fair value through OCI, net of amounts reclassified to Retained Earnings on disposal of such instruments.

i. **Effective portion of Cash Flow Hedges:** It represents the effective portion of the fair value of forward contracts, designated as cash flow hedge.

2.19 ▸▸ Borrowings - Non-Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	Non-current Portion as at		Current Maturities as at*		Total as at	
	31st March 2025	31st March 2024	31st March 2025	31st March 2024	31st March 2025	31st March 2024
Unsecured						
Rupee Term Loans:						
from Banks	2,424.50	2,111.90	23.90	8.10	2,448.40	2,120.00
from Others	0.50	0.66	0.16	3.81	0.66	4.47
Non-Convertible Debentures#	6,235.97	5,242.07	-	1,249.36	6,235.97	6,491.43
Deferred Sales Tax Loan (Note 4.7.2)	24.78	37.61	8.22	7.39	33.00	45.00
	8,685.75	**7,392.24**	**32.28**	**1,268.66**	**8,718.03**	**8,660.90**

**Current Maturities of non-current borrowings have been disclosed under "2.24 Borrowings - Current"*

#Includes non-convertible debentures issued to related parties (Note 4.5.3)

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

2.19.1 Nature of Security, Repayment Terms and Break-up of Current and Non-Current

Unsecured Borrowings:

Bank loans contain certain debt covenants relating to limitation on indebtedness, debt-equity ratio, net Borrowings to EBITDA ratio and debt service coverage ratio. The limitation on indebtedness covenant gets suspended if the Company meets certain prescribed criteria. The debt covenant related to limitation on indebtedness remained suspended as of the date of the authorisation of the financial statements. The Company has also satisfied all other debt covenants prescribed in the terms of bank loan.

The other bank loans do not carry any financial debt covenant.

(a) Non- Convertible Debentures

(Redeemable at par)

₹ in crore

Particulars	End of Tenure	As at 31st March 2025		As at 31st March 2024	
		Gross	Carrying Value	Gross	Carrying Value
7.21% Series 24-25/I Non - Convertible Debentures	19-Dec-34	2,000.00	1,997.33	-	-
7.25% Series 23-24/II Non - Convertible Debentures	22-Mar-34	1,250.00	1,243.66	1,250.00	1,249.51
6.99% Series 21-22/I Non - Convertible Debentures	04-Apr-31	1,000.00	998.01	1,000.00	997.72
7.63% Series 22-23/II Non - Convertible Debentures	01-Dec-27	1,000.00	998.89	1,000.00	998.55
7.50% Series 22-23/I Non - Convertible Debentures	10-Jun-27	1,000.00	998.08	1,000.00	997.69
7.35% Series 23-24/I Non - Convertible Debentures #	31-Jul-26	-	-	1,000.00	998.61
7.60% Series 19-20/II Non - Convertible Debentures	04-Jun-24	-	-	750.00	749.49
7.85% Series 19-20/I Non - Convertible Debentures	15-Apr-24	-	-	500.00	499.87
Total		**6,250.00**	**6,235.97**	**6,500.00**	**6,491.44**

#Pre-payment during the year

(b) Deferred Sales Tax Loan

(Repayable at par at the end of tenure)

₹ in crore

Particulars	Rate of Interest	End of Tenure	As at 31st March 2025		As at 31st March 2024	
			Gross	Carrying Value	Gross	Carrying Value
Government of Uttar Pradesh	0%	1st Aug 30	9.05	6.09	9.05	5.65
Government of Karnataka	0%	24th Jan 30	7.31	5.10	7.31	4.73
Government of Karnataka #	0%	25th Mar 28	-	-	8.94	7.08
Government of Karnataka	0%	17th Mar 27	15.87	13.59	15.87	12.56
Government of Uttar Pradesh	0%	17th Nov 25	2.95	2.80	2.95	2.57
Government of Uttar Pradesh	0%	17th May 25	5.45	5.42	5.45	5.02
Government of Uttar Pradesh	0%	29th Oct 24	-	-	7.68	7.39
Total			**40.63**	**33.00**	**57.25**	**45.00**

#Pre-payment during the year

(c) Rupee term loan from Bank

₹ in crore

Particulars	Repayment Terms	Rate of Interest	End of Tenure	As at 31st March 2025		As at 31st March 2024	
				Gross	Carrying Value	Gross	Carrying Value
Term Loan from Axis Bank	(i)	3 months T Bill + 130 bps	30-Apr-34	80.00	80.00	-	-
Term Loan from Axis Bank #	(ii)	3 months T Bill + 130 bps	01-Apr-33	-	-	1,300.00	1,300.00
Term Loan from Axis Bank	(iii)	3 months T Bill + 130 bps	01-Apr-33	69.65	69.65	70.00	70.00
Term Loan from HDFC Bank	(iv)	1 month T Bill + 125 bps	28-Jun-33	498.75	498.75	500.00	500.00
Term Loan from HDFC Bank	(v)	1 month T Bill + 125 bps	28-Sep-33	1,800.00	1,800.00	250.00	250.00
				2,448.40	**2,448.40**	**2,120.00**	**2,120.00**

#Pre-payment during the year

Repayment Terms:

(i) 34 quarterly instalments from 31st January 2026. Remaining 6 quarterly instalments of ₹ 0.20 crore each, 16 quarterly instalments of ₹ 1.00 crore each, 8 quarterly instalments of ₹ 4.00 crore each and 4 quarterly instalments of ₹ 7.70 crore each.

(ii) 34 quarterly instalments from 31st January 2024. However, the loan has been pre-paid during the year.

(iii) 34 quarterly instalments from 31st December 2024. Remaining 4 quarterly instalments of ₹ 0.18 crore each, 16 quarterly instalments of ₹ 0.88 crore each, 8 quarterly instalments of ₹ 3.50 crore each and 4 quarterly instalments of ₹ 6.74 crore each.

(iv) 34 quarterly instalments from 31st March 2025. Remaining 5 quarterly instalments of ₹ 1.25 crore each, 16 quarterly instalments of ₹ 6.25 crore each, 8 quarterly instalments of ₹ 25.00 crore each and 4 quarterly instalments of ₹ 48.13 crore each.

(v) 34 quarterly instalments from 30th June 2025. Remaining 6 quarterly instalments of ₹ 4.50 crore each, 16 quarterly instalments of ₹ 22.50 crore each, 8 quarterly instalments of ₹ 90.00 crore each and 4 quarterly instalments of ₹ 173.25 crore each.

(d) Rupee term loan from others

₹ in crore

Particulars	Rate of Interest	End of Tenure	As at 31st March 2025		As at 31st March 2024	
			Gross	Carrying Value	Gross	Carrying Value
Term Loan from CISCO	6%	30-Oct-28	0.66	0.66	4.47	4.47

Repayment Terms:
20 quarterly instalments from 30th January 2024. Remaining 15 quarterly instalments of ₹ 0.05 crore each.

2.19.2 Maturity Profile of Non-Current Borrowings (including Current Maturities) is as set out below:

₹ in crore

Particulars		Maturity Profile @		
		Not later than 1 year	1 to 5 years	Later than 5 years
Unsecured				
Non-Convertible Debentures		-	2,000.00	4,250.00
Rupee Term Loans from Banks		23.90	765.75	1,658.75
Rupee Term Loans from Others		0.16	0.50	-
Deferred Sales Tax Loans (includes amount recognised in Notes 2.23 and 2.28)		8.40	32.23	-
Total	**Current Year**	**32.46**	**2,798.48**	**5,908.75**
	Previous Year	1,269.59	3,345.95	4,066.18

@ The above figures are as per contractual cashflows towards principal payments

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

2.20 Other Financial Liabilities - Non-Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Security and Other Deposits*	57.78	18.65
Other Payables (includes Retention Money, etc.)	47.66	5.41
	105.44	**24.06**
**Includes deposits from Related Parties (Note 4.6.3)*	*0.06*	*0.06*

2.21 Provisions - Non-Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
For Employee Benefits (Contractor Workmen Gratuity, Pension and other employee benefits)	80.16	74.06
	80.16	**74.06**

2.22 Deferred Tax Liabilities (Net)

₹ in crore

Particulars	As at 1st April 2024	Recognised in Statement of Profit and Loss	Recognised in Other Comprehensive Income	As at 31st March 2025
Deferred Tax Liabilities:				
Property, Plant & Equipment and Intangible Assets	1,768.23	146.14	-	1,914.37
Fair Valuation of Investments, Cash flow hedge, Contractor Gratuity	587.43	64.33	(114.80)	536.96
Income taxable on receipt basis	36.65	(35.75)	-	0.90
Others	(5.07)	(4.36)	-	(9.43)
	2,387.24	**170.36**	**(114.80)**	**2,442.80**
Deferred Tax Assets:				
Provision allowed under tax on payment basis	66.69	(3.23)	-	63.46
Expenses Allowable in Instalments in Income Tax	4.83	(1.52)	-	3.31
Income offered for tax, to be excluded in future	21.33	(10.37)	-	10.96
Unabsorbed Depreciation	-	64.36	3.70	68.06
Others	(2.70)	0.52	-	(2.18)
	90.15	**49.76**	**3.70**	**143.61**
Deferred Tax Liabilities (Net)	**2,297.09**	**120.60**	**(118.50)**	**2,299.19**

₹ in crore

Particulars	As at 1st April 2023	Recognised in Statement of Profit and Loss	Recognised in Other Comprehensive Income	As at 31st March 2024
Deferred Tax Liabilities:				
Property, Plant & Equipment and Intangible Assets	1,640.59	127.64	-	1,768.23
Fair Valuation of Investments, Cash flow hedge, Contractor Gratuity	47.54	(40.92)	580.81	587.43
Income taxable on receipt basis	-	36.65	-	36.65
Others	1.16	(6.23)	-	(5.07)
	1,689.29	**117.14**	**580.81**	**2,387.24**
Deferred Tax Assets:				
Provision allowed under tax on payment basis	92.27	(25.58)	-	66.69
Expenses Allowable in Instalments in Income Tax	3.56	1.27	-	4.83
Income offered for tax, to be excluded in future	21.11	0.22	-	21.33
Short Term Capital Loss	38.57	(38.57)	-	-
Others	(1.02)	(1.68)	-	(2.70)
	154.49	**(64.34)**	**-**	**90.15**
Deferred Tax Liabilities (Net)	**1,534.80**	**181.48**	**580.81**	**2,297.09**

The Company has not recognised deferred tax asset on losses of ₹ 715.60 crore reported under the head Exceptional Items during the previous year ended 31st March 2024, as it is not probable of recovery. Such losses will expire after a period of eight years from the end of the year in which actual transfer of shares will take place.

2.23 Other Non-Current Liabilities

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Deferred Government Subsidy (Note 4.7.2)	23.13	14.99
Deferred Income	62.00	-
	85.13	**14.99**

2.24 Borrowings - Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Loans Repayable on Demand from Banks		
Secured:		
Working Capital Borrowings- Rupee Loans	-	17.77
Short Term Borrowings	-	34.34
Other Loans		
Unsecured:		
Commercial Papers*	249.25	739.90
Working Capital Borrowings- Rupee Loans	2,154.12	-
Current Maturities of Long-Term Debts (Note 2.19)	32.28	1,268.66
	2,435.65	**2,060.67**
**Maximum balance outstanding during the year*	*2,500.00*	*2,100.00*

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

2.24.1 Working Capital Borrowings are unsecured (Previous year: ₹ 17.77 crore were secured by hypothecation of inventories and book debts of the Company). Quarterly Stock statements filed by the Company with banks or financial institutions are in agreement with the books of account.

2.24.2 The Company had Undrawn Facility of ₹ 750 crore as on 31st March 2025 (Previous year: ₹ 1,500 crore)

2.24.3 Rate of interest on the borrowings during the year was in the range of 6% to 10.23% (Previous year: 6% to 10.50%)

2.24.4 The Company has not been declared wilful defaulter by any bank or financial institution or other lender.

2.25 Trade Payables

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Total Outstanding dues of Micro Enterprises and Small Enterprises (Note 4.7.1)	176.97	146.75
Total Outstanding dues of Creditors other than Micro Enterprises and Small Enterprises:		
Dues to Related Parties (Note 4.5.3)	95.67	139.66
Acceptances	1,255.98	1,410.12
Others	3,302.71	3,786.10
	4,831.33	**5,482.63**

2.25.1 Trade Payables ageing schedule

₹ in crore

Particulars	Unbilled (A)	Not Due (B)	Outstanding for following periods from due date of payment					Grand Total (A+B+C)
			Less than 1 year	1-2 years	2-3 years	More than 3 years	Total (C)	
As at 31st March 2025								
Micro Enterprises and Small Enterprises	-	176.77	0.20	-	-	-	0.20	176.97
Other than Micro Enterprises and Small Enterprises	628.61	3,692.91	327.89	3.25	-	-	331.14	4,652.66
Disputed dues – Micro Enterprises and Small Enterprises	-	-	-	-	-	-	-	-
Disputed dues – Others	-	-	-	0.38	0.35	0.97	1.70	1.70
Total	**628.61**	**3,869.68**	**328.09**	**3.63**	**0.35**	**0.97**	**333.04**	**4,831.33**
As at 31st March 2024								
Micro Enterprises and Small Enterprises	-	140.17	6.49	-	-	-	6.49	146.66
Other than Micro Enterprises and Small Enterprises	687.40	3,978.84	651.01	-	-	-	651.01	5,317.25
Disputed dues – Micro Enterprises and Small Enterprises	-	-	0.09	-	-	-	0.09	0.09
Disputed dues – Others	-	-	-	13.88	0.67	4.08	18.63	18.63
Total	**687.40**	**4,119.01**	**657.59**	**13.88**	**0.67**	**4.08**	**676.22**	**5,482.63**

2.26 Other Financial Liabilities - Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Interest Accrued but not Due on Borrowings #	210.22	296.54
Liability for Capital Goods*	309.49	660.76
Accrued Expenses Related to Employees	463.78	407.46
Security and Other Deposits (Trade Deposits)	106.51	94.89
Amounts Payable to Related Parties (Note 4.5.3)	88.16	3.33
Derivative Liability-Carried at FVTPL	40.34	12.61
Unclaimed Dividends (includes Unclaimed Fractional Warrants) $	17.98	18.05
Share Call Monies Pending Refund	0.03	-
Other Payables (includes Retention money, Liquidated damages, etc.)	731.04	523.24
	1,967.55	**2,016.88**
# Includes dues to related parties (Note 4.5.3)	*0.51*	*2.00*
** Includes*		
Payable related to Micro enterprises and Small enterprises	*29.19*	*59.02*
Acceptances towards Capital Goods	*32.94*	*75.79*

$ It does not include any amount due and outstanding to be credited to the Investor Education and Protection Fund.

2.27 Other Current Liabilities

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Statutory Liabilities	269.05	270.68
Contract Liabilities	266.46	311.50
Deferred Government Subsidy	31.35	31.46
Deferred Income	3.18	-
Other Payables to Related Parties (Note 4.5.3)	3.41	3.97
Other Payables (includes Legal Claims and Customers Incentive liabilities)	336.33	354.41
	909.78	**972.02**

2.28 Provisions - Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
For Employee Benefits (Contractor Workmen Gratuity, Compensated Absences and Pension)	335.41	283.35
For Assets Transfer Cost {Note 2.28.1 (a)}	29.53	29.53
For Provision against contingent liability {Note 2.28.1 (b)}	13.40	14.47
For Warranty Provision {Note 2.28.1 (c)}	5.10	1.05
For Estimated Exposure in Joint Ventures {Note 2.28.1 (d) and Note 3.10 (i) and (iii)}	320.10	436.00
	703.54	**764.40**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

2.28.1 Movement of provisions during the year as required by Ind AS- 37 "Provisions, Contingent Liabilities and Contingent Asset"

a. Provision for Cost of Transfer of Assets:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Opening Balance	29.53	29.53
Add: Provision during the year	-	-
Less: Utilisation during the year	-	-
Closing Balance	**29.53**	**29.53**

During earlier year, provision for asset transfer cost relates to merger of Aditya Birla Nuvo Limited (ABNL) and Aditya Birla Chemical Limited (ABCL) which has been made based on substantial degree of estimation. Outflow against the same is expected at the time of regulatory process of registration of assets owned by ABNL in the name of the Company.

b. Provision against Contingent Liability:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Opening Balance	14.47	42.47
Add: Provision during the year	-	-
Less: Utilisation during the year	0.62	27.84
Less: Unused amount reversed	0.45	0.16
Closing Balance	**13.40**	**14.47**

During earlier year, as per Ind-AS 103 (Business Combination), the Company had to recognise on the acquisition date the contingent liability assumed in a business combination if it was a present obligation that had arisen from past events and its fair value could be measured reliably, even if it was not probable that an outflow of resources would be required to settle the obligation.

c. Warranty Provision:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Opening Balance	1.05	0.99
Add: Provision during the year	4.34	0.23
Less: Utilisation during the year	-	-
Less: Unused amount reversed	0.29	0.17
Closing Balance	**5.10**	**1.05**

Considering the past experience of returns and replacement claims, including industry estimates, provision for expected warranty claims on certain range of products is recognised during the period of sale. Provision is generally expected to settle/ reverse within warranty period, based on the claim received.

d. Estimated Exposure in Joint Ventures:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Opening Balance	436.00	-
Add: Provision during the year	89.00	436.00
Less: Utilisation during the year	204.90	-
Less: Unused amount reversed	-	-
Closing Balance	**320.10**	**436.00**

Birla Advanced Knits Private Limited ("BAKPL"), a Joint Venture of the Company, engaged in manufacturing man made cellulose fibre knit fabrics stopped its operations as the business became non-viable due to loss of synergies and integrated operations consequent to discontinuation of textile business of joint venture partner. Accordingly, the Company has created a provision of ₹ 89 crore during the year towards its estimated exposure [Note 3.10 (i)].

AV Terrace Bay Inc, Canada ("AVTB"), a joint venture of the Company, operating in paper-grade pulp business, temporarily idled its business operations due to prevailing market conditions during the previous year. Accordingly, based on observable evidence, the Company had created a provision of ₹ 436 crore during the previous year towards its estimated exposure [Note 3.10 (iii)].

3.1 Revenue From Operations

Revenue from contracts with customers disaggregated based on the nature of product or services

₹ in crore

Particulars			Year Ended 31st March 2025	Year Ended 31st March 2024
Revenue from Sale of Products				
a. Manufactured goods			27,256.52	24,130.19
b. Traded goods			3,984.58	1,399.79
		(i)	**31,241.10**	**25,529.98**
Revenue from Sale of Services		(ii)	21.52	15.38
Revenue from contract with Customers	(iii)	(i+ii)	**31,262.62**	**25,545.36**
Other Operating Revenue				
Export Incentives			80.56	82.64
Scrap Sales (net)			92.92	100.33
Other Miscellaneous Income (Insurance Claims, Liabilities Written Back, etc.)			127.13	119.00
		(iv)	**300.61**	**301.97**
Revenue from Operations	(v)	(iii+iv)	**31,563.23**	**25,847.33**

Revenue from contracts with customers disaggregated based on geography

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
a. Within India	28,606.76	22,553.55
b. Rest of the World	2,655.86	2,991.81
Revenue from Contract with Customers	**31,262.62**	**25,545.36**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

Reconciliation of Gross Revenue from Contracts With Customers

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Gross Revenue	32,742.71	26,625.06
Less : Discount, incentives, price concession, etc.	1,386.67	1,053.53
Less : Returns	93.42	26.17
Net Revenue recognised from Contracts with Customers	**31,262.62**	**25,545.36**

Notes:

(i) The amounts receivable from customers become due after expiry of credit period which on an average up to 120 days. There is no significant financing component in any transaction with the customers.

(ii) The Company provides agreed upon performance warranty for selected range of products and services. The amount of liability towards such warranty is immaterial.

(iii) The Company does not have any remaining performance obligation as contracts entered for sale of goods are for a shorter duration. There are no contracts for sale of services wherein, performance obligation is unsatisfied to which transaction price has been allocated.

(iv) Revenue recognised from Contract liability (Advances from Customers):
The Contract liability outstanding at the beginning of the year was ₹ 311.50 crore (Previous year: ₹ 264.55 crore), out of which ₹ 284.40 crore (Previous year: ₹ 239.28 crore) has been recognised as revenue during the year ended 31st March 2025 and balance amount are refunded during the year.

3.2 ⏩ Other Income

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Interest Income on:		
Non-Current Investments - Debentures or Bonds (measured at FVTOCI)	33.93	19.52
Interest on Income Tax Refund	109.94	210.74
Bank Accounts and Others	63.65	69.29
Unwinding up of Loans and Deposits	14.63	11.22
Dividend Income from:		
Subsidiary Companies (carried at cost)	1,157.35	628.27
Non- Current Investments - Others (measured at FVTOCI)	31.28	27.33
Profit on Sale of:		
Investment - Mutual Funds Units (measured at FVTPL)	17.39	41.17
Investment - Debentures or Bonds (measured at FVTOCI)	0.24	-
Property, Plant and Equipment and Intangible Assets (Net)	-	3.14
Gain on Fair Valuation of:		
Preference Shares (measured at FVTPL)	3.45	2.20
Mutual Funds Units (measured at FVTPL)	208.12	171.64
Other Non-Operating Income	75.13	72.08
	1,715.11	**1,256.60**

3.3 ⏩ Cost of Materials Consumed

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Opening Stock	2,879.03	2,344.55
Add : Purchases and Incidental Expenses	15,157.76	12,734.15
Less : Sale of Raw Materials	12.07	14.22
Less : Closing Stock	3,012.57	2,879.03
	15,012.15	**12,185.45**

3.4 Purchases of Stock-in-Trade

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Purchase of Stock-in-Trade	3,995.37	1,425.67
	3,995.37	**1,425.67**

3.5 Changes in Inventories of Finished Goods, Work-in-Progress and Stock-in-Trade

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Opening Stock		
Finished Goods	1,309.48	1,149.78
Stock-in-Trade	82.13	42.54
Work-in-Progress	277.46	261.90
Waste/Scrap	17.03	6.95
	1,686.10	**1,461.17**
Less : Closing Stock		
Finished Goods	1,870.89	1,309.48
Stock-in-Trade	173.33	82.13
Work-in-Progress	354.75	277.46
Waste/Scrap	19.54	17.03
	2,418.51	**1,686.10**
(Increase)/ Decrease in Stocks	(732.41)	(224.93)
Add/ (Less) : Change in Stock of trial run production	(94.10)	141.12
	(826.51)	**(83.81)**

3.6 Employee Benefits Expense

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Salaries, Wages and Bonus	2,270.18	1,832.50
Contribution to Provident and Other Funds (Notes 4.6.1.3 and 4.6.2)	130.43	113.51
Contribution to Gratuity Fund (Note 4.6.1.1)	56.87	48.71
Staff Welfare Expenses	138.20	113.56
Expenses on Employee Stock Option Scheme including SAR (Note 4.8.6)	57.37	36.73
	2,653.05	**2,145.01**

3.7 Finance Costs

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Interest on Borrowings	793.81	603.10
Finance Cost of Lease Liability	37.17	11.74
Interest on Income Tax	0.06	0.19
Interest on Subsidised Government Loan (note 4.7.2)	4.91	3.36
Interest - Others	19.46	9.10
	855.41	**627.49**
Less: Capitalised	171.72	187.07
	683.69	**440.42**

Borrowing costs are capitalised using rates based on specific borrowings ranging from 6.99% to 7.85% per annum (Previous year: 6.99% to 7.85% per annum)

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

3.8 Depreciation and Amortisation Expense

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Depreciation on Property, Plant and Equipment	1,430.10	1,055.09
Depreciation of Right of Use Assets	134.91	70.22
Amortisation of Intangible Assets	111.20	89.75
	1,676.21	**1,215.06**

3.9 Other Expenses

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Consumption of Stores, Spares, Components and Incidental Expenses	445.63	495.91
Consumption of Packing Materials	617.49	300.46
Processing and Other Charges	454.76	276.20
Repairs to Buildings	68.16	88.14
Repairs to Machinery	432.42	361.64
Repairs to Other Assets	118.40	98.34
Advertisement, Sales Promotion and Other Selling Expenses	793.13	274.94
Freight and Handling Expenses	1,247.15	942.66
Impairment Loss/ (Reversal) on Financial Asset (Net)	5.22	1.39
Insurance	80.11	65.88
Lease Rent	39.28	24.44
Rates and Taxes	25.23	20.05
Research Contribution and Expenses	41.77	30.19
Directors' Fees	0.49	0.50
Directors' Commission	2.50	3.70
Exchange Rate Difference (Net)	62.89	63.16
Loss on Sale/ Disposal of Property, Plant and Equipments (Net)	20.02	-
Business Support Expenses	269.16	227.53
Miscellaneous Expenses	799.68	568.20
	5,523.49	**3,843.33**

3.9.1 Auditors' Remuneration (excluding GST)

Charged to the Standalone Statement of Profit and Loss (included under Miscellaneous Expenses)

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Payments to Statutory Auditors:		
Audit Fee	5.00	3.94
Fees for Other Services	0.09	0.04
Reimbursement of Expenses	0.33	0.23
Payments to Cost Auditor:		
Audit Fee	0.26	0.22
Fees for Other Services	0.04	-
Reimbursement of Expenses	-	-
Payments to Branch Auditors:		
Audit Fee	0.10	-

Charged to the Securities Premium (included under Other Equity)

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Payments to Statutory Auditors:		
Fees for Rights Issue Services	**-**	**2.54**

3.10 Exceptional Items

(i) Birla Advanced Knits Private Limited ("BAKPL"), a Joint Venture of the Company, engaged in manufacturing man made cellulose fibre knit fabrics stopped its operations as the business became non-viable due to loss of synergies and integrated operations consequent to discontinuation of textile business of joint venture partner. Accordingly, during the year ended 31st March 2025, the Company has recognised an impairment charge of ₹ 25 crore against the carrying value of its equity investment in BAKPL. Further, a provision has been created towards its estimated exposure of ₹ 89 crore. Total charge of ₹ 114 crore is recognised as an Exceptional Item.

(ii) During the year ended 31st March 2025, the Company has written-off one of its Capital Work-in-Progress worth ₹ 49.98 crore, this is on account of prolonged litigation led delay in construction leading to non-suitability of structure, hence the management decided to dismantle the same.

(iii) During the previous year, the Company recognised a charge of ₹ 715.60 crore as an Exceptional Item representing impairment against the carrying value of its investment in AV Terrace Bay Inc, Canada ("AVTB"), a Joint Venture of the Company and a provision towards its estimated exposure and advance against equity in AVTB.

3.11 Tax Expense

(a) Major components of Income Tax Expenses for the year

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Current Tax		
Current Income Tax Charge	-	136.73
Write back of tax relating to prior years	-	(62.04)
	-	**74.69**
Deferred Tax		
Deferred Tax Expense	120.60	181.48
	120.60	**181.48**
Total Tax Expense	**120.60**	**256.17**

(b) Reconciliation of Effective Tax Rate

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Applicable Tax Rate	25.17%	25.17%
Income not considered for tax purpose	-6.07%	-2.65%
Expenses not allowed for tax purpose	14.44%	17.00%
Additional Allowances for tax purpose	0.00%	-13.74%
Effect of change in LTCG Tax Rate	1.48%	0.00%
Tax paid at lower rate	0.00%	0.18%
Others	1.23%	0.52%
Effective Tax Rate	**36.25%**	**26.48%**
Provision for Tax of earlier years written back	0.00%	-5.16%
Effective Tax Rate after write back	**36.25%**	**21.32%**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

3.12 Other Comprehensive Income

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Items that will not be reclassified to Profit and Loss		
Equity Instrument through Other Comprehensive Income	(352.99)	4,485.91
Income Tax relating to Equity Instrument through Other Comprehensive Income	110.96	(590.77)
Re-measurement of Defined Benefit Plan	(14.51)	11.57
Income Tax relating to Re-measurement of Defined Benefit Plan	3.65	2.64
Items that will be reclassified to Profit and Loss		
Debt Instruments through Other Comprehensive Income	2.25	(0.86)
Income Tax relating to Debt Instruments through Other Comprehensive Income	(0.34)	0.19
Gain / (Loss) on Cash Flow Hedge	(16.80)	(19.51)
Income Tax relating to Gain / (Loss) on Cash Flow Hedge	4.23	7.13
	(263.55)	**3,896.30**

3.13 Earnings Per Equity Share (EPS)

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Net Profit for the Year Attributable to Equity Shareholders	212.10	945.39
Basic EPS:		
Weighted-Average Number of Equity Shares Outstanding of Face Value of ₹ 2/- each (Nos.)	66,89,78,684	66,15,68,570
Less: Weighted-Average Number of Equity Shares held by ESOP Trust of Face Value of ₹ 2/- each (Nos.)	21,02,258	21,19,017
Weighted-Average Number of Equity Shares Outstanding for calculation of Basic EPS (Nos.)	**66,68,76,426**	**65,94,49,553**
Basic EPS (₹ per share)	**3.18**	**14.34**
Diluted EPS:		
Weighted-Average Number of Equity Shares Outstanding (Nos.)	66,68,76,426	65,94,49,553
Add: Weighted-Average Number of Potential Equity Shares on exercise of Options (Nos.)	7,58,622	10,56,194
Add: Weighted-Average Number of Equity Shares kept in Abeyance (Nos.)	65,010	65,010
Weighted-Average Number of Equity Shares Outstanding for calculation of Diluted EPS (Nos.)	**66,77,00,058**	**66,05,70,757**
Diluted EPS (₹ per share)	**3.18**	**14.31**

4.1 Contingent Liabilities not Provided for in Respect of Claims/Disputed Liabilities not Acknowledged as Debts

₹ in crore

Sr. No.	Nature of Statute	Brief Description of Contingent Liabilities	As at 31st March 2025	As at 31st March 2024
I	Customs Duty - The Customs Act, 1962	- Demand of duty on import of Steam Coal during April 2012 to January 2013 classifying it as Bituminous Coal	14.05	14.00
		- Demand of differential duty on import of Caustic Soda Flakes under project import category	1.74	1.70
		- Demand of duty on project import due to increase in rate of duty in Budget 1986-87	7.94	7.73
		- Various cases - Duty demanded on technical know-how by including it in the value of imported goods and levy of additional duty / countervailing duty, etc.	6.17	6.89
II	Excise Duty - The Central Excise Act, 1944, CENVAT Credit Rules, 2002	- Appeal before CESTAT against excise duty demand on freight recovery from customers	14.10	13.26
		- Department's appeal before CESTAT against order of Commissioner allowing exemption under notification 30/2004-CE dated 09.07.2004	17.40	16.51
		- SCN demanding duty alleging that mixing of dyes amounted to manufacture	10.73	10.44
		- Demand disputing classification of "Wipes"	13.60	12.79
		- Duty demanded on clearance of waste and scrap of capital goods	0.42	6.25
		- Duty demanded by including subsidy received from State Government in the assessable value of goods cleared	2.93	2.80
		- SCN disputing CENVAT availed in respect of CVD paid under protest on imported coal pending classification issue	5.31	5.10
		- Demand of excise duty as original payment was made under incorrect registration number	2.68	2.40
		- Demand notice disputing availment of Cenvat credit on capital goods alleging that the capital goods were exclusively used for manufacture of exempted products	3.85	3.67
		- Demand disputing quantum of Cenvat Credit reversed on clearance of used capital goods	3.00	2.88
		- Appeal before CESTAT against denial of cenvat credit taken suo-moto after reversing in response to Departmental audit objection	2.63	2.51
		- Various cases - Demand of excise duty on removal of capital goods, removal of mercury, disallowance of cenvat credit on packaging material used for exempted goods, eligibility of CENVAT on different issues, etc.	2.62	2.50
III	Service Tax - The Finance Act, 1994	- Denial of Cenvat credit on input services alleging not used for providing output services	55.98	53.05
		- Demand of service tax on goods transportation agency services through payment in cash/ PLA instead of payment made by the Company through cenvat balance	1.23	4.20
		- SCN disputing transfer of cenvat credit by Aditya Birla Minacs IT Services Ltd. and Birla Technologies Limited to Aditya Birla Minacs Worldwide Limited on merger	7.43	7.13
		- Denial of cenvat credit on outward transportation charges	-	2.48
		- Appeal before CESTAT against denial of cenvat credit treating exports as exempt output services	1.20	1.20
		- Various cases demanding service tax on scientific and technology service, Cenvat credit of services used for renovation and repairs, rejection of refund claims, reversal of credit under Rule 6 of Cenvat Credit Rules, 2004, Cenvat Credit on Rent a Cab services, outdoor catering, etc.	4.17	4.53

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

Sr. No.	Nature of Statute	Brief Description of Contingent Liabilities	As at 31st March 2025	As at 31st March 2024
IV	Entry Tax laws of various states	- Department appeal before the Karnataka High Court in the matter of levy of Special Tax on Entry of Goods	16.34	15.19
		- Demand of entry tax in the State of Uttar Pradesh pending before the Allahabad High Court	2.32	2.32
V	Sales Tax Act/ Commercial Tax Act of various states	- APVAT demand pertaining to ITC claimed on purchase of business from KPR industries in Balabhadrapuram	8.69	8.29
		- Other matters including demand towards non submission of various forms, disallowance of input credit, short reversal of credit, valuation issues and others	8.81	6.32
VI	Income Tax - Income-tax Act, 1961	- Various disallowances/additions being contested in appeals (disallowance u/s 14A, disallowance of additional depreciation allowance, transfer pricing adjustments, penalty etc.)	24.75	16.30
VII	Other Statutes/ Other Claims	- CCI demand alleging abuse of dominant position in VSF market (refer note 4.2)	311.61	311.61
		- Estimated liability for NGT matter - Environmental compensation	166.06	-
		- Demand of water drawl charges and water reservation charges by Irrigation Department	13.01	0.10
		- Proportionate cost of effluent pipelines charges demanded by GIDC	69.26	69.26
		- Fuel surcharge demand raised by Bihar State Electricity Board	49.33	49.33
		- Differential Stamp duty demand on Solaris business takeover	26.27	23.69
		- Labour re-instatement, back wages, workmen compensation, minimum wages issue, increase in retirement age and salary structure cases	9.99	10.11
		- Demand towards contribution to Infrastructure Fund and charges for time limit extension for use of industrial plot	15.44	15.44
		- Claims by various suppliers and contractors on terms of contract, etc.	7.63	5.04
		- Lease rent demand at increased rate by Kandla Port Trust	14.74	13.02
		- Higher price demanded in respect of land acquired through State Government	11.74	11.74
		- Demand of liquidated damages by Bihar State Industrial Development Corporation	2.18	2.04
		- Demand by Competition Commission of India for supply of Poly Aluminium Chloride	4.39	4.39
		- Dispute on price for supply of bamboo by Government of Kerala	2.06	2.06
		- Various other cases pertaining to Claims by Railways, Electricity Board for lower electricity consumption, Stamp Duty dispute, Property Tax Arrears, Industrial Disputes, Textile Cess on readymade garments, etc.	3.16	5.34
Total			**946.98**	**755.60**

The Company has reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed as contingent liabilities where applicable, in its financial statements. The Company does not expect the outcome of the matters stated above to have a material adverse impact on the Company's financial condition, results of operations or cash flows. It is not practicable to estimate the timings of cash outflows, if any, in respect of the above pending resolution of the respective proceedings as it is determinable only on receipt of judgements/decisions pending with various forums/authorities.

4.2 Competition Commission of India (CCI) has passed an order dated 16th March 2020 under Section 4 of the Competition Act, 2002, imposing a penalty of ₹ 301.61 crore in respect of the Viscose Staple Fibre turnover of the Company. The Company filed an appeal before the National Company Law Appellate Tribunal (NCLAT) and NCLAT, vide Order dated 4th November 2020, stayed the recovery of the penalty amount during the pendency of the Appeal and directed the Company to deposit 10% of the penalty amount by 19th November 2020, which the Company has complied. The Appeal is pending before the NCLAT.

Without considering that an Appeal is already pending against the aforesaid Order, the CCI passed another Order dated 3rd June 2021, levying a penalty of ₹ 3.49 crore with the Order passed on 16th March 2020. The Company filed Writ Petition before the Hon'ble Delhi High Court against the Order of the CCI. The CCI appeared before the Hon'ble Delhi High Court and assured that no precipitative steps shall be taken against the Company till the disposal of the matter.

The Company believes that it has strong grounds against both these said orders, on merit and accordingly no provision has been made in the accounts.

4.3 ⏩ Capital, Financial and Other Commitments

(i) Capital Commitments

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Estimated amount of contracts remaining to be executed on capital account towards:		
a) Property, Plant & Equipment and not provided {Net of Advances paid of ₹ 256.54 crore (Previous year: ₹ 446.91 crore)}	988.73	1,852.74
b) Intangible Assets and not provided {Net of Advances paid of ₹ 0.70 crore (Previous year: ₹ 0.81 crore)}	22.43	31.93

(ii) Financial and Other Commitments

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
(a) Joint Ventures@	124.90	122.86

@As per the agreement with the Joint Ventures, the Company is committed to make additional contribution in proportion to their interest in Joint Ventures, if required. These commitments have not been recognised in the financial statements.

4.4 ⏩ Operating Segments

The Company has presented segment information in its Consolidated Financial Statements, which are part of the same annual report. Accordingly, in terms of provisions of Indian Accounting Standard on Segment Reporting (Ind AS 108), no disclosure related to the segment are presented in the Standalone Financial Statements.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

4.5 Related Party Disclosure

4.5.1 Parties where control exists

Parties	Relationship
ABNL Investment Limited	Wholly Owned Subsidiary
Aditya Birla Renewables Limited	Wholly Owned Subsidiary
ABREL Solar Power Limited (Aditya Birla Renewables Limited held 74% and Grasim Industries Limited held 26%)	Wholly Owned Subsidiary
Samruddhi Swastik Trading and Investments Limited	Wholly Owned Subsidiary
Grasim Business Services Private Limited	Wholly Owned Subsidiary
Aditya Birla Renewables Utkal Limited	Subsidiary's Subsidiary
Aditya Birla Renewables SPV 1 Limited	Subsidiary's Subsidiary
Aditya Birla Renewables Subsidiary Limited	Subsidiary's Subsidiary
Aditya Birla Renewables Solar Limited	Subsidiary's Subsidiary
Aditya Birla Renewables Energy Limited	Subsidiary's Subsidiary
ABReL SPV 2 Limited	Subsidiary's Subsidiary
Aditya Birla Renewables Green Power Private Limited	Subsidiary's Subsidiary
ABReL Renewables EPC Limited	Subsidiary's Subsidiary
ABReL Century Energy Limited	Subsidiary's Subsidiary
ABReL EPCCO Services Limited	Subsidiary's Subsidiary
ABREL EPC Limited	Subsidiary's Subsidiary
ABReL (Odisha) SPV Limited	Subsidiary's Subsidiary
ABRel (MP) Renewables Limited	Subsidiary's Subsidiary
ABRel Green Energy Limited	Subsidiary's Subsidiary
ABReL (RJ) Projects Limited	Subsidiary's Subsidiary
ABREL Hybrid Projects Limited - w.e.f. 31st August 2023	Subsidiary's Subsidiary
Aditya Birla Renewables SPV 3 Limited - w.e.f. 23rd November 2024	Subsidiary's Subsidiary
Aditya Birla Renewables SPV 4 Limited - w.e.f. 14th December 2024	Subsidiary's Subsidiary
Aditya Birla Renewables SPV 5 Limited - w.e.f. 24th January 2025	Subsidiary's Subsidiary
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C, UAE - w.e.f. 10th July 2024	Subsidiary's Subsidiary
Modern Block Factory Establishment, UAE - w.e.f. 10th July 2024	Subsidiary's Subsidiary
Ras Al Khaimah Lime Co., Noora LLC - w.e.f. 10th July 2024	Subsidiary's Subsidiary
Letein Valley Cement Limited - w.e.f. 16th January 2024	Subsidiary's Subsidiary
The India Cements Limited - w.e.f. 24th December 2024	Subsidiary's Subsidiary
Industrial Chemicals and Monomers Limited - w.e.f. 24th December 2024	Subsidiary's Subsidiary
ICL Financial Services Limited - w.e.f. 24th December 2024	Subsidiary's Subsidiary
ICL Securities Limited - w.e.f. 24th December 2024	Subsidiary's Subsidiary
ICL International Limited - w.e.f. 24th December 2024	Subsidiary's Subsidiary
Coromandel Electric Company Limited - w.e.f. 24th December 2024 up to 28th March 2025	Subsidiary's Subsidiary
India Cements Infrastructure Limited - w.e.f. 24th December 2024	Subsidiary's Subsidiary
Coromandel Travels Limited - w.e.f. 24th December 2024 up to 28th March 2025	Subsidiary's Subsidiary
PT Coromandel Minerals Resources, Indonesia - w.e.f. 24th December 2024	Subsidiary's Subsidiary
PT Adcoal Energindo, Indonesia - w.e.f. 24th December 2024	Subsidiary's Subsidiary
Raasi Minerals Pte Ltd, Singapore - w.e.f. 24th December 2024	Subsidiary's Subsidiary
UltraTech Cement Limited	Subsidiary
UltraTech Cement Lanka Private Limited	Subsidiary's Subsidiary
Harish Cement Limited	Subsidiary's Subsidiary
UltraTech Cement Middle East Investments Limited	Subsidiary's Subsidiary
Star Cement Co LLC, Dubai, UAE	Subsidiary's Subsidiary

Parties	Relationship
Star Cement Co LLC, RAK, UAE	Subsidiary's Subsidiary
Al Nakhla Crusher, LLC, Fujairah, UAE	Subsidiary's Subsidiary
Arabian Cement Industry LLC, Abu Dhabi, UAE	Subsidiary's Subsidiary
UltraTech Cement Co W.L.L, Bahrain	Subsidiary's Subsidiary
Gotan Lime Stone Khanji Udyog Private Limited	Subsidiary's Subsidiary
Bhagwati Lime Stone Company Private Limited	Subsidiary's Subsidiary
UltraTech Nathdwara Cement Limited (merged with UltraTech Cement Limited w.e.f. 20th April 2024)	Subsidiary's Subsidiary
Merit Plaza Limited (merged with UltraTech Cement Limited w.e.f. 20th April 2024)	Subsidiary's Subsidiary
Swiss Merchandise Infrastructure Limited (merged with UltraTech Cement Limited w.e.f. 20th April 2024)	Subsidiary's Subsidiary
Bhumi Resources PTE Ltd, Singapore	Subsidiary's Subsidiary
Star Super Cement Industry LLC, UAE	Subsidiary's Subsidiary
Duqm Cement project International, LLC, Oman	Subsidiary's Subsidiary
Binani Cement (Uganda) Limited	Subsidiary's Subsidiary
Binani Cement Tanzania Ltd, Tanzania	Subsidiary's Subsidiary
BC Tradelink Ltd., Tanzania	Subsidiary's Subsidiary
PT Anggana Energy resources, Indonesia	Subsidiary's Subsidiary
Aditya Birla Capital Limited	Subsidiary
Aditya Birla PE Advisors Private Limited	Subsidiary's Subsidiary
Aditya Birla Capital Technology Services Limited (merged with Aditya Birla Financial Shared Services Limited w.e.f. 2nd July 2024)	Subsidiary's Subsidiary
Aditya Birla Trustee Company Private Limited	Subsidiary's Subsidiary
Aditya Birla Money Limited	Subsidiary's Subsidiary
Aditya Birla Financial Shared Services Limited	Subsidiary's Subsidiary
Aditya Birla Finance Limited (merged with Aditya Birla Capital Limited w.e.f. 1st April 2024)	Subsidiary's Subsidiary
EDME Insurance Brokers Limited (Formerly known as Aditya Birla Subsidiary Insurance Brokers Limited)- up to 30th August 2024	Subsidiary's Subsidiary
Aditya Birla Housing Finance Limited	Subsidiary's Subsidiary
Aditya Birla Money Mart Limited (merged with Aditya Birla Financial Shared Services Limited w.e.f. 2nd July 2024)	Subsidiary's Subsidiary
Aditya Birla Money Insurance Advisory Services Limited (merged with Aditya Birla Money Mart Limited w.e.f. 1st July 2024)	Subsidiary's Subsidiary
Aditya Birla Sun Life Insurance Company Limited	Subsidiary's Subsidiary
Aditya Birla Sun Life Pension Management Limited	Subsidiary's Subsidiary
Aditya Birla ARC Limited	Subsidiary's Subsidiary
Aditya Birla Stressed Asset AMC Private Limited	Subsidiary's Subsidiary
Aditya Birla Capital Digital Limited	Subsidiary's Subsidiary

4.5.2 Other Related Parties where transactions have taken place during the year:

Parties	Relationship
Aditya Birla Sun Life AMC Limited	Subsidiary's Associate
Aditya Birla Health Insurance Co. Limited	Subsidiary's Joint Venture
Aditya Birla Wellness Private Limited	Subsidiary's Joint Venture
AV Group NB Inc, Canada	Joint Venture
AV Terrace Bay Inc, Canada	Joint Venture
Aditya Birla Power Composites Limited	Joint Venture
Birla Advanced Knits Private Limited	Joint Venture
Birla Jingwei Fibres Company Limited	Joint Venture
Bhubaneswari Coal Mining Limited	Joint Venture
Renew Surya Uday Private Limited- up to 30th June 2024	Associate
Greenyana Sunstream Private Limited- up to 30th June 2024	Associate
Aditya Birla Science and Technology Company Private Limited	Associate

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

Parties	Relationship
Aditya Birla Idea Payment Bank Limited - Liquidated w.e.f. 27th January 2025	Associate
Domsjo Fabriker AB	Subsidiary of Joint Venture
Amelia Coal Mining Limited	Subsidiary of Joint Venture
Dr. Santrupt Misra - Non-Executive Director- up to 28th December 2023	Key Management Personnel
Shri Sushil Agarwal- w.e.f. 8th February 2024	Key Management Personnel
Dr. Thomas M. Connelly, Jr. - Independent Director -up to 22nd August 2024	Key Management Personnel
Shri Adesh Kumar Gupta- Independent Director	Key Management Personnel
Shri Cyril Shroff - Independent Director -up to 22nd August 2024	Key Management Personnel
Shri N. Mohanraj - Independent Director	Key Management Personnel
Shri Raj Kumar- Non-Executive Director- up to 20th August 2024	Key Management Personnel
Shri V. Chandrasekaran- Independent Director	Key Management Personnel
Smt. Anita Ramachandran - Independent Director	Key Management Personnel
Shri Pavan Jain - CFO	Key Management Personnel
Smt. Rajashree Birla - Non-Executive Director	Key Management Personnel
Shri Ashvin Dhirajlal Parekh - Independent Director - w.e.f. 23rd August 2024	Key Management Personnel
Shri Haigreve Khaitan -Independent Director - w.e.f. 26th September 2024	Key Management Personnel
Shri Mukkavilli Jagannath - Independent Director - w.e.f. 26th September 2024	Key Management Personnel
Shri Kumar Mangalam Birla - Non-Executive Director	Key Management Personnel
Shri HariKrishna Agrawal - Managing Director - up to 31st March 2025	Key Management Personnel
Ms. Ananyashree Birla - Non-Executive Director	Key Management Personnel
Shri Aryaman Vikram Birla - Non-Executive Director	Key Management Personnel
Shri Yazdi Piroj Dandiwala - Independent Director	Key Management Personnel
Century Rayon Employees' Provident Fund Trust No. 1	Post-Employment Benefit Plan
Century Rayon Employees' Provident Fund Trust No. 2	Post-Employment Benefit Plan
Jayshree Provident Fund Institution	Post-Employment Benefit Plan
Grasim Industries Limited- Employees Gratuity Fund	Post-Employment Benefit Plan
Grasim Industries Limited-Employees Provident Fund	Post-Employment Benefit Plan
Grasim (Senior Executive & Officers) Superannuation Scheme	Post-Employment Benefit Plan
Aditya Birla Management Corporation Private Limited*	Other Related Parties in which Directors are interested
Birla Carbon India Private Limited- up to 28th December 2023	Other Related Parties in which Directors are interested
AB General Electoral Trust	Other Related Parties in which Directors are interested
Birla Management Centre Services Private Limited- up to 31st July 2024 (It is not Related party from 28th December 2023 to 14th March 2024)	Other Related Parties in which Directors are interested
Birla Group Holdings Private Limited	Other Related Parties in which Directors are interested
Cyril Amarchand Mangaldas & Co. up to 22nd August 2024	Other Related Parties in which Directors are interested
Mulla & Mulla & Craigie Blunt & Caroe	Other Related Parties in which Directors are interested
Aditya Birla Health Services Private Limited	Other Related Parties in which Directors are interested
Khaitan & Co. LLP - w.e.f. 26th September 2024	Other Related Parties in which Directors are interested
Khaitan & Co. Kolkata - w.e.f. 26th September 2024	Other Related Parties in which Directors are interested
Khaitan & Co. Mumbai - w.e.f. 26th September 2024	Other Related Parties in which Directors are interested

**The Company is a member of Aditya Birla Management Corporation Private Limited (ABMCPL), a company limited by guarantee formed for the purpose of its members to mutually avail and share common facilities, expertise and other support on an arm's length basis.*

4.5.3 Disclosure of Related Party Transactions:

Terms and Conditions of Transaction with Related Parties

The transactions with related parties are made in the normal course of business and on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and interest-free (except for loans and investments in short-term instruments) and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables. The below transactions are as per approval of the Audit Committee.

The Company has not recorded any impairment of receivables relating to amounts owed by related parties. This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

₹ in crore

A. Nature of Transactions	Year Ended 31st March 2025	Year Ended 31st March 2024
Revenue from Contracts with Customers:		
UltraTech Cement Limited	10.59	8.18
Birla Jingwei Fibres Company Limited	13.33	31.93
Aditya Birla Power Composites Limited	17.79	7.85
Birla Management Centre Services Private Limited	-	0.01
Birla Carbon India Private Limited	-	0.07
Birla Advanced Knits Private Limited	1.14	0.37
Aditya Birla Management Corporation Private Limited	2.84	3.24
Aditya Birla Science and Technology Company Private Limited	0.00#	-
Aditya Birla Renewables Limited	0.01	-
Amelia Coal Mining Limited	8.81	-
Total	**54.51**	**51.65**
Interest and Other Income:		
UltraTech Cement Limited	0.18	0.18
Aditya Birla Idea Payment Bank Limited	3.32	-
Aditya Birla Science and Technology Company Private Limited	0.67	0.84
Aditya Birla Renewables Limited	2.63	8.17
ABReL SPV 2 Limited	7.39	6.96
Aditya Birla Management Corporation Private Limited	9.04	9.04
AV Group NB Inc, Canada	0.01	0.33
AV Terrace Bay Inc, Canada	-	0.01
Birla Carbon India Private Limited	-	0.04
Aditya Birla Finance Limited	-	0.24
Aditya Birla Capital Limited*	7.92	0.02
Birla Advanced Knits Private Limited	2.60	2.07
Birla Jingwei Fibres Company Limited	0.15	0.16
Aditya Birla Renewables SPV 1 Limited	0.03	0.00#
Aditya Birla Financial Shared Services Limited	0.01	0.00#
Aditya Birla Power Composites Limited	4.58	4.10
Total	**38.53**	**32.16**
Reimbursement /(Recovery) of Expenses:		
Aditya Birla Power Composites Limited	0.58	(0.11)
Aditya Birla Science and Technology Company Private Limited	10.27	7.75
Aditya Birla Management Corporation Private Limited	2.56	(3.90)
UltraTech Cement Limited	1.09	0.53
Birla Advanced Knits Private Limited	-	(0.01)

#Amount less than ₹ 50,000/-

**Aditya Birla Finance Limited merged with Aditya Birla Capital Limited w.e.f. 1st April 2024*

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

A. Nature of Transactions	Year Ended 31st March 2025	Year Ended 31st March 2024
Aditya Birla Health Insurance Co. Limited	(0.72)	0.01
Birla Group Holdings Private Limited	0.18	0.20
Aditya Birla Sun Life AMC Limited	0.10	(0.02)
Birla Management Centre Services Private Limited	15.04	48.82
Aditya Birla Capital Limited	1.56	(0.08)
Aditya Birla Sun life Insurance Company Limited	(0.06)	-
Aditya Birla Renewables Limited	(0.68)	-
Aditya Birla Renewables Subsidiary Limited	-	0.04
Aditya Birla Renewables Energy Limited	-	(0.12)
Aditya Birla Renewables Solar Limited	-	(0.01)
AV Terrace Bay Inc, Canada	0.16	0.76
Bhubneshwari Coal Mining Limited	0.16	-
ABNL Investment Limited	(0.00)#	(0.02)
Total	**30.24**	**53.84**
Dividend Received:		
UltraTech Cement Limited	1,157.35	628.27
Finance Costs:		
Aditya Birla Sun Life Insurance Company Limited	0.58	2.31
Aditya Birla Capital Limited*	5.89	-
Total	**6.47**	**2.31**
Contribution to General Electoral Trust:		
AB General Electoral Trust	50.00	-
Purchases of Goods and Services:		
UltraTech Cement Limited	28.76	28.33
AV Group NB Inc, Canada	1,004.76	896.30
Domsjo Fabriker AB (Domsjo)	660.55	579.16
Aditya Birla Power Composites Limited	0.03	0.22
Aditya Birla Science and Technology Company Private Limited	33.21	30.78
Aditya Birla Sun Life Insurance Company Limited	2.19	4.16
Aditya Birla Health Services Private Limited	0.28	-
Khaitan & Co LLP	0.03	-
Khaitan & Co. Kolkata	0.07	-
Khaitan & Co. Mumbai	0.02	-
Aditya Birla Health Insurance Co. Limited	0.16	0.90
Aditya Birla Management Corporation Private Limited	269.71	230.92
Birla Carbon India Private Limited	-	0.03
Aditya Birla Sun Life Pension Management Limited	-	0.15
Aditya Birla Renewables Limited	21.82	20.28
ABNL Investment Limited	1.38	0.38
Birla Group Holdings Private Limited	0.06	0.06
Birla Management Centre Services Private Limited	10.00	25.00
Greenyana Sunstream Private Limited	1.80	5.29
Mulla & Mulla & Craigie Blunt & Caroe	0.03	0.07
Aditya Birla Wellness Private Limited	0.07	0.37
ABREL Solar Power Limited	37.12	27.90
Grasim Business Services Private Limited	76.91	16.58
Birla Advanced Knits Private Limited	0.03	0.00#

#Amount less than ₹ 50,000/-

**Aditya Birla Finance Limited merged with Aditya Birla Capital Limited w.e.f. 1st April 2024*

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

A. Nature of Transactions	Year Ended 31st March 2025	Year Ended 31st March 2024
Aditya Birla Money Limited	0.00#	0.28
Cyril Amarchand Mangaldas & Co.	0.04	1.16
Bhubneshwari Coal Mining Limited	-	0.16
Renew Surya Uday Private Limited	10.62	39.56
Total	**2,159.65**	**1,908.04**
Payments to Key Management Personnel:		
Managerial Remuneration*	24.47	15.83
Commission to Non Executive Directors (KMPs)	2.50	3.70
Sitting fees to Directors	0.48	0.50
*Based on the recommendation of the Nomination, Remuneration and Compensation Committee, all decisions relating to the remuneration of the Directors are taken by the Board of Directors of the Company, in accordance with shareholders' approval, wherever necessary.		
Compensation of Key Management Personnel of the Company*		
Short-term Employee benefits	14.91	10.17
Post-Retirement benefits	2.47	0.38
Share-Based Payments	7.09	5.28
Total	**24.47**	**15.83**
*Expenses towards gratuity and leave encashment provisions are determined by actuary on an overall Company basis at the end of each year and, accordingly have not been considered in the above information. However, current year numbers include amount of full and final settlement of managing director.		
Loans Provided:		
Aditya Birla Power Composites Limited	5.00	10.00
Aditya Birla Renewables Limited	-	202.00
Aditya Birla Finance Limited	-	50.00
Aditya Birla Capital Limited $	25.00	-
Birla Advanced Knits Private Limited	30.00	39.50
Total	**60.00**	**301.50**
Repayments against Loans Provided:		
Birla Advanced Knits Private Limited	34.50	5.00
Aditya Birla Renewables Limited	65.00	137.00
Aditya Birla Capital Limited $	75.00	-
Aditya Birla Power Composites Limited	1.50	10.00
Aditya Birla Science and Technology Company Private Limited	10.41	2.42
Total	**186.41**	**154.42**
Redemption of Non-Convertible Debentures:		
Aditya Birla Sun Life Insurance Company Limited	10.00	-
Sale of Trade Receivables under factoring arrangement:		
Aditya Birla Capital Limited	661.44	-
Investments/(Sale) in Equity Shares (including Application Money Paid towards securities):		
Aditya Birla Renewables Limited	22.67	-
Samruddhi Swastik Trading and Investments Limited	20.00	-
ABREL Solar Power Limited	2.60	25.18
Aditya Birla Capital Limited	-	1,000.00
AV Terrace Bay Inc, Canada	204.90	123.24
Total	**250.17**	**1,148.42**

Amount less than ₹ 50,000/-

$ Aditya Birla Finance Limited merged with Aditya Birla Capital Limited w.e.f. 1st April 2024

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

A. Nature of Transactions	Year Ended 31st March 2025	Year Ended 31st March 2024
Investments in Bonds:		
Aditya Birla Capital Limited*	210.09	-
Provision for diminution in value of Investment (including Application Money Paid):		
AV Terrace Bay Inc, Canada	-	279.60
Birla Advanced Knits Private Limited	25.00	-
Total	**25.00**	**279.60**
Purchases/(Sales) of Property, Plant and Equipment/ Intangible Assets:		
UltraTech Cement Limited	10.39	12.31
Aditya Birla Management Corporation Private Limited	(0.12)	0.01
Aditya Birla Science and Technology Company Private Limited	0.01	-
Total	**10.28**	**12.32**
Contribution to Post Retirement Funds:		
Grasim Industries Limited Employees' Provident Fund	37.71	27.87
Jayshree Provident Fund Institution	6.81	6.40
Century Rayon Employees Provident Fund Trust 1	9.27	8.55
Century Rayon Employees Provident Fund Trust 2	2.07	2.03
Grasim (Senior Executive & Officers) Superannuation Scheme	1.18	1.18
Grasim Industries Limited- Employees Gratuity Fund	12.68	0.20
Total	**69.72**	**46.23**

₹ in crore

B. Outstanding Balances	Year Ended 31st March 2025	Year Ended 31st March 2024
Other Non-current Liabilities (Financial and Non-Financial):		
UltraTech Cement Limited	0.06	0.06
Trade Payables:		
ABREL Solar Power Limited	6.97	5.67
Aditya Birla Power Composite Limited	0.44	-
Grasim Business Services Private Limited	7.94	2.85
Aditya Birla Science and Technology Company Private Limited	0.51	0.27
Aditya Birla Health Services Private Limited	0.03	-
Domsjo Fabriker AB (Domsjo)	18.69	35.82
AV Group NB Inc, Canada	54.66	49.95
Birla Management Centre Services Private Limited	-	3.79
Renew Surya Uday Private Limited	-	35.84
UltraTech Cement Limited	3.32	2.64
Aditya Birla Renewables Limited	3.11	2.83
Total	**95.67**	**139.66**
Other Current Liabilities (Financial and Non-financial):		
Aditya Birla Management Corporation Private Limited	18.83	1.28
Aditya Birla Renewables Subsidiary Limited	-	0.04
Birla Jingwei Fibres Company Limited	0.26	-
Aditya Birla Sun Life Insurance Company Limited	0.53	2.16
Aditya Birla Sun Life Pension Management Limited	0.14	0.12
Century Rayon Employees Provident Fund Trust 1	2.81	3.26

Amount less than ₹ 50,000/-

** Aditya Birla Finance Limited merged with Aditya Birla Capital Limited w.e.f. 1st April 2024*

₹ in crore

B. Outstanding Balances	Year Ended 31st March 2025	Year Ended 31st March 2024
Century Rayon Employees Provident Fund Trust 2	0.55	0.59
Jayshree Provident Fund Institution	1.65	0.99
UltraTech Cement Limited	0.33	0.42
Bhubneshwari Coal Mining Limited	-	0.19
Birla Management Centre Services Private Limited	-	0.05
Aditya Birla Wellness Private Limited	-	0.19
Aditya Birla Capital Limited*	66.98	-
Aditya Birla Health Insurance Co. Limited	-	0.01
Total	**92.08**	**9.30**
Trade Receivables:		
Aditya Birla Management Corporation Private Limited	0.17	0.01
Amelia Coal Mining Limited	0.06	-
Aditya Birla Power Composites Limited	11.47	10.15
Birla Advanced Knits Private Limited	-	0.06
Birla Jingwei Fibres Company Limited	0.15	4.45
UltraTech Cement Limited	1.61	1.84
Total	**13.46**	**16.51**
Investments in Equity Shares (Note 2.4):		
Subsidiaries	22,541.69	22,496.43
Joint Ventures	602.07	627.07
Associates	11.35	45.35
Total	**23,155.11**	**23,168.85**
Investments in Preference Shares (Note 2.5):		
Joint Ventures	91.13	87.67
Non-Current Financial Assets - Deposits:		
Birla Group Holdings Private Limited	7.37	7.37
Non Convertible Debentures Issued:		
Aditya Birla Sun Life Insurance Company Limited	25.00	30.00
Current and Non-Current Financial Assets- Loans:		
Aditya Birla Science and Technology Company Private Limited	-	10.41
ABReL SPV 2 Limited	79.92	79.92
Aditya Birla Finance Limited	-	50.00
Birla Advanced Knits Private Limited	30.00	34.50
Aditya Birla Power Composite Limited	3.50	-
Aditya Birla Renewables Limited	-	65.00
Total	**113.42**	**239.83**
Investments - Current		
Aditya Birla Capital Limited *#	211.19	-
#includes mark to mark gain on investment		
Other Current Assets (Financial and Non-financial):		
Aditya Birla Health Insurance Co. Limited	0.33	0.19
Aditya Birla Financial Shared Services Limited	0.01	-

#Amount less than ₹ 50,000/-

**Aditya Birla Finance Limited merged with Aditya Birla Capital Limited w.e.f. 1st April 2024*

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

B. Outstanding Balances	Year Ended 31st March 2025	Year Ended 31st March 2024
Aditya Birla Management Corporation Private Limited	-	9.61
Aditya Birla Power Composites Limited	9.33	-
ABNL Investment Limited	0.00#	-
Aditya Birla Money Limited	0.00#	-
ABReL SPV 2 Limited	18.38	10.99
Aditya Birla Renewables Energy Limited	-	0.06
Aditya Birla Renewables Solar Limited	-	0.01
Aditya Birla Sun Life Insurance Company Limited	1.00	1.17
Aditya Birla Wellness Private Limited	0.00#	-
AV Terrace Bay Inc, Canada	-	0.76
Birla Management Centre Services Private Limited	-	0.67
UltraTech Cement Limited	0.00#	0.09
Aditya Birla Finance Limited	-	0.21
Aditya Birla Capital Limited*	7.92	-
Aditya Birla Renewables Limited	0.51	3.33
Birla Advanced Knits Private Limited	1.24	1.57
Total	**38.72**	**28.66**

#Amount less than ₹ 50,000/-

**Aditya Birla Finance Limited merged with Aditya Birla Capital Limited w.e.f. 1st April 2024*

4.6 Retirement Benefits

4.6.1 Defined Benefit Plans as per Actuarial Valuation:

Gratuity (funded by the Company):

The Company operates a Gratuity plan through a trust for its all employees. The Gratuity plan provides a lump sum payment to vested employees at retirement, death, incapacitation or termination of service, whichever is earlier, of an amount equivalent to 15 to 30 days' salary for each completed year of service as per rules framed in this regard. Vesting occurs upon completion of five continuous years of service in accordance with Indian law. In case of majority of employees, the Company's scheme is more favourable as compared to the obligation under payment of Gratuity Act, 1972.

The present value of obligation is determined based on actuarial valuation using the Projected Unit Credit Method as prescribed by the Ind AS-19 - 'Employee Benefits', which recognises each period of service as giving rise to additional unit of employee benefit entitlement and measure each unit separately to build up final obligation.

Inherent Risk:

The plan is defined benefit in nature which is sponsored by the Company and hence it underwrites all the risks pertaining to the plan. In particular, this exposes the Company to actuarial risk such as adverse salary growth, changes in demographic experience, inadequate return on underlying plan assets. This may result in an increase in cost of providing these benefits to employees in future. Since the benefits are lump sum in nature, the plan is not subject to any longevity risk.

Pension:

The Company provides pension to few retired employees as approved by the Board of Directors of the Company.

Inherent Risk:

The plan is of a defined benefit in nature which is sponsored by the Company and hence it underwrites all the risks pertaining to the plan. In particular, there is a risk for the Company that any adverse increase in salary increases for serving employees/pension increase for pensioners or adverse demographic experience can result in an increase in cost of providing these benefits to employees in future. In this case the pension is paid directly by the Company (instead of pension being bought out from an insurance company) during the lifetime of the pensioners/beneficiaries and hence the plan carries the longevity risks.

4.6.1.1. Gratuity and Pension:

₹ in crore

	Particulars	Gratuity (Funded)		Pension	
		Current Year	Previous Year	Current Year	Previous Year
(i)	**Reconciliation of Present Value of the Obligation:**				
	Opening Defined Benefit Obligation	738.33	663.56	28.62	28.69
	Adjustments of:				
	Current Service Cost	60.80	55.27	-	-
	Interest Cost	52.53	48.22	2.03	2.08
	Actuarial Loss/(Gain)	21.19	18.81	(3.41)	2.91
	Benefits Paid	(50.80)	(47.53)	(4.44)	(5.06)
	Closing Defined Benefit Obligation	**822.05**	**738.33**	**22.80**	**28.62**
(ii)	**Reconciliation of Fair Value of the Plan Assets:**				
	Opening Fair Value of the Plan Assets	786.65	744.85	-	-
	Adjustments of:				
	Return on Plan Assets	55.97	54.12	-	-
	Actuarial Gain/(Loss)	3.07	35.01	-	-
	Contributions by the Employer	12.68	0.20	-	-
	Benefits Paid	(50.80)	(47.53)	-	-
	Closing Fair Value of the Plan Assets	**807.57**	**786.65**	**-**	**-**
(iii)	**Net Liabilities/(Assets) recognised in the Balance Sheet:**				
	Present Value of the Defined Benefit Obligation at the end of the year	822.05	738.33	22.80	28.62
	Fair Value of the Plan Assets	807.57	786.65	-	-
	Net Liabilities/(Assets) recognised in the Balance Sheet	**14.48**	**(48.32)**	**22.80**	**28.62**
(iv)	**Amount recognised in Salary and Wages under Employee Benefits Expense in the Statement of Profit and Loss:**				
	Current Service Cost	60.80	55.27	-	-
	Interest on Defined Benefit Obligations (Net)	(3.44)	(5.90)	2.03	2.08
	Net Cost	57.36	49.37	2.03	2.08
	Capitalised as Pre-Operative Expenses in respect of Projects and other Adjustments	(0.49)	(0.66)	-	-
	Net Charge to the Statement of Profit and Loss	**56.87**	**48.71**	**2.03**	**2.08**
(v)	**Amount recognised in Other Comprehensive Income (OCI) for the Year:**				
	Changes in Financial Assumptions	23.95	10.45	0.31	0.19
	Experience Adjustments	(2.76)	8.36	(3.73)	2.72
	Actual return on Plan Assets less Interest on Plan Assets	(3.07)	(35.01)	-	-
	Recognised in OCI for the year	**18.12**	**(16.20)**	**(3.41)**	**2.91**
(vi)	**Maturity profile of Defined Benefit Obligation:**				
	Within next 12 months (next annual reporting period)	77.66	73.95	4.58	6.31
	Between 1 and 5 years	260.65	235.78	13.02	17.93
	Between 6 and 9 years	298.30	280.70	9.15	10.68
	10 years and above	1,258.01	1,137.16	5.41	6.72
(vii)	**Quantitative sensitivity analysis for significant assumptions:**				
	Increase/(decrease) on present value of defined benefit obligation at the end of the year				
	50 bps increase in discount rate	(38.32)	(33.37)	0.53	(0.62)
	50 bps decrease in discount rate	41.58	36.13	(0.51)	0.64
	50 bps increase in salary escalation rate	40.60	33.97	-	-
	50 bps decrease in salary escalation rate	(37.82)	(31.01)	-	-
	Increase in Life Expectancy by one year	-	-	0.89	0.99
	Decrease in Life Expectancy by one year	-	-	(0.78)	(0.86)

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

	Particulars	Gratuity (Funded)		Pension	
		Current Year	Previous Year	Current Year	Previous Year
(viii)	**The major categories of Plan Assets as a % of total plan:**				
	Government of India Securities	3.96%	5.33%	N.A.	N.A.
	Corporate Bonds	0.28%	0.54%	N.A.	N.A.
	Insurer Managed Fund	95.70%	93.83%	N.A.	N.A.
	Others	0.06%	0.30%	N.A.	N.A.
	Total	**100.00%**	**100.00%**	**N.A.**	**N.A.**
(ix)	**Principal Actuarial Assumptions:**				
	Discount Rate	6.80%	7.10%	6.80%	7.10%
	Salary Escalation rate	8.00%	8.00%	-	-
	Mortality Tables	Indian Assured Lives Mortality (2012-14) Ult.	Indian Assured Lives Mortality (2012-14) Ult.	S1PA annuity rates adjusted suitably	S1PA annuity rates adjusted suitably
	Retirement Age:				
	Management	60 Yrs.	60 Yrs.		
	Non-Management	58 Yrs.	58 Yrs.		
(x)	**Weighted Average Duration of Defined Benefit obligation:**	10 Yrs.	10 Yrs.	4 Yrs.	4 Yrs.

(xi) There are no amounts included in the Fair Value of Plan Assets for:

a) Company's own financial instrument

b) Property occupied by or other assets used by the Company

(xii) Basis used to determine Discount Rate:

Discount rate is based on the prevailing market yields of Indian Government securities as at the balance sheet date, applicable to the period over which the obligation is to be settled.

(xiii) Asset Liability matching Strategy:

The money contributed by the Company to the fund to finance the liabilities of the plan has to be invested.

The trustees of the plan are required to invest the funds as per the prescribed pattern of investments laid out in the income tax rules for such approved schemes. Due to the restrictions in the type of investments that can be held by the fund, it is not possible to explicitly follow an asset-liability matching strategy to manage risk actively.

There is no compulsion on the part of the Company to fully pre-fund the liability of the Plan. The Company's philosophy is to fund the benefits based on its own liquidity and tax position as well as level of under funding of the plan.

(xiv) Salary Escalation Rate:

The estimates of future salary increases are considered taking into account inflation, seniority, promotion, increments and other relevant factors.

(xv) Sensitivity Analysis:

Sensitivity Analysis have been calculated to show the movement in defined benefit obligation in isolation and assuming there are no other changes in market condition at the accounting date. There have been no changes from the previous periods in the methods and assumptions used in preparing the sensitivity analysis.

(xvi) The best estimate of the expected Contribution for the next year amounts to ₹ 74.72 crore (Previous year: ₹ 3.51 crore).

4.6.1.2 Compensated Absences:

The obligation for compensated absences is determined in the same manner as gratuity. Expected amount towards settlement of leaves for next one year is ₹ 46.22 crore (Previous year: ₹ 41.95 crore). Charge for the year amounting to ₹ 60.30 crore (Previous year: ₹ 57.58 crore) has been recognised in the Statement of Profit and Loss.

4.6.1.3 The details of the Company's Defined Benefit Plans in respect of the Company managed Provident Fund Trust:

Contribution to the recognised provident fund are substantially defined contribution plan. The Company is liable for any shortfall in the fund assets based on the Government specified rate of return. Such shortfall, if any, is recognised in the Statement of Profit and Loss as an expense in the year of incurring the same. The Company does not expect any shortfall.

Amount recognised as expense and included in the Note 3.6 as 'Contribution- Company owned Provident Fund' is ₹ 52.37 crore (Previous year: ₹ 39.39 crore) and Amount recognised as preoperative expense and included in note 2.1.5 as 'Contribution - Company owned Provident Fund' is ₹ 3.49 crore (Previous year: ₹ 5.46 crore).

₹ in crore

Particulars		Provident Fund (Funded)	
		Current Year	Previous Year
(i)	**Reconciliation of Present Value of the Obligation:**		
	Opening Defined Benefit Obligation	1,596.29	1,427.30
	Adjustments of:		
	Current Service Cost	59.13	46.97
	Interest Cost	114.76	105.06
	Actuarial Loss/(Gain)	18.86	20.35
	Contributions by the Employees	101.26	89.50
	Benefits Paid	(82.95)	(91.13)
	Liabilities assumed /(settled)	(37.31)	(1.76)
	Closing Defined Benefit Obligation	**1,770.05**	**1,596.29**
(ii)	**Reconciliation of Fair Value of the Plan Assets:**		
	Opening Fair Value of the Plan Assets	1,627.06	1,444.83
	Adjustments of:		
	Expected Return on Plan Assets	115.90	105.54
	Actuarial Gain/(Loss)	10.72	37.87
	Contributions by the Employer	56.30	44.85
	Contributions by the Employee	101.26	89.49
	Benefits Paid	(82.95)	(91.13)
	Assets acquired/(settled)	(37.86)	(4.39)
	Closing Fair Value of the Plan Assets	**1,790.43**	**1,627.06**
(iii)	**Net Liabilities/(Assets) recognised in the Balance Sheet:**		
	Present Value of the Defined Benefit Obligation at the end of the period	1,770.05	1,596.29
	Fair Value of the Plan Assets	1,790.43	1,627.06
	Surplus Available over Defined Benefit Obligation	**(20.38)**	**(30.77)**
(iv)	**Amount recognised in Salary and Wages under Employee Benefits Expense in the Statement of Profit and Loss:**		
	Current Service Cost	59.13	46.97
	Interest on Defined Benefit Obligations (Net)	114.76	105.06
	Net Cost	173.89	152.03
	Expected return on plan assets	115.90	105.54
	Net Charge to the Statement of Profit and Loss	**57.99**	**46.49**
(v)	**Actual return on plan assets:**		
	Expected return on plan assets	114.76	105.06
	Actuarial gain on plan assets	10.72	37.87
	Actual return on plan assets	**125.48**	**142.93**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

Particulars		Provident Fund (Funded)	
		Current Year	Previous Year
(vi)	**Asset information:**		
	Government Securities	778.62	632.37
	Private Sector Bonds	740.21	642.93
	Equity/insurer managed funds/mutual funds	204.68	99.92
	Others	66.92	251.84
	Total assets at the end of the year	**1,790.43**	**1,627.06**
(vii)	**Principal actuarial assumptions used:**		
	Discounted rate (per annum)	6.80%	7.10%
	Expected rate of return on plan assets (per annum)	6.73-7.69%	7.22%-7.89%
	Average Historic Yield on Investment Portfolio	7.90%-8.31%	7.92%-8.52%
	Guaranteed Interest Rate	**8.25%**	**8.25%**

4.6.2 Defined Contribution Plans:

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Amount recognised as an expense and included in note 3.6 as "Contribution to Provident and Other Funds"	78.06	74.12
Amount recognised as pre-operative expense and included in note 2.1.5 as "Contribution to Provident and Other Funds"	0.99	0.89
Total Contribution to Provident and Other Funds	**79.05**	**75.01**

4.7 Additional Information

4.7.1 Information relating to Micro Enterprises and Small Enterprises, as per the Micro, Small and Medium Enterprises Development Act, 2006:

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
(a) The principal amount overdue and the interest thereon ₹ 0.02 crore (Previous year: ₹ 0.28 crore) remaining unpaid to any supplier at the end of each accounting year;	0.23	6.86
(b) The amount of interest paid by the buyer in terms of Section 16 of the Micro, Small and Medium Enterprises Development Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day during each accounting year;	0.19	0.07
(c) The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under Micro, Small and Medium Development Act, 2006;	0.10	8.77
(d) The amount of interest accrued and remaining unpaid at the end of each accounting year; and	0.65	2.77
(e) The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues above are actually paid to the small enterprise, for the purpose of disallowance of a deductible expenditure under Section 23 of the Micro, Small and Medium Enterprises Development Act, 2006.	3.61	0.73

4.7.2 Government Grant (Ind AS 20)

As at 31st March 2025, the Company has outstanding interest-free loans of ₹ 33.00 crore (Contractual Value: ₹ 40.63 crore) from a State Government, repayable in full in next one to five years. Company has done the initial recognition of loan at fair value using prevailing market interest rate for an equivalent loan. As at 31st March 2025, the difference of ₹ 7.63 crore between contractual Value and fair value of loan is the government grant which will be recognised in the Statement of Profit and Loss over the remaining period of loan.

During the year, the Company has been granted a subsidy of ₹ 19.56 crore under investment promotion policy of a State Government. An amount of ₹ 9.78 crore has been received during the year and balance will be received in two equal installments in third year and fifth year from the approval of grant. The Company has recognised the grant by creating deferred income to be amortised over the useful life of the asset. Accordingly, the Company has recognised ₹ 2.54 crore as grant income in the Statement of Profit and Loss.

4.7.3 Corporate Social Responsibility

The Company has spent ₹ 88.42 crore on Corporate Social Responsibility Projects/ initiatives during the year (Previous year: ₹ 58.39 crore) which are included in different heads of expenses in the Statement of Profit and Loss.

The amount required to be spent under Section 135 of the Companies Act, 2013 for the year ended 31st March 2025 is ₹ 35.90 crore (Previous year: ₹ 34.02 crore) i.e. 2% of average net profits for last three financial years, calculated as per Section 198 of the Companies Act, 2013.

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Amount required to be spent by the Company during the year,	35.90	34.02
Amount spent during the year on:		
- Construction/ acquisition of any asset	-	-
- On purposes other than above	88.42	58.39
Balance carried forward	-	-
Shortfall at the end of the year	-	-
Total of previous years shortfall	**-**	**-**

Reason for shortfall: Not applicable

Nature of CSR activities:

Education, Health Care, Sustainable Livelihoods, Infrastructure Development, Social Empowerment and Rural Development related CSR.

4.7.4 Distribution made and proposed (Ind AS 1):

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Cash dividend declared and paid on Equity Shares:		
Final dividend for the year ended on 31st March 2024: ₹ 10 per share of face value of ₹ 2 each (31st March 2023: ₹ 10 per share of face value of ₹ 2 each)	669.43	658.46
Proposed dividend on Equity Shares:		
Final dividend for the Year Ended on 31st March 2025: ₹ 10 per share of face value of ₹ 2 each (31st March 2024: ₹ 10 per share of face value of ₹ 2 each). For partly paid-up shares, dividend will be paid in the proportion of paid-up value per equity share.	680.61	664.03

4.7.5 Other Matters - Audit Trail

During the year, the management has taken steps to implement Audit trail (edit log) feature for all the accounting softwares, but in few cases the implementation is in progress as management noted few exceptions. However, the management has ensured appropriate controls are in place with respect to Internal Financial Controls throughout the year.

4.7.6 Political Contribution

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Miscellaneous Expenses include contribution to AB General Electoral Trust. The Trust uses such funds for contribution for Political purposes.	50.00	-

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

4.8 Share Based Payments

4.8.1 20,58,865 Equity Shares of Face Value of ₹ 2 each (Previous year: 20,34,148 Equity Shares of Face Value of ₹ 2 each) are reserved for issue under Employee Stock Option Scheme, 2013 (ESOS-2013), Employee Stock Option Scheme, 2018 (ESOS-2018) and Employee Stock Option Scheme, 2022 (ESOS-2022).

a. Under the ESOS-2013, the Company has granted 9,64,960 Options and Restricted Stock Units (RSUs) to the eligible employees of the Company and its subsidiary, the details of which are given hereunder:

Particulars	Options			RSUs				
	Tranche I	Tranche III	Tranche IV	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V
No. of Options / RSUs Granted	6,27,015	1,21,750	30,440	93,495	40,420	31,010	16,665	4,165
Grant Date	18th Oct 2013	15th Jan 2016	2nd Apr 2016	18th Oct 2013	21st Nov 2013	29th Jan 2014	15th Jan 2016	2nd Apr 2016
Grant Price (₹ per share)#	529	686	757	2	2	2	2	2
Market Price on the Date of Grant (₹ per share)#	529	686	757	529	522	686	757	757
Fair Value on the date of Grant of option (₹ per share)	199	274	291	520	498	495	687	750
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Intrinsic value for options vested before 1st April 2015 and Fair Value for options vested after 1st April 2015			Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	25% every year, commencing after one year from the date of grant			Bullet vesting at the end of three years from the date of grant				
Normal Exercise Period	5 years from the date of vesting			5 years from the date of vesting				

#The Grant Price and Market Price in respect of Tranches I, III and IV has been revised in the previous Financial Year post- demerger of Financial Service business of Grasim to ABCL, resulting in reduction of ₹ 14 per share from the earlier Exercise Price i.e. Face value of ABCL's share X 1.4 (share entitlement ratio).

b. Under the ESOS-2018, the Company has granted 30,88,085 Options and Restricted Stock Units (RSUs) to the eligible employees of the Company, the details of which are given hereunder:

Particulars	Options				
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V
No. of Options / RSUs Granted	10,77,312	26,456	53,480	2,54,141	68,784
Grant Date	17th Dec 2018	24th Dec 2019	13th Mar 2020	12th Feb 2021	12th Feb 2021
Grant Price (₹ per share)	847.20	742.35	559.85	1,235.45	1,235.45
Market Price on the Date of Grant (₹ per share)	847.20	742.35	559.85	1,235.45	1,235.45
Fair Value on the date of Grant of option (₹ per share)	422.53	347.48	266.70	524.74	596.77
Method of Settlement	Equity			Equity	Equity
Method of Accounting	Fair Value			Fair Value	Fair Value
Graded Vesting Plan	25% every year, commencing after one year from the date of grant			Bullet vesting at the end of one year from the date of grant	25% every year, commencing after one year from the date of grant
Normal Exercise Period	5 years from the date of vesting				

Particulars	Options					
	Tranche VI	Tranche VII	Tranche VIII	Tranche IX	Tranche X	Tranche XI
No. of Options / RSUs Granted	2,96,220	41,361	65,025	9,357	3,71,520	1,96,308
Grant Date	13th Aug 2021	1st Sep 2021	12th Nov 2021	24th May 2022	12th Aug 2022	14th Nov 2022
Grant Price (₹ per share)	1,492.30	1,500.40	1,844.35	1,457.40	1,600.05	1,708.45
Market Price on the Date of Grant (₹ per share)	1,492.30	1,500.40	1,844.35	1,457.40	1,600.05	1,708.45
Fair Value on the date of Grant of option (₹ per share)	618.78	624.41	763.33	647.01	747.44	800.97
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	33% every year, commencing after one year from the date of grant					
Normal Exercise Period	5 years from the date of vesting					

Particulars	RSUs					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
No. of Options / RSUs Granted	2,06,320	66,179	5,066	28,393	13,172	36,243
Grant Date	17th Dec 2018	27th Mar 2019	24th Dec 2019	13th Mar 2020	12th Feb 2021	13th Aug 2021
Grant Price (₹ per share)	2	2	2	2	2	2
Market Price on the Date of Grant (₹ per share)	847.20	836.70	742.35	559.85	1,235.45	1,492.30
Fair Value on the date of Grant of option (₹ per share)	832.64	822.29	726.19	547.29	1,210.08	1,451.10
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	Bullet vesting at the end of three years from the date of grant					
Normal Exercise Period	5 years from the date of vesting					

Particulars	RSUs					
	Tranche VII	Tranche VIII	Tranche IX	Tranche X	Tranche XI	Tranche XII
No. of Options / RSUs Granted	54,674	5,007	8,344	9,500	13,030	1,134
Grant Date	13th Aug 2021	1st Sep 2021	1st Sep 2021	12th Nov 2021	12th Nov 2021	24th May 2022
Grant Price (₹ per share)	2	2	2	2	2	2
Market Price on the Date of Grant (₹ per share)	1,492.30	1,500.40	1,500.40	1,844.35	1,844.35	1,457.40
Fair Value on the date of Grant of option (₹ per share)	1,457.59	1,458.98	1,478.63	1,793.79	1,817.99	1,417.18
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	Graded 50% vesting each year over two years from the date of grant	Bullet vesting at the end of three years from the date of grant	Graded 50% vesting each year over two years from the date of grant	Bullet vesting at the end of three years from the date of grant	Graded 50% vesting each year over two years from the date of grant	Bullet vesting at the end of three years from the date of grant
Normal Exercise Period	5 years from the date of vesting					

Particulars	RSUs	
	Tranche XIII	Tranche XIV
No. of Options / RSUs Granted	1,43,764	37,295
Grant Date	12th Aug 2022	14th Nov 2022
Grant Price (₹ per share)	2	2
Market Price on the Date of Grant (₹ per share)	1,600.05	1,708.45
Fair Value on the date of Grant of option (₹ per share)	1,572.04	1,678.65
Method of Settlement	Equity	Equity
Method of Accounting	Fair Value	Fair Value
Graded Vesting Plan	Bullet vesting at the end of three years from the date of grant	
Normal Exercise Period	5 years from the date of vesting	

c. Under the ESOS-2022, the Company has granted 10,22,487 Options and Performance Stock Units (PSUs) to the eligible employees of the Company, the details of which are given hereunder:

Particulars	Options					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
No. of Options / PSUs Granted	4,88,004	6,383	4,700	2,684	3,31,762	20,492
Grant Date	10th Aug 2023	1st Nov 2023	24th Jan 2024	9th May 2024	9th Aug 2024	21st Nov 2024
Grant Price (₹ per share)	1,845.65	1,886.70	2,049.60	2,377.35	2,544.65	2,508.15
Market Price on the Date of Grant (₹ per share)	1,845.65	1,886.70	2,049.60	2,377.35	2,544.65	2,508.15
Fair Value on the date of Grant of option (₹ per share)	846.56	875.35	934.77	1,092.39	1,143.63	1,164.83
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	33.33% every year, commencing after one year from the date of grant					
Normal Exercise Period	5 years from the date of vesting					

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

Particulars	PSUs					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
No. of Options / PSUs Granted	68,943	796	586	670	94,972	2,495
Grant Date	10th Aug 2023	1st Nov 2023	24th Jan 2024	9th May 2024	9th Aug 2024	21st Nov 2024
Grant Price (₹ per share)	2	2	2	2	2	2
Market Price on the Date of Grant (₹ per share)	1,845.65	1,886.70	2,049.60	2,377.35	2,544.65	2,508.15
Fair Value on the date of Grant of option (₹ per share)	1,813.94	1,854.34	2,014.56	2,344.01	2,510.06	2,506.84
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	Bullet vesting at the end of three years from the date of grant					
Normal Exercise Period	5 years from the date of vesting					

4.8.2 Under the Employee Stock Options Scheme - 2018 (ESOS-2018) and Employee Stock Options Scheme - 2022 (ESOS-2022) the Company has granted 2,26,407 SARs (Previous year:2,03,603 SARs)

a. Under the ESOS-2018, the Company has granted 2,10,880 SARs, the details are as under:

Particulars	SARs (Linked with the Company's market price)				SARs (Linked with Aditya Birla Capital Limited's market price)
	Tranche - I Options	Tranche - III Options	Tranche - V Options	Tranche - VI Options	
Number of SARs	1,01,754	26,378	13,248	19,354	13,065
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Vesting Plan	Graded Vesting - 25% every year	Bullet Vesting - 1 year from the date of Grant	Graded Vesting - over 3 year from Grant date	Graded Vesting - over 3 year from Grant date	Bullet Vesting - 1 year from the date of Grant
Exercise Period	3 years from the date of Vesting or 6 years from the date of grant whichever is earlier				3 years from the date of Vesting or 6 years from the date of grant whichever is earlier
Grant Date	17th Dec 2018	12th Feb 2021	17th Dec 2018	30th Apr 2023	12th Feb 2021
Grant Price (₹ per share)	847.20	1,235.45	1,492.30	1,600.05	10

Particulars	SARs (Linked with the Company's market price)					
	Tranche - I RSUs	Tranche - II RSUs	Tranche - IV RSUs	Tranche - V RSUs	Tranche - VI RSUs	Tranche - VII RSUs
Number of SARs	20,657	1,319	3,192	1,761	2,939	7,213
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Vesting Plan	Bullet Vesting-end of 3 year from grant date			Graded Vesting - over 2 year from Grant date	Bullet Vesting - end of 3 year from grant date	
Exercise Period	3 years from the date of Vesting or 6 years from the date of grant whichever is earlier					
Grant Date	17th Dec 2018	27th Mar 2019	27th Mar 2019	27th Mar 2019	24th May 2022	30th Apr 2023
Grant Price (₹ per share)	2	2	2	2	2	2

b. Under the ESOS-2022, the Company has granted 15,527 SARs, the details are as under:

Particulars	SARs (Linked with the Company's market price)			
	Tranche - I Options	Tranche - II Options	Tranche - I PSUs	Tranche - II PSUs
Number of SARs	11,414	1,211	1,494	1,408
Method of Accounting	Fair Value		Fair Value	
Vesting Plan	Graded Vesting-over 3 year from Grant date		Bullet Vesting-end of 3 year from grant date	
Exercise Period	3 years from the date of Vesting or 6 years from the date of grant whichever is earlier		3 years from the date of Vesting or 6 years from the date of grant whichever is earlier	
Grant Date	10th Aug 2023	09th Aug 2024	10th Aug 2023	09th Aug 2024
Grant Price (₹ per share)	1,845.65	2,544.65	2	2

4.8.3 Movement of Options, RSUs and PSUs Granted along with Weighted Average Exercise Price (WAEP)

4.8.3.1 For options referred to in 4.8.1(a), (b), (c)

Particulars	Number of Options, RSUs and PSUs			
	Current Year		Previous Year	
	Numbers	WAEP (₹)	Numbers	WAEP (₹)
Outstanding at the beginning of the year	20,34,148	1,221	20,36,941	1,049
Granted during the year	4,53,075	1,991	5,69,412	1,620
Exercised during the year	4,04,828	1,041	3,10,453	731
Lapsed during the year	23,530	1,051	2,61,752	1,330
Outstanding at the end of the year	**20,58,865**	**1,428**	**20,34,148**	**1,221**
Options: Unvested at the end of the year	11,46,923	1,520	12,25,324	1,353
Exercisable at the end of the year	9,11,942	1,313	8,08,824	1,022

The weighted average share price at the date of exercise for options was ₹ 1,070.20 per share (31st March 2024 ₹ 1,979.50 per share) and weighted average remaining contractual life for the share options outstanding as at 31st March 2025 was 0.87 years (31st March 2024: 1.22 years).

4.8.3.2 For options referred to in 4.8.2

Particulars	Number of SARs			
	Current Year		Previous Year	
	Numbers	WAEP (₹)	Numbers	WAEP (₹)
Outstanding at the beginning of the year	69,449	1,034	1,24,393	718
Granted during the year	22,804	1,034	31,775	718
Lapsed during the year	608	1,034	-	-
Exercised during the year	49,809	1,099	86,719	1,958
Outstanding at the end of the year	**41,836**	**1,148**	**69,449**	**1,034**
Options: Unvested at the end of the year	27,874	1,131	27,586	1,139
Exercisable at the end of the year	13,962	1,180	41,863	964

4.8.4 Fair Valuation

The Fair Value of options has been done by an independent firm of Chartered Accountants on the date of grant using Black-Scholes Model and Binomial Model.

The Key Assumptions in Black-Scholes Model and Binomial Model for calculating Fair Value as on the date of grant are:

4.8.4.1 For options referred to in 4.8.1(a), (b), (c)

ESOS-2013	Options			RSUs				
	Tranche I	Tranche III	Tranche IV	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V
Method used	Black - Scholes Model			Black - Scholes Model				
Risk-Free Rate	8.58%	7.87%	7.60%	8.66%	8.90%	9.00%	7.96%	7.78%
Option Life (Years)	Vesting Period (1 Year) + Average of Exercise Period			5.50	5.50	5.50	5.50	5.50
Expected Volatility*	24.01%	28.26%	27.96%	24.01%	23.76%	23.47%	28.52%	28.41%
Dividend Yield	1.03%	0.36%	0.52%	1.34%	1.40%	1.43%	0.34%	0.51%

The weighted-average Fair Value of the option and RSU, as on the date of grant, works out to ₹ 215 per stock option, ₹ 539 per RSU.

** Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ RSUs up to the date of grant.*

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

ESOS-2018	Options							
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI	Tranche VII	Tranche VIII
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.60%	6.74%	6.85%	5.59%	5.82%	6.06%	6.23%	6.31%
Option Life (Years)	Vesting Period (1 year) + Average of Exercise Period							
Expected Volatility*	32.06%	32.35%	32.78%	36.68%	36.68%	29.81%	28.79%	28.62%
Dividend Yield	0.52%	0.66%	0.66%	0.65%	0.65%	0.89%	0.89%	0.89%

ESOS-2018	Options		
	Tranche IX	Tranche X	Tranche XI
Method used	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.14%	7.05%	7.24%
Option Life (Years)	Vesting Period (1 year) + Average of Exercise Period		
Expected Volatility*	30.26%	33.27%	31.87%
Dividend Yield	0.89%	0.56%	0.56%

ESOS-2018	RSUs						
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI	Tranche VII
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.65%	7.48%	6.74%	6.85%	5.93%	6.33%	6.06%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period						
Expected Volatility*	32.06%	31.48%	32.35%	32.78%	36.68%	28.84%	29.81%
Dividend Yield	0.52%	0.52%	0.66%	0.66%	0.65%	0.89%	0.89%

ESOS-2018	RSUs						
	Tranche VIII	Tranche IX	Tranche X	Tranche XI	Tranche XII	Tranche XIII	Tranche XIV
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	6.22%	6.23%	6.31%	6.06%	7.26%	7.19%	7.30%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period						
Expected Volatility*	28.65%	28.79%	28.62%	30.05%	30.26%	30.49%	29.74%
Dividend Yield	0.89%	0.89%	0.89%	0.89%	0.89%	0.56%	0.56%

The weighted-average Fair Value of the option and RSU, as on the date of grant, works out to ₹ 549.92 per stock option, ₹ 1,184.86 per RSU.

**Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ RSUs up to the date of grant.*

ESOS-2022	Options					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.31%	7.54%	7.27%	7.29%	6.97%	6.95%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period					
Expected Volatility*	28.49%	28.32%	28.03%	27.99%	27.89%	27.27%
Dividend Yield	0.55%	0.55%	0.55%	0.45%	0.44%	0.44%

ESOS-2022	PSUs					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.34%	7.58%	7.35%	7.30%	7.03%	7.01%
Option Life (Years)	Bullet Vesting Period (3 years)					
Expected Volatility*	28.66%	28.64%	28.64%	28.84%	28.88%	28.52%
Dividend Yield	0.55%	0.55%	0.55%	0.45%	0.44%	0.44%

The weighted-average Fair Value of the option and PSU, as on the date of grant, works out to ₹ 971.07 per stock option, ₹ 2,219.64 per PSU.

** Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ PSUs up to the date of grant.*

4.8.4.2 For options referred to in 4.8.2

ESOS-2018	SARs (Linked with the Company's market price)				SARs (Linked with Aditya Birla Capital Limited's market price)
	Tranche - I Options	Tranche - III Options	Tranche - V Options	Tranche - VI Options	Tranche - IV Options
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.16%	7.19%	6.61%	6.57%	7.19%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period	Vesting Period (3 years) + Average of Exercise Period	Bullet Vesting Period (3 years)	Bullet Vesting Period (3 years)	Vesting Period (3 years) + Average of Exercise Period
Expected Volatility*	27.88%	20.02%	22.45%	21.28%	30.40%
Weighted average Fair Value of SARs on 31st Mar 2025	-	-	987.87	936.77	-

ESOS-2018	SARs (Linked with the Company's market price)					
	Tranche - I RSUs	Tranche - II RSUs	Tranche - IV RSUs	Tranche - V RSUs	Tranche - VI RSUs	Tranche - VII RSUs
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.11%	7.19%	6.59%	6.61%	6.62%	6.63%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period	Vesting Period (3 years) + Average of Exercise Period	Bullet Vesting Period (3 years)	Vesting Period (2 years) + Average of Exercise Period	Bullet Vesting Period (3 years)	Bullet Vesting Period (3 years)
Expected Volatility*	26.32%	19.58%	20.78%	22.45%	22.96%	23.74%
Weighted average Fair Value of SARs on 31st Mar 2025	-	-	2,609.26	2,609.20	1,829.55	2,305.61

**Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ RSUs up to the date of grant.*

ESOS-2022	SARs (Linked with the Company's market price)			
	Tranche - I Options	Tranche - II Options	Tranche - I PSUs	Tranche - II PSUs
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	6.59%	6.62%	6.62%	6.66%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period		Bullet Vesting Period (3 years)	
Expected Volatility*	20.80%	23.73%	24.50%	25.70%
Weighted average Fair Value of SARs on 31st Mar 2025	868.30	699.63	2,417.01	2,507.67

**Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ PSUs up to the date of grant.*

4.8.5 Details of Liabilities arising from the Company's cash settled share based payment transactions

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Other Non-Current Financial Liability	-	-
Other Current Financial Liability	5.88	6.71
	5.88	**6.71**

4.8.6 Employee Stock Option expenses (including SARs) recognised in the statement of Standalone Profit and Loss ₹ 57.37 crore (Previous year: ₹ 36.73 crore) and recognised in pre-operative expense ₹ 2.75 crore (Previous year: ₹ 8.30 crore).

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

4.9 Financial Instruments-Disclosure, Accounting Classifications and Fair Value Measurements (Ind As 107)

A. Disclosure of Financial Instruments:

i. Investments in Equity Instruments (other than Subsidiaries, Joint Ventures and Associates) designated at FVTOCI

These investments have been designated on initial recognition to be measured at FVTOCI as these are strategic investments and are not intended for sale.

ii. Investment in Debentures and Bonds measured at FVTOCI

Investments in Debentures or Bonds meet the contractual cash flow test as required by Ind AS 109- Financial Instruments. However, the business Model of the Company is such that it does not hold these investments till maturity as the Company intends to sell these investments as and when need arises. Hence, the same have been measured at FVTOCI.

iii. Investment in Mutual Fund Units and Preference Shares measured at FVTPL

Preference Shares and Mutual Funds have been measured on initial recognition at FVTPL as these financial assets do not pass the contractual cash flow test as required by Ind AS 109- Financial Instruments, for being measured at amortised cost or FVTOCI, hence, classified at FVTPL.

B. Classification and Measurement of Financial Assets and Liabilities:

₹ in crore

Particulars	31st March 2025		31st March 2024	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial Assets at Amortised Cost				
Trade Receivables	2,553.92	2,553.92	1,974.31	1,974.31
Loans	126.53	126.53	254.45	254.45
Cash and Bank Balances	193.72	193.72	309.59	309.59
Other Financial Assets	771.67	771.67	578.47	578.47
Other Investments	50.00	50.00	125.00	125.00
Financial Assets at Fair value through Other Comprehensive Income				
Investments (Current and Non-Current)	12,996.98	12,996.98	13,050.52	13,050.52
Financial Assets at Fair value through Profit or Loss				
Investments (Current and Non-Current)	3,278.18	3,278.18	2,817.80	2,817.80
Hedging Instruments measured at Fair value through Profit or Loss				
Derivative Assets	0.47	0.47	1.68	1.68
Total	**19,971.47**	**19,971.47**	**19,111.82**	**19,111.82**
Financial Liabilities at Amortised Cost				
Rupee Term Loans from Banks	2,448.40	2,448.40	2,120.00	2,120.00
Rupee Term Loans from Others	0.66	0.66	4.47	4.47
Deferred Sales Tax Loans	33.00	33.00	45.00	45.00
Non-Convertible Debentures	6,235.97	6,233.51	6,491.43	6,486.85
Rupee Loans from Banks and Others (Current)	2,154.12	2,154.12	52.11	52.11
Commercial Papers (Current)	249.25	249.25	739.90	739.90
Lease Obligation (Current and Non-Current)	741.46	741.46	276.29	276.29
Trade Payables	4,831.33	4,831.33	5,482.63	5,482.63
Other Financial Liabilities	2,032.65	2,032.65	2,028.33	2,028.33
Hedging Instruments measured at Fair value through Profit or Loss				
Derivative Liabilities	40.34	40.34	12.61	12.61
Total	**18,767.18**	**18,764.72**	**17,252.77**	**17,248.19**

C. Fair Value Measurements (Ind AS 113):

The fair values of the Financial Assets and Liabilities are included at the amount, at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

The Company uses the following hierarchy for determining and disclosing the fair value of financial instruments based on the input that is significant to the fair value measurement as a whole:

Level 1: This hierarchy uses quoted (unadjusted) prices in active markets for identical assets or liabilities. The fair value of all Equity Shares which are traded on the stock exchanges, is valued using the closing price at the reporting date.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, traded bonds, over the counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on company specific estimates. The mutual fund units are valued using the closing Net Asset Value. Investments in Debentures or Bonds are valued on the basis of dealer's quotation based on fixed income and money market association (FIMMDA).

If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

For assets and liabilities which are measured at fair value as at Balance Sheet date, the classification of fair value calculation by category is summarised below:

₹ in crore

Quantitative disclosures fair value measurement hierarchy for assets and liabilities	Level 1	Level 2	Level 3	Total
Year Ended 31st March 2025				
Financial Assets				
1. Measured at Fair Value through Other Comprehensive Income				
Investments in Debentures or Bonds	-	468.62	-	468.62
Investment in Equity Instruments (other than Subsidiaries, Joint Ventures and Associates)	10,881.97	-	1,646.39	12,528.36
2. Measured at fair value through Profit or Loss				
Investments in Mutual Funds and Deposits	-	3,125.51	-	3,125.51
Investments in Preference Shares	-	-	91.13	91.13
Investments in Limited Liability Partnership	-	-	26.60	26.60
Investment in Equity Instruments (other than Subsidiaries, Joint Ventures and Associates)	-	-	34.94	34.94
Derivative Assets	-	0.47	-	0.47
Financial Liabilities				
1. Measured at Fair value through Profit or Loss				
Derivative Liabilities	-	40.34	-	40.34

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

Quantitative disclosures fair value measurement hierarchy for assets and liabilities	Level 1	Level 2	Level 3	Total
Year Ended 31st March 2024				
Financial Assets				
1. Measured at Fair Value through Other Comprehensive Income				
Investments in Debentures or Bonds	-	169.18	-	169.18
Investment in Equity Instruments (other than Subsidiaries, Joint Ventures and Associates)	11,465.80	-	1,415.54	12,881.34
2. Measured at Fair value through Profit or Loss				
Investments in Mutual Funds and Deposits	-	2,703.53	-	2,703.53
Investments in Preference Shares	-	-	87.67	87.67
Investments in Limited Liability Partnership	-	-	26.60	26.60
Derivative Assets	-	1.68	-	1.68
Financial Liabilities				
1. Measured at Fair value through Profit or Loss				
Derivative Liabilities	-	12.61	-	12.61

The management assessed that cash and bank balances, trade receivables, loans, trade payables, borrowings (cash credits, commercial papers, foreign currency loans, working capital loans) and other financial assets and liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

During the reporting year ending 31st March 2025 and 31st March 2024, there was no transfer between level 1 and level 2 fair value measurement.

4.9.1 Key Inputs for Level 1& 2 Fair valuation Technique:

1. Mutual Funds: Based on Net Asset Value of the Scheme (Level 2)
2. Debentures or Bonds: Based on market yield for instruments with similar risk profile/ maturity, etc. (Level 2)
3. Listed Equity Investments (other than Subsidiaries, Joint Ventures and Associates): Quoted Bid Price on Stock Exchange (Level 1)
4. Derivative Liabilities (Level 2)

   (a) The fair value of interest rate swaps is calculated as the present value of estimated future cash flows based on observable yield curves and an appropriate discount factor.

   (b) The fair value of forward foreign exchange contracts is calculated as the present value determined using forward exchange rates and interest rate curve of respective currencies.

   (c) The fair value of currency swap is calculated as the present value determined using forward exchange rates, currency basis spreads between the respective currencies, interest rate curves and an appropriate discount factor.

4.9.2 Description of Significant Unobservable Inputs used for Financial Instruments (Level 3)

The following table shows the valuation techniques used for financial instruments:

Investments in Preference Shares	Discounted cash flow method using risk adjusted discount rate
Equity Investments - Unquoted (Other than Subsidiaries, Joint Ventures and Associates)	Discounted cash flow method using risk adjusted discount rate
Other Financial Assets (Non-current)	Discounted cash flow method using risk adjusted discount rate
Other Financial Liabilities (Non-current)	Discounted cash flow method using risk adjusted discount rate

4.9.3 The following table shows a reconciliation from the opening balances to the closing balances for level 3 fair values:

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Opening Balance	1,529.81	797.50
Add: Fair value Profit recognised in the Statement of Profit and Loss	3.45	2.20
Less: Sale/ Redemption of Investments	-	(1.11)
Add: Increase in Investments	34.95	-
Add/ (Less): Fair value gain recognised in OCI	230.85	731.22
Closing Balance	**1,799.06**	**1,529.81**

4.9.4 Relationship of Unobservable Inputs to Level 3 fair values (Recurring):

A. Equity Investments - Unquoted:

A 100 bps increase/decrease in the net worth, the carrying value of the shares would increase/decrease by ₹ 16.39 crore (as at 31st March 2024: increase/decrease by ₹ 14.08 crore).

B. Preference Shares:

A 100 bps increase/decrease in the discount rate used while all the other variables were held constant, the carrying value of the shares would decrease by ₹ 0.88 crore or increase by ₹ 0.89 crore (as at 31st March 2024: decrease by ₹ 0.86 crore or increase by ₹ 0.84 crore).

4.10 ⏩ Financial Risk Management Objectives (IND AS 107)

The Company's principal financial liabilities, other than derivatives, comprise of borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets, other than derivatives, include trade and other receivables, investments and cash and cash equivalents that arise directly from its operations.

The Company's activities expose it to market risk, liquidity risk and credit risk and foreign exchange.

Market risk is the risk of loss of future earnings, fair values or future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, commodity prices, equity prices and other market changes that affect market risk sensitive instruments. Market risk is attributable to all market risk sensitive financial instruments, including investments and deposits, foreign currency receivables, payables and borrowings.

The Company's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Company. The Company uses derivative financial instruments, to hedge foreign currency risk exposure. Derivatives are used exclusively for hedging purposes and not as trading or speculative instruments.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

The sources of risks which the Company is exposed to and their management are given below:

Risks	Exposure Arising From	Measurement	Management
Market Risk:			
- Foreign Exchange Rate Risk	Committed commercial transactions, Financial Assets and Liabilities not denominated in INR	Cash Flow Forecasting, Sensitivity Analysis	Forward foreign exchange contracts & currency swaps
- Interest Rate Risk	Long-Term Borrowings at variable rates, Investments in Debt Schemes of Mutual Funds and Other Debt Securities	Sensitivity Analysis, Interest rate Movements	Interest Rate swaps Portfolio Diversification and Duration Management for Mutual Fund Schemes
- Equity Price Risk	Investments (other than Subsidiaries, Joint Ventures and Associates which are carried at cost)	Financial Performance of the Investee Company and its price in equity market	Investments are long-term in nature and in Companies with sound management with leadership positions in their respective businesses
Credit Risk	Trade Receivables, Investments, Derivative Financial Instruments,ICDs	Ageing analysis, Credit Rating,Counter party credit evaluation	Diversification of mutual fund investments and portfolio credit monitoring, credit limit and credit worthiness monitoring, criteria based approval process
Liquidity Risk	Borrowings and Other Liabilities	Rolling Cash Flow Forecasts, Long range business forecast	Adequate unused credit lines and borrowing facilities, sufficient cash and marketable securities

The Management updates the Audit Committee / Risk Management Committee/ Board of Directors on a quarterly basis about the implementation of the above policies. It also updates on periodical basis about various risk to the business and the status of various activities planned to mitigate such risks.

Details relating to the risks are provided here below:

A. Foreign Exchange Rate Risk:

Foreign exchange risk is the risk of impact related to fair value or future cash flows of an exposure in foreign currency, which fluctuate due to changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates to import of fuels, raw materials and spare parts, plant and equipment, exports, foreign currency borrowings and net investment in foreign subsidiaries /Joint ventures.

The Company regularly evaluates exchange rate exposure arising from foreign currency transactions. The Company follows the established risk management policies and standard operating procedures. It uses derivative instruments like forward covers to hedge exposure to foreign currency risk.

When a derivative is entered into for the purpose of hedge, the Company negotiates the terms of those derivatives to match the terms of the foreign currency exposure.

(i) Foreign Currency Sensitivity:

The sensitivities are based on financial assets and liabilities held at 31st March 2025 that are not denominated in Indian Rupees. The sensitivities do not take into account the Company's sales and costs and the results of the sensitivities could change due to other factors such as changes in the value of financial assets and liabilities as a result of non-foreign exchange influenced factors.

Effect as on 31st March 2025

₹ in crore

Particulars	US$	EUR	GBP	JPY	CAD	CNY/CNH	SEK	AUD	SGD	CHF	BDT	Total
Effect of 5% strengthening of INR												
On Profit	103.35	15.19	(1.21)	-	(12.04)	0.16	-	10.83	(0.24)	(0.12)	(0.00)	115.92
On Equity	(0.21)	-	-	-	-	-	-	-	-	-	-	(0.21)
Effect of 5% Diminishing of INR												
On Profit	(103.35)	(15.19)	1.21	-	12.04	(0.16)	-	(10.83)	0.24	0.12	0.00	(115.92)
On Equity	0.21	-	-	-	-	-	-	-	-	-	-	0.21

Effect as on 31st March 2024

₹ in crore

Particulars	US$	EUR	GBP	JPY	CAD	CNY/CNH	SEK	AUD	SGD	CHF	BDT	Total
Effect of 5% strengthening of INR												
On Profit	104.06	21.86	(1.48)	6.05	(2.07)	(0.19)	0.00	14.58	-	0.01	(0.00)	142.82
On Equity	(0.21)	-	-	-	-	-	-	-	-	(0.12)	-	(0.33)
Effect of 5% Diminishing of INR												
On Profit	(104.06)	(21.86)	1.48	(6.05)	2.07	0.19	(0.00)	(14.58)	-	(0.01)	-	(142.82)
On Equity	0.21	-	-	-	-	-	-	-	-	0.12	-	0.33

The Company's net exposure to foreign currency risk at the end of the reporting period expressed in ₹ is given below:

Unhedged Foreign Currency (Payable)/ Receivable

₹ in crore

Currency Pair	As at 31st March 2025	As at 31st March 2024
AUD	-	(39.90)
SEK	(0.04)	(0.04)
CHF	(0.09)	(0.25)
SGD	4.78	-
BDT	0.00*	-

** Amount less than ₹ 50,000*

(ii) Hedging Activities and Derivatives:

The Company evaluates exchange rate exposure arising from foreign currency transactions. The Company uses various derivative financial instruments, such as foreign exchange forward contracts, option contracts, future contracts and currency swaps to manage and mitigate its exposure to foreign exchange risk. The Company reports periodically to its risk management committee, the foreign exchange risk and compliance of the policies to manage its foreign exchange risk.

The Company assesses hedge effectiveness based on the following criteria:

(i) an economic relationship between the hedged item and the hedging instrument;

(ii) the effect of credit risk; and

(iii) assessment of the hedge ratio

The Company designates the forward exchange contracts to hedge its currency risk and generally applies a hedge ratio of 1:1. The Company's policy is to match the tenor of the forward exchange contracts with the hedged item.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

(a) Cash Flow Hedge

Sr. No.	Type of Hedges and Risks	Foreign currency Amount (in crore)		Weighted average Foreign Exchange Rate (in ₹)		Nominal Value (₹ in crore)		Carrying amount of Hedging Instrument (₹ in crore)		Maturity Date- Range	Change in Fair Value of hedging instrument (₹ in crore)
		Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities		
	Foreign Exchange Risk										
	Foreign exchange forward contracts Outstanding as on 31st March 2025										
a	US$	15.90	0.07	87.46	87.42	1,390.17	6.55	(17.55)	(0.10)	15th April 2025 to 31st December 2025	(17.56)
b	EUR	0.78	-	94.06	-	73.10	-	(0.40)	-	30th April 2025 to 6th February 2026	0.90
c	GBP	-	0.25	-	111.11	-	27.29	-	0.17	30th June 2025 to 29th October 2025	(0.28)
d	AUD	0.17	-	54.80	-	9.28	-	(0.09)	-	06th June 2025 to 26th September 2025	0.14

Sr. No.	Type of Hedges and Risks	Foreign currency Amount (in crore)		Weighted average Foreign Exchange Rate (in ₹)		Nominal Value (₹ in crore)		Carrying amount of Hedging Instrument (₹ in crore)		Maturity Date- Range	Change in Fair Value of hedging instrument (₹ in crore)
		Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities		
	Foreign Exchange Risk										
	Foreign exchange forward contracts Outstanding as on 31st March 2024										
a	US$	1.34	0.64	83.39	83.64	112.14	53.59	0.15	0.07	04th April 2024 to 07th October 2024	0.38
b	EUR	2.96	0.29	91.45	90.98	270.65	26.60	(1.55)	(0.18)	15th April 2024 to 27th February 2025	(20.12)
c	GBP	0.00	0.34	105.76	106.24	0.37	36.04	(0.00)	(0.11)	30th April 2024 to 27th February 2025	1.51
d	JPY	11.30	-	0.56	-	6.33	-	(0.00)	-	28th June 2024	0.42
e	CHN	-	0.79	-	11.61	-	9.20	-	(0.09)	30th April 2024 to 28th February 2025	(1.52)
f	AUD	0.35	-	55.75	-	19.31	-	(0.23)	-	24th May 2024 to 28th February 2025	(0.18)

(b) Fair Value Hedge

Sr. No.	Type of Hedges and Risks	Foreign currency Amount (in crore)		Weighted average Foreign Exchange Rate (in ₹)		Nominal Value (₹ in crore)		Carrying amount of hedging instrument Amount (₹ in crore)		Maturity Date-Range
		Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	
	Foreign Exchange Risk									
	Foreign exchange forward contracts outstanding as on 31st March 2025									
a	US$	21.13	0.56	86.58	86.25	1,829.22	48.08	(14.44)	(0.34)	07th April 2025 to 31st October 2025
b	EUR	4.31	0.82	93.04	90.66	400.55	73.94	1.17	1.52	04th April 2025 to 18th February 2026
c	GBP	-	0.23	-	109.34	-	24.74	-	0.41	07th April 2025 to 08th July 2025
d	AUD	4.02	-	56.01	-	225.17	-	(6.72)	-	04th April 2025 to 27th February 2026
e	CNY/RMB/ CNH	0.57	-	12.12	-	6.92	-	(0.18)	-	29th April 2025 to 06th May 2025

Sr. No.	Type of Hedges and Risks	Foreign currency Amount (in crore)		Weighted average Foreign Exchange Rate (in ₹)		Nominal Value (₹ in crore)		Carrying amount of hedging instrument Amount (₹ in crore)		Maturity Date- Range
		Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	
	Foreign Exchange Risk									
	Foreign exchange forward contracts Outstanding as on 31st March 2024									
a	US$	27.58	0.19	83.56	83.36	2,305.05	15.45	1.14	0.03	10th April 2024 to 04th September 2024
b	EUR	4.57	0.36	92.51	91.20	423.19	32.90	(6.29)	(0.34)	15th April 2024 to 27th February 2025
c	GBP	-	0.28	-	105.06	-	29.09	-	0.13	30th April 2024 to 21st November 2024
d	JPY	2.36	-	0.59	-	1.39	-	(0.08)	-	31st May 2024
e	AUD	4.18	-	55.58	-	232.38	-	(4.32)	-	05th April 2024 to 21st February 2025
f	CNY/RMB/ CNH	0.76	-	11.95	-	9.10	-	(0.25)	-	30th April 2024 to 30th November 2024

B. Interest Rate Risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in prevailing market interest rates. For all long-term borrowings in foreign currency with floating interest rates, the risk of variation in the interest rates is mitigated through interest rate swaps. The Company constantly monitors the credit markets and revisits its financing strategies to achieve an optimal maturity profile and financing cost.

Interest Rate Exposure:

₹ in crore

Particulars	Total Borrowings	At Floating Rate	At Fixed Rate	Non-Interest Bearing
INR Borrowings	11,121.40	2,448.40	8,640.00	33.00
Total as at 31st March 2025	**11,121.40**	**2,448.40**	**8,640.00**	**33.00**
INR Borrowings	9,452.91	2,120.00	7,287.91	45.00
Total as at 31st March 2024	**9,452.91**	**2,120.00**	**7,287.91**	**45.00**

Interest rate sensitivities for floating rate borrowings (impact of increase/(decrease) in 1%):

Interest rate sensitivity has been calculated assuming the borrowings outstanding at the reporting date have been outstanding for the entire reporting period. Increase/decrease in interest rates at the balance sheet date would result in an impact (decrease/increase in case of net income and increase/decrease in case of net loss) for the respective year(s) is as below.

₹ in crore

Particulars	Basis Point	Effect on Profit Before Tax		Effect on Equity	
		31st March 2025	31st March 2024	31st March 2025	31st March 2024
INR - Increase	100	(24.48)	(21.20)	(18.32)	(15.86)
INR - Decrease	100	24.48	21.20	18.32	15.86

The Company manages its interest rate risk by having a balanced portfolio of fixed and variable rate borrowings, which is monitored on continuous basis. For foreign currency long-term borrowings with floating rates, the risk of variation in the interest rates is mitigated through interest rate swaps. These swaps are designated to hedge underlying debt obligations. The Company constantly monitors the credit markets and rebalances its financing strategies to achieve an optimal maturity profile and financing cost.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

C. Equity Price Risk:

The Company is exposed to equity price risk arising from Equity Investments (other than Subsidiaries, Joint Ventures and Associates, which are carried at cost).

Equity Price Sensitivity Analysis:

The Sensitivity analysis below has been determined based on the exposure to equity price risk at the end of the reporting period.

If equity prices of the quoted investments increase/decrease by 5%, Other Comprehensive income for the year ended 31st March 2025 would increase/decrease by ₹ 544.10 crore (for the year ended 31st March 2024 by ₹ 573.29 crore).

D. Credit Risk:

Credit risk arises when a customer or counterparty does not meet its obligations under a customer contract or financial instrument, leading to a financial loss. The Company is exposed to credit risk from its operating activities primarily trade receivables and from its financing/ investing activities, including deposits with banks, mutual fund investments, investments in debt securities and foreign exchange transactions. The Company has no significant concentration of credit risk with any counterparty.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets.

(i) Trade Receivables:

Trade receivables are consisting of a large number of customers. The Company has credit evaluation policy for each customer and, based on the evaluation, credit limit of each customer is defined. Wherever the Company assesses the credit risk as high, the exposure is backed by either bank, guarantee/letter of credit or security deposits.

Total Trade receivables as on 31st March 2025 is ₹ 2,553.92 crore (31st March 2024 is ₹ 1,974.31 crore)

The Company does not have higher concentration of credit risks to a single customer.

Single largest customers of the Company have exposure of 3.00% of total sales (31st March 2025: 4.15%) and in receivables 3.50% (31st March 2024: 4.60%).

The ageing analysis of the receivables (net of provision) has been considered from the date the invoice falls due, refer note 2.11.2.

As per simplified approach, the Company makes provision of expected credit losses on trade receivables using a provision matrix to mitigate the risk of default in payments and makes appropriate provision for loss allowance at each reporting date wherever outstanding is for longer period and involves higher risk.

As per policy receivables are classified into different buckets based on the overdue period ranging from 6 months to one year to more than two years. There are different provisioning norms for each bucket which are ranging from 10% to 100%.

Movement in Loss Allowance for Trade Receivables

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Opening Loss Allowance	41.55	46.36
Add: Provided during the year	8.36	1.07
Less: Written back during the year	(10.56)	(4.20)
Less: Utilised during the year	(5.04)	(1.68)
Closing Loss Allowance	**34.31**	**41.55**

(ii) Investments, Derivative Instruments, Cash and Cash Equivalents and Bank Deposits:

Credit Risk on cash and cash equivalents, deposits with the banks/financial institutions is generally low as the said deposits have been made with the banks/financial institutions, who have been assigned high credit rating by international and domestic rating agencies. Credit Risk on Derivative Instruments is generally low as the Company enters into the Derivative Contracts with the reputed Banks.

Investments of surplus funds are made only with approved Financial Institutions/Counterparty. Investments primarily include investment in units of quoted Mutual Funds, quoted Bonds, Non-Convertible Debentures issued by Government/Semi-Government Agencies/PSU Bonds/High Investment grade Corporates, etc. These Mutual Funds and Counterparties have low credit risk.

The Company has standard operating procedures and investment policy for deployment of surplus liquidity, which allows investment in debt securities and mutual fund schemes of debt and arbitrage categories and restricts the exposure in equity markets.

Compliances of these policies and principles are reviewed by internal auditors on periodical basis.

Total Non-current and current investments as on 31st March 2025 is ₹ 39,635.27 crore (31st March 2024 ₹ 39,212.17 crore).

E. Liquidity Risk:

Liquidity risk is defined as the risk that the Company will not be able to settle or meet its obligations on time or at reasonable price. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of credit facilities to meet obligations when due. The Company's treasury team is responsible for managing liquidity, funding as well as settlement. In addition, processes and policies related to such risks are overseen by senior management. Management monitors the Company's liquidity position through rolling forecasts and long range business forecasts on the basis of expected cash flows.

The table below provides details of financial liabilities and Financial assets at the reporting date

₹ in crore

As at 31st March 2025	Less than 1 year	1 to 5 years	More than 5 years	Total
Financial Liabilities:				
Borrowings (including current maturities)*				
Principal Payments	2,436.58	2,798.48	5,908.75	11,143.81
Interest Payments	703.70	2,197.07	1,491.80	4,392.57
Trade Payables	4,831.33	-	-	4,831.33
Interest Accrued but not Due on Borrowings	210.22	-	-	210.22
Other Financial Liabilities (excluding Derivative Liability)	1,716.99	105.44	-	1,822.43
Derivative Liability	40.34	-	-	40.34
Lease liability*	201.67	572.01	173.47	947.15
Financial Assets:				
Derivative Asset	0.47	-	-	0.47
Surplus Investments in Mutual Funds, Bonds, Fixed Deposit with Corporates, ICDs, etc.	4,066.55	162.76	-	4,229.31

**Contractual amount*

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

₹ in crore

As at 31st March 2024	Less than 1 year	1 to 5 years	More than 5 years	Total
Financial Liabilities:				
Borrowings (including current maturities)*				
Principal Payments	2,071.70	3,345.95	4,066.18	9,483.83
Interest Payments	656.02	1,874.74	1,063.30	3,594.06
Trade Payables	5,482.63	-	-	5,482.63
Interest Accrued but not Due on Borrowings	296.54	-	-	296.54
Other Financial Liabilities (excluding Derivative Liability)	1,707.73	24.06	-	1,731.79
Derivative Liability	12.61	-	-	12.61
Lease liability*	85.61	211.95	69.11	366.67
Financial Assets:				
Derivative Asset	1.68	-	-	1.68
Surplus Investments in Mutual Funds, Bonds, Fixed Deposit with Corporates, ICDs, etc.	3,319.21	152.32	-	3,471.53

**Contractual amount*

F. Capital Management:

The Company's objectives when managing capital are to (a) maximise shareholder value and provide benefits to other stakeholders and (b) maintain an optimal capital structure to reduce the cost of capital.

For the purposes of the Company's capital management, capital includes issued capital, securities premium and all other equity reserves attributable to the equity holders.

The Company monitors capital using debt-equity ratio, which is total debt less investments divided by total equity.

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Total Debt (Bank and Other Borrowings)	11,121.40	9,452.91
Less: Liquid Investments (Bonds, Mutual Funds, Fixed Deposits with Corporates, ICDs), etc.	4,229.31	3,471.53
Net Debt/(Surplus)	6,892.09	5,981.38
Equity	54,397.63	52,114.59
Net Debt to Equity (in times)	**0.13**	**0.11**

In addition, the Company has financial covenants relating to the borrowing facilities that it has taken from the lenders like interest coverage service ratio, Debt to EBITDA, Outside liabilities to Net Worth, etc. which is maintained by the Company.

4.11 ⏩ Key Standalone Ratios

Particulars	Numerator	Denominator	Unit	As at 31st March 2025	As at 31st March 2024	% of Change	Reason for Variance
Current Ratio	Current Assets	Current Liabilities (excluding current borrowings)	Times	1.58	1.27	25%	
Debt-Equity Ratio	Total Debt	Total Equity	Times	0.20	0.18	13%	
Debt Service Coverage Ratio	Profit after Tax + Deferred Tax + Depreciation + Finance cost + Loss/ (Profit) on Sale of asset + ESOP expenses + Non-cash Exceptional Item - Unrealised gain on investment	Finance cost + Interest Capitalised + Lease payment + Principal repayment of long-term debt	Times	1.22	2.34	-48%	Decline in Profit primarily due to significant brand building activities in new businesses

Particulars	Numerator	Denominator	Unit	As at 31st March 2025	As at 31st March 2024	% of Change	Reason for Variance
Return on Equity Ratio	Profit After Tax	Average Shareholder's Equity	%	0.40	1.91	-79%	Decline in Profit primarily due to significant brand building activities in new businesses
Inventory Turnover Ratio	Cost of Goods Sold	Average Inventories	Times	4.33	3.95	10%	
Trade Receivables Turnover Ratio	Sale of Products and services	Average Trade Receivables	Times	13.81	14.30	-3%	
Trade Payables Turnover Ratio	Cost of Goods Sold	Average Trade Payables	Times	4.73	3.76	26%	Led by higher input and conversion costs.
Net Capital Turnover Ratio	Revenue from Operations	Working Capital	Times	5.84	9.75	-40%	Due to increase in working capital mainly in new businesses.
Net Profit Ratio	Profit After Tax	Revenue from Operations	%	0.67%	3.66%	-82%	Increase in low margin revenue as well as higher input and conversion costs.
Return on Capital employed	Earning Before Interest and Taxes (EBIT)	Net Worth + Total Debt + Deferred Tax Liability	%	1.74%	3.69%	-53%	On account of decline in profit and increased net worth (incl. Rights issue) and total debt.
Return on Investment	Treasury Income	Average Treasury Investment	%	8.44%	7.76%	9%	

4.12 Other Statutory Information

(i) Disclosure related to relationship of the Company with a company which is Struck off under Section 248 of the Companies Act, 2013 or Section 530 of Companies Act, 1956 as at 31st March 2025 are as follows:

Sr. No.	Name of struck off Company	Nature of Transactions with struck-off Company	Balance As at 31st March 2025	Balance As at 31st March 2024	Relationship with Struck off company, if any
1	Rwitvastra Natural Clothing Pvt. Ltd.	Customer Advance	-	$	Not Related
2	KRS Fashionworks Private Limited	Security Deposit and Trade Payable	-	$	Not Related
3	Poonam Petrochem Pvt. Ltd	Scrap Sale	-	$	Not Related

$Amounts below ₹ 50,000

(ii) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

(iii) As on 31st March 2025 there is no unutilised amounts in respect of any issue of securities and long-term borrowings from banks and financial institutions except as mentioned in Note 2.13. The funds have been utilised for the specific purpose for which it were raised.

(iv) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2025

(v) The Company has not traded or invested in Crypto Currency or Virtual Currency during the financial year.

(vi) The Company has not entered in to any such transaction which is not recorded in the books of account that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).

(vii) The Company is in compliance with the number of layers prescribed under Clause (87) of Section 2 of the Companies Act read with the Companies (Restriction on number of Layers) Rules, 2017.

(viii) The Company have not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(ix) The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

4.13 ⏩ Authorisation of Financial Statements:

The financial statements for the year ended 31st March 2025 were approved by the Board of Directors on 22nd May 2025.

Signatures to Notes '1' to '4'

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Pavan K. Jain
Chief Financial Officer

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

Independent Auditor's Report

To the Members of
Grasim Industries Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Grasim Industries Limited (hereinafter referred to as the "Holding Company" or the "Parent" or "the Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), its associates and its joint ventures, which comprise the consolidated balance sheet as at 31st March 2025, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of material accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of one of the joint auditors of the Parent and other auditors on separate/consolidated financial statements /financial information of such subsidiaries, associates and joint ventures as were audited by the one of the joint auditors of the Parent and other auditors, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group, its associates and joint ventures as at 31st March 2025, of its consolidated profit and other comprehensive income, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Consolidated financial statements section of our report. We are independent of the Group, its associates and joint ventures in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of reports of the one of the joint auditors of the Parent and other auditors referred to in paragraph (a) and (b) of the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Emphasis of Matter

a. We draw attention to Note 4.3 (a) of the consolidated financial statements regarding the Composite Scheme of Arrangement for merger ('Scheme') of Cement Business Division of Kesoram Industries Limited with the Ultratech Cement Limited ("Ultratech") which has been described in the said note. The Scheme has been approved by National Company Law Tribunal, Kolkata and Mumbai ('NCLT') vide its orders dated 14th November 2024 and 26th November 2024 respectively with appointed date of 1st April 2024 and a certified copy has been filed by Ultratech with the Registrar of Companies, Mumbai, on 26th December 2024. In accordance with the Scheme approved by the NCLT, Ultratech has given effect to the Scheme from the retrospective appointed date specified therein i.e. 1st April 2024 which overrides the relevant requirement of Ind AS 103 "Business Combinations" (according to which the Scheme would have been accounted for from 1st March 2025 which is the date of acquisition as per the aforesaid standard). The financial impact of the aforesaid treatment has been disclosed in the aforesaid note. Our opinion is not modified in respect of this matter.

b. We draw attention to Note 4.1.2 (a) of the consolidated financial statements which refer to Orders dated 31st August 2016 (Penalty of ₹ 1,804.31 crore) and 19th January 2017 (Penalty of ₹ 68.30 crore) of the Competition Commission of India ('CCI') against which Ultratech (including the erstwhile UltraTech Nathdwara Cement Limited and the India Cements Limited), subsidiaries of the Parent had filed appeal. Upon the National Company Law Appellate Tribunal ("NCLAT") disallowing its appeal against the CCI order dated 31st August 2016, Ultratech has filed an appeal before the Hon'ble Supreme Court of India, which has by its order dated 5th October 2018, granted a stay against the NCLAT order. Consequently, Ultratech has deposited an amount of ₹ 180.43 crore equivalent to 10% of the penalty of ₹ 1,804.31 crore recorded as asset. Ultratech, backed by legal opinions, believes that it has a good case in both the matters basis which no provision has been recognised in the books of account. Our opinion is not modified in respect of these matters.

Independent Auditor's Report (Contd.)

Key Audit Matter

Key audit matters are those matters that, in our professional judgement and based on the consideration of reports of the one of the joint auditors of the Parent and other auditors on separate/consolidated financial statements of components audited by them, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Description of Key Audit Matters:

Assessment of impairment of Goodwill and Other Intangibles

See Notes 2.4 and 2.5 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
• As disclosed in note 2.4 and 2.5 of consolidated financial statements, the Group has goodwill of ₹ 21,368.69 crore and other intangible assets of ₹ 12,696.58 crore as at 31st March 2025 which represents goodwill and other intangibles assets acquired through various business combinations and allocated to cash generating units ("CGU"). • A cash generating unit to which goodwill has been allocated and to which intangible assets belong to is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. • As disclosed in note 2.4 and 2.5, impairment of goodwill and other intangibles is determined by assessing the recoverable amount of each CGU to which these assets relate. • We have identified the annual impairment assessment as key audit matter because of the amounts involved, complexity in assessment, judgemental by nature, significant changes in business environment and further based on the inherent subjectivity, uncertainty and judgement involved in the following key assumptions: A. projected future cash inflows B. expected growth rate, discount rate, terminal growth rate C. benchmarking of price and market multiples	Our audit procedures included: • Evaluated the design and implemented and tested the operating effectiveness of internal controls over the impairment assessment process; • Obtained an understanding of the process followed by the management in determining the CGU to which goodwill/ intangible assets are allocated and determination of recoverable amounts of CGU; • Evaluated the competence, capabilities and independence of the specialist engaged by the Company and analysed the valuation reports issued by such specialist; • Evaluated the model used in determining the recoverable amount of each CGU; • Engaged valuation expert to assist in evaluating the key assumptions of the valuations and methodology of assumptions; • Tested the arithmetical accuracy of the computation of recoverable amounts of each CGU; • Assessed the disclosures provided by the Group in relation to its annual impairment test in note to consolidated financial statements.

KAM as reported by the auditors of UltraTech

Revenue recognition – Discounts, incentives and rebates

See Notes 3.1 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
• Revenue is measured net of discounts, incentives and rebates given to the customers on the UltraTech's sales. • UltraTech's presence across different marketing regions within the country and the competitive business environment makes the assessment of various types of discounts, incentives and rebates complex. • Therefore, there is a risk of revenue being misstated as a result of variations in the assessment of discounts, incentives and rebates. • Given the complexity and amounts pertaining to such provision for discounts, incentives and rebates being significant, this is a key audit matter.	The Procedures performed by the auditors, as reported by them, included the following: • Assessed the UltraTech's accounting policies relating to revenue, discounts, incentives and rebates by comparing with applicable accounting standards; • Evaluated the design and implementation and tested the operating effectiveness of UltraTech's internal controls over the provisions, approvals and disbursements of discounts, incentives and rebates; • Assessed the UltraTech's computations for accrual of discounts, incentives and rebates, on a sample basis, and compared the accruals made with the approved schemes and underlying documents; • Verified, on a sample basis, the underlying documentation for discounts, incentives and rebates recorded and disbursed during the year; • Compared the historical trend of payments and reversal of discounts, incentives and rebates to provisions made to assess the current year accruals;

Regulations - Litigations and claims

See Notes 4.1 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
• UltraTech operates in various States within India and is exposed to different Central and State/Local laws, regulations and interpretations thereof. Due to a complex regulatory environment, there is an inherent risk of litigations and claims. • Consequently, provisions and contingent liability disclosures may arise from indirect tax proceedings, legal proceedings, including regulatory and other government/ department proceedings, as well as investigations by authorities and commercial claims. • UltraTech applies significant judgement in estimating the likelihood of the future outcome in each case and in determining the provisions or disclosures required for each matter. • Resolution of tax and legal proceedings may span over multiple years due to the highly complex nature and magnitude of the legal matters involved and may involve protracted negotiation or litigation. • These estimates and outcome could change significantly over time as new facts emerge and each legal case progresses. • Given the inherent complexity and magnitude of potential exposures and the judgement necessary to estimate the amount of provisions required or to determine required disclosures, this is a key audit matter.	The Procedures performed by the auditors, as reported by them, included the following: • Understood the processes, evaluated the design and implementation of controls and tested the operating effectiveness of the UltraTech's controls over the recording and re-assessment of uncertain legal positions, claims (including claims receivable) and contingent liabilities; • Gained an understanding of outstanding litigations against UltraTech from their inhouse legal counsel and other key managerial personnel who have knowledge of these matters; • Read the correspondence between UltraTech and the various indirect tax/legal authorities and the legal opinions of external legal advisors, where applicable, for significant matters; • Challenged the UltraTech's estimate of the possible outcome of the disputed cases based on applicable indirect tax laws and legal precedence by involving our tax specialists; • Assessed the adequacy of the amount of UltraTech's provision and disclosures in respect of contingent liabilities for indirect tax and legal matters.

Business combinations

See Note 4.3 (a), (b) and (c) to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
During the financial year, the Ultratech has carried out following business combinations as below: • The acquisition of the Cement Business Division of Kesoram Industries Limited. • The acquisition of a controlling stake in The India Cements Limited and Ras Al Khaimah Co. for White Cement and Construction Materials P.S.C. Ultratech undertook business combinations that required accounting under Ind AS 103, Business Combinations. This process necessitates the application of the Purchase Price Allocation (PPA) method, which involves allocating the purchase consideration to the identifiable assets acquired and liabilities assumed based on their fair values. This involves complexity and significant judgement in fair value assessments. Considering the complexity and significant judgement required in fair value assessments, combined with the material magnitude of the acquisitions undertaken by Ultratech, this matter has been identified as a key audit matter.	The Procedures performed by the auditors, as reported by them, included the following: Read the scheme of arrangement, underlying agreements and regulatory orders to understand the key terms and conditions of the acquisitions. Evaluated the accounting treatment followed by the Group with reference to provisions of Ind AS 103. Obtained understanding of the process followed by Ultratech and evaluated the design and implementation, tested the operating effectiveness of key internal controls related to the valuation process. Evaluated competence, capabilities and independence of the experts engaged by them. Involved valuation specialist with specialised skills and knowledge to assist in: • Evaluating the appropriateness of the valuation methodologies applied and also, to test the inputs to the valuation models used to determine the value of Property, Plant and Equipment and intangible assets; • Evaluating the key assumptions such as discount rate, royalty rate, growth rate etc. by comparing it to a range of rates that were independently developed using publicly available market indices and market data for comparable entities; • Evaluating market rates and replacement cost basis knowledge of the business and independent market sources to develop the fair value of property, plant and equipment. Involved indirect tax specialist with specialised skills and knowledge to assist in evaluating the UltraTech's judgement to recognise and measure fair value of indirect tax litigations, for selected matters. Assessed the adequacy of the disclosures in respect of the acquisition in accordance with the requirements of Ind AS 103.

Independent Auditor's Report (Contd.)

KAM as reported by the auditors of Aditya Birla Capital Limited

Impairment of testing of goodwill

See Notes 2.4 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
• Aditya Birla Capital Limited ("ABCL") has goodwill of ₹ 554.83 crore as of 31st March 2025 which represents goodwill acquired through various business combinations and allocated to Cash Generating Units ("CGU"). • As per ABCL's Group's policy, a CGU to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication of the unit may be impaired. • Impairment of goodwill is determined by assessing the recoverable amount of each CGU to which these assets relate. • The Statutory auditors of ABCL has identified the annual impairment assessment as a key audit matter because of its being an area of estimate and judgement, exposed to significant changes in external business environment and is based on following key assumptions like: i. Determination of comparable companies; ii. Internal data of the Company used for valuation purpose; and iii. Market multiples.	The Procedures performed by the auditors, as reported by them, included the following: **Design and Controls** • Tested the design and the operating effectiveness of internal controls over the impairment assessment process including valuation methodology used in impairment assessment on the carrying value of goodwill; and • Obtained an understanding of the process followed by ABCL in determining the CGU to which goodwill is allocated and determination of recoverable amount of each CGU. **Substantive Procedures** • Compared the ABCL's assumptions and data to externally sourced/internal data in relation to key inputs such as share price in the market capitalisation, book value etc.; • Evaluated ABCL's key assumptions used in the valuation methodology; • Tested the arithmetical accuracy of computation of recoverable amounts of each CGU; • Assessing the completeness and accuracy of the consolidated financial statements disclosures made by the Group as per applicable Ind AS.

Impairment of loans to Customers

The key audit matter	How the matter was addressed in our audit
Total Loans as at 31st March 2025: ₹ 1,24,122.94 crore against which an impairment loss of ₹ 1,778.43 crore has been recorded. ABCL has recognised impairment provision for loan assets based on the Expected Credit Loss ("ECL") approach laid down under Ind AS 109 – Financial Instruments The estimation of ECL involves significant management judgement and estimates and the use of different modelling techniques and assumptions which could have a material impact on reported profits. Significant management judgement and assumptions involved in measuring ECL is required with respect to: • ensuring completeness and accuracy of the data used to create assumptions in the model. • determining the criteria for a significant increase in credit risk. • factoring in future economic assumptions techniques used to determine probability of default, loss given default and exposure at default. These parameters are derived from the ABCL's internally developed statistical models and other historical data. **Disclosure** The disclosures regarding the ABCL application of Ind AS 109 are key to explaining the key judgements and material inputs to the ECL results. Further, disclosures to be provided as per RBI circulars with regards to Non- Performing Assets and provisions is also an area of focus. Considering the significance of the above matter to the overall Financial Statements and extent of management's estimates and judgements involved, it required significant auditor attention. Accordingly, ABCL have identified this as a key audit matter.	The Procedures performed by the auditors, as reported by them, included the following: Assessing the appropriateness of ABCL management's judgement and estimates used in ECL Computation through procedures that included, but were not limited to, the following: • Obtained an understanding of the modelling techniques adopted by ABCL including the key inputs and assumptions; • Considered ABCL's accounting policies for estimation of Expected Credit Loss on loans and assessing compliance with the policies in terms of Ind AS 109; • Obtained an understanding of the ABCL management's updated processes, systems and controls implemented in relation to impairment allowance process; • Verification of the computation of the ECL including reasonableness of the methodology and assumption used to determine macro-economic overlays; • Tested on sample basis, the design and operating effectiveness of key controls over completeness and accuracy of the key inputs and assumptions considered for calculation, recording, monitoring of the impairment loss recognised and staging of assets; • On a test check basis, assessed the critical assumptions and input data used in the estimation of Expected Credit Loss models for specific key credit risk parameters, such as the movement logic between stages, Exposure at default (EAD), probability of default (PD) or loss given default (LGD); • Obtained written representations from ABCL's management and those charged with governance on whether they believe significant assumptions used in calculation of expected credit losses are reasonable; • Assessed the appropriateness and adequacy of the related presentation and disclosures of "Financial Risk Management" note disclosed in the ABCL's financial statements in accordance with the applicable accounting standards and related RBI circulars and Resolution Framework.

The statutory auditor of Aditya Birla Housing Finance Limited ('ABHFL'), a subsidiary of ABCL, have reported a key audit matter on Provisioning based on Expected Credit Loss model (ECL) under IND AS 109 and testing of Impairment of assets, more particularly the Loan Book of ABHFL

The key audit matter	How the matter was addressed in our audit
Subjective Estimates • Under Ind AS 109, "Financial instruments" allowance for loan losses are determined using expected credit loss ('ECL') estimation model. The estimation of ECL on financial instruments involves significant judgement and estimates and therefore increased levels of audit focus in the ABHFL's estimation of ECLs, which are as under: - Data inputs - The application of ECL model requires several data inputs. This increases the risk of completeness and accuracy of the data that has been used to create assumptions in the model. - Model estimations - Inherently judgemental models are used to estimate ECL which involves determining Probabilities of Default ("PD"), Loss Given Default ("LGD"), and Exposures at Default ("EAD"). The PD and the LGD are the key drivers of estimation complexity in the ECL and as a result are considered the most significant judgemental aspect of the ABHFL's modelling approach. - Economic scenarios - Ind AS 109 requires the Company to measure ECLs on an unbiased forward-looking basis reflecting a range of future economic indicators. Significant management judgement is applied in determining the economic scenarios used and the probability weights applied to them. • The effect of these matters is that, as part of our risk assessment, they determined that the impairment of loans and advances to customers, involving estimations and judgements, with a potential range of reasonable outcomes greater than the materiality for the ABHFL's Ind AS Financial Statements as a whole.	The Procedures performed by the auditors, as reported by them, included the following: • Review of Policy/procedures & design/controls; • Minutely going through the Board approved Policy and approach note concerning the assessment of credit and other risks and ascertainment/ageing of 'default' by the borrowers and procedures in relation to stages and ECL computation; • Testing key controls relating to selection and implementation of material macro economic variables and the controls over the scenario selection and application of probability weights; • Assessing the design, implementation and operating effectiveness of key internal financial controls including monitoring process of overdue loans (including those which became overdue after the reporting date), measurement of provision, stage wise classification of loans, identification of NPA accounts, assessing the reliability of management information; • Understanding management's approach, interpretation, systems and controls implemented in relation to probability of default and stage-wise bifurcation of product-wise portfolios for timely ascertainment of stress and early warning signals; • Testing and review of controls over measurement of provisions and disclosures in the Ind AS Financial Statements; • Involvement of Information system resource to obtain comfort over data integrity and process of report generation through interface of various systems. Walk through the processes which involve manual work to ascertain existence of maker-checker controls • Understanding of models and general economic indicator criteria used for regression testing over data of the loan book; **Substantive verification** • Sample testing over key inputs, data and assumptions impacting ECL calculations to assess the completeness, accuracy and relevance of data and reasonableness of economic forecasts, weights, and model assumptions applied; • Model calculations testing through selective re- performance, wherever possible; • Assessing disclosures - Assessed whether the disclosures on key judgements, assumptions and quantitative data with respect to impairment loans (including restructuring related disclosures) in the Ind AS Financial Statements are appropriate and sufficient as also aligned to regulatory requirements.

Independent Auditor's Report (Contd.)

The statutory auditor of Aditya Birla Housing Finance Limited ('ABHFL'), a subsidiary of ABCL, have reported a key audit matter on Information Technology IT systems and controls

The key audit matter	How the matter was addressed in our audit
IT systems and controls • ABHFL's financial reporting processes are dependent on technology considering significant number of transactions that are processed daily across multiple and discrete Information Technology ('IT') systems. The Financial accounting system of the ABHFL is interfaced with several other IT systems including Loan Management & Originating systems and several other systemic workflows. • IT general and application controls are critical to ensure that changes to applications and underlying data are made in an appropriate manner. Adequate controls contribute to mitigating the risk of potential fraud or errors as a result of changes to the applications and data. These includes implementation of preventive and detective controls across critical applications and infrastructure. • Due to the pervasive nature of role of information technology systems in financial reporting, in our preliminary risk assessment, they planned audit by assessing the risk of a material misstatement arising from the technology as significant for the audit, hence the Key Audit Matter.	The Procedures performed by the auditors, as reported by them, included the following: In course of audit, they, inter alia, reviewed user access management, change management, segregation of duties, system reconciliation controls and key financial accounting and reporting systems. • Review of the report of IS Audit carried in earlier year(s) by an independent firm of Chartered Accountants pertaining to IT systems general controls including access rights over applications, operating systems and databases relied upon for financial reporting; • Deployed internal experts to carry out IT general controls testing and identifying gaps, if any. • Other processes include: - Selectively recomputing interest calculations and maturity dates; - Selectively re-evaluating masters updation, interface with resultant reports like LTV Report, SUD Report, Portfolio movement Report; - Selective testing of the interface of SAP FA module with other IT systems like Loan Management System and other workflows; - Testing of the system generated reports and accounting entries manually for core financial reporting matters (i.e. verification around the computer system); - Evaluating the design, implementation and operating effectiveness of the significant accounts-related IT automated controls which are relevant to the accuracy of system calculation, and the consistency of data transmission.

The statutory auditor of Aditya Birla Money Limited ('ABML'), a subsidiary of ABCL, have reported a key audit matter on Information Technology and General Controls

The key audit matter	How the matter was addressed in our audit
• The financial accounting and reporting systems of the ABML are fundamentally reliant on IT systems and IT controls to process significant volume of transaction. • Due to the complexity, large volume of transactions processed daily and reliance on automated and IT dependent manual controls, matter pertaining to adequacy and effectiveness of IT control environment is considered as a Key Audit Matter. • Areas of audit focus included user access management, developer access to the production environment and changes to the IT environment. These are key to ensuring, IT dependent and application based controls are operating effectively.	The Procedures performed by the auditors, as reported by them, included the following: • Understood and assessed the overall IT control environment and the controls in place which included controls over access to systems and data, as well as system changes; • Tested the design and operating effectiveness of IT access controls over the information systems that are important to financial reporting and various interfaces, configuration and other identified application controls; • Tested IT general controls (logical access, changes management and aspects of IT operational controls). This included testing that requests for access to systems were appropriately reviewed and authorised; • Tested the ABML's periodic review of access rights. We also inspected requests of changes to systems for appropriate approval and authorisation. In addition to the above, we tested the design and operating effectiveness of certain automated and IT dependent manual controls that were considered as key internal controls over financial statements; • Tested the design and operating effectiveness compensating controls in case deficiencies were identified and, where necessary, extended the scope of substantive audit procedures.

The statutory joint auditors of Aditya Birla Sun Life Insurance Company Limited ('ABSLICL"), subsidiary of ABCL, have reported a key audit matter on Information Technology Systems

The key audit matter	How the matter was addressed in our audit
• ABSLICL is dependent on its Information Technology ("IT") systems due to the significant number of transactions that are processed daily across such multiple and discrete IT systems. Also, IT application controls are critical to ensure that changes to applications and underlying data are made in an appropriate manner and under controlled environments. Appropriate controls contribute to mitigating the risk of potential fraud or errors as a result of changes to applications and data. On account of the pervasive use of its IT systems, the testing of the general computer controls of the IT systems used in financial reporting was considered to be a Key Audit Matter.	The Procedures performed by the auditors, as reported by them, included the following: • With the assistance of ABSLICL's IT specialists, they obtained an understanding of the ABSLICL 's IT applications, databases and operating systems relevant to financial reporting and the control environment. For these elements of the IT infrastructure the areas of our focus included access security (including controls over privileged access), program change controls, database management and network operations. • In Particular: - Tested the design, implementation, and operating effectiveness of the ABSLICL's general IT controls over the IT systems relevant to financial reporting. This included evaluation of ABSLICL's controls over segregation of duties and access rights being provisioned/ modified based on duly approved requests, access for exit cases being revoked in a timely manner and access of all users being recertified during the period of audit; - Tested key automated business cycle controls and logic for the reports generated through the IT infrastructure that were relevant for financial reporting or were used in the exercise of internal financial controls with reference to financial statements. Our tests included testing of the compensating controls or alternate procedures to assess whether there were any unaddressed IT risks that would materially impact the ABSLICL's Financial Statements.

The statutory auditor of Aditya Birla Sun Life AMC Limited ('ABSLAMCL'), an associate of ABCL, have reported a key audit matter on Revenue from Asset Management and Advisory Fees and Management Fees

The key audit matter	How the matter was addressed in our audit
• Revenue from operations is the most significant balance in the Statement of Profit and Loss. It majorly comprises of: - Asset Management and Advisory Fees amounting to ₹ 1,560.96 crore. - Management Fees from Portfolio Management and Other Services amounting to ₹ 98.13 crore. • There are inherent risks in computing the different revenue streams including manual input of key contractual terms and computation of applicable Assets Under Management (AUM), which could result in errors. Considering the complexity in contractual terms involving multiple schemes, it requires monitoring to ensure all financial terms and conditions are captured accurately and applied appropriately. • Any discrepancy in such computation could give rise to a material misstatement in the financial statements. • Accordingly, we have considered revenue from asset management and advisory fees and management fees from portfolio management and other services as a key audit matter.	The Procedures performed by the auditors, as reported by them, included the following: • Obtained and read the accounting policy for revenue recognition; • Obtained an understanding of the significant revenue items and identified where there is a higher risk of error due to manual processes, complex contractual terms, and areas of judgement; • Tested the design and operating effectiveness of key controls in place across the Company relevant to recognition of Management Fees. • Obtained and read the investment management fee report, issued by statutory auditors of mutual fund schemes and reconciled the certified amounts with the accounting records; • On a sample basis, obtained and tested arithmetical accuracy of revenue calculation and the reconciliation with the accounting records; • On sample basis, verified the input of contractual terms with rates approved by the management; • On a sample basis, checked the receipts of such income in bank statements; • Re-calculated Asset Management and Advisory fees and Portfolio Management Services Fees in respect of certain sample contracts and compared with the actual fees charged by the ABSLAMCL for such contracts; • Evaluated the disclosure relating to management fee income earned by the ABSLAMCL.

Independent Auditor's Report (Contd.)

The statutory auditor of Aditya Birla ARC Limited ('ABARCL'), a subsidiary of ABCL, have reported a key audit matter on Fair Valuation of financial instruments - Security Receipts (SRs)

The key audit matter	How the matter was addressed in our audit
• ABARCL has invested in SRs issued by various trust incorporated by it for acquisition of distressed credit Business. Depending on the arrangement such Investments are in the range of 100%-15% of the total SRs issued by the various trust. The said SRs are subsequently measured at Fair Value through Profit and Loss (FVTPL) as per the business model of the ABARCL and considered as level 3 in the valuation hierarchy. Total investment in SRs outstanding as on 31st March 2025 is ₹ 3,736.82 Lakh. • ABARCL determines the fair value of SRs based on the Net Assets Value (NAV) report provided by the trust. The NAV of the said investment can only be estimated by the trusts using a combination of the recovery range provided by the external rating agency, estimated cash flows, collateral values, discount rate used and various other assumptions. • Considering the complexities involved and various assumptions and significant judgements made by the trust in deriving Net Assets Value of such SRs, we have considered the valuation of these investments as a key audit matter.	The Procedures performed by the auditors, as reported by them, included the following: • Tested the design and effectiveness of internal controls implemented by the management in respect of valuation of the investments including those relating to assessment of recovery plan by Asset Acquisition Committee for determination of appropriate recovery rate based on the range provided by the External Rating Agency. • Assessment of the valuation inputs; - Analysed reasonableness of the estimated cash flows and recovery rate, the other relevant judgements and estimates, if any; - Assessed the information used to determine the key assumptions; - Compared the historical estimates of the cash flows with the actual recoveries and obtained explanations for the variations, if any; - Compared the management's assumption of discount rate with the supporting internal/ external evidence; - Valuation report of collateral values.

Other Information

The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Holding Company's annual report, but does not include the financial statements and auditor's reports thereon. The Holding Company's annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Holding Company's annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group including its associates and joint ventures in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and of its associates and joint ventures and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and

presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities for the Audit of the Consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associates and joint ventures to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint ventures to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial statements/financial information of such entities or business activities within the Group and its associates and joint ventures of which we are the independent auditors. We are responsible for the direction, supervision and performance of the audit of the financial statements/financial information of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by one

Independent Auditor's Report (Contd.)

of the joint auditors of the Parent and other auditors, such one of the joint auditors of the Parent and other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in paragraph (a) and (b) of the section titled "Other Matters" in this audit report.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

(a) The consolidated financial statements include the audited financial statements of:

i. 55 subsidiaries, 1 subsidiary's trust and 3 entities which became subsidiaries with effect from 10 July 2024 whose financial statements/ financial information reflect total assets (before consolidation adjustments) of ₹ 3,53,200.50 crore as at 31st March 2025, total revenue (before consolidation adjustments) of ₹ 48,384.64 crore, and net cash inflow (before consolidation adjustments) of ₹ 2,059.29 crore for the year ended on that date, as considered in the consolidated financial statements, which have been audited singly by one of us or other auditors whose reports have been furnished to us by the management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries, is based solely on the report of other auditors

ii. 1 Trust, whose financial statements reflect total assets (before consolidation adjustments) of ₹ 309.84 crore as at 31st March 2025, total revenue (before consolidation adjustments) of ₹ Nil crore and total net profit after tax (before consolidation adjustments) of ₹ 1.30 crore, and net cash inflows (before consolidation adjustments) of ₹ 0.14 crore for the year ended on that date, as considered in the consolidated financial statements, which have been audited by one of the joint auditors of the Company. The independent auditor's report on the financial statements of this entity has been furnished to us by the management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of this entity, is based solely on the report of such an auditor.

iii. 8 joint ventures and 5 associates and 3 entities which were associates until 9 July 2024, whose financial statements/ financial information include the Group's share of total net profit after tax (before consolidation adjustments) of ₹ 370.21 crore for the year ended 31st March 2025, as considered in the consolidated financial statements, which have been audited singly by one of us or other auditors whose reports have been furnished to us by the management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these joint ventures and associates, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid joint ventures and associates, is based solely on the report of such auditors.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of above matters with respect to our reliance on the work done and the reports of

the one of the joint auditors of the Parent and other auditors.

(b) 2 of the joint venture is located outside India whose financial statements/ financial information have been prepared in accordance with accounting principles generally accepted in their respective countries and which have been audited by other auditors under generally accepted auditing standards applicable in their respective countries. The Parent Company's management has converted the financial statements of such joint ventures located outside India from accounting principles generally accepted in their respective countries to accounting principles generally accepted in India. We have audited these conversion adjustments made by the Parent Company's management.

Our opinion in so far as it relates to the balances and affairs of such joint venture located outside India is based on the report of other auditor and the conversion adjustments prepared by the management of the Parent and audited by us.

(c) The consolidated financial statements include the unaudited financial statements/financial information of:

i. 11 subsidiaries and 2 entities which were subsidiaries until 28 March 2025, whose financial statements/ financial information reflect total assets (before consolidation adjustments) of ₹ 143.19 crore as at 31st March 2025, total revenue (before consolidation adjustments) of ₹ 22.09 crore and net cash inflows (before consolidation adjustments) of ₹ 0.14 crore for the year ended on that date, as considered in the consolidated financial statements.

ii. 5 joint ventures and 5 associates and 3 entities which were associates until 28 March 2025 whose financial statements/ financial information reflect Group's share of total net loss after tax (before consolidation adjustments) of ₹ 44.05 crore for the year ended 31st March 2025, as considered in the consolidated financial statements.

These unaudited financial statements/financial information have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, joint ventures and associate and our report in terms of sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid subsidiaries, joint ventures and associate, is based solely on such unaudited financial statements / financial information. In our opinion and according to the information and explanations given to us by the Management, these financial statements / financial information are not material to the Group.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of above matter with respect to the financial statements/financial information certified by the Management.

(d) The statutory auditor of Aditya Birla Capital Limited ("ABCL"), a subsidiary company, without modifying their opinion on the audited consolidated annual financials statements of ABCL have stated that the statutory joint auditors of Aditya Birla Health Insurance Co. Limited, have reported in the Other Matter section that:

The actuarial valuation of liabilities in respect of Incurred but Not Reported (IBNR) and Incurred but Not Enough Reported (IBNER) Premium Deficiency and Free look Reserve as at 31st March 2025has been duly certified by the Appointed Actuary of the Company. The Appointed Actuary has also certified that the assumptions considered for such valuation are in accordance with the guidelines and norms prescribed by the IRDAI and the Institute of Actuaries of India. The statutory auditors of the respective joint venture of ABCL have relied upon Appointed Actuary's certificate and representation made in this regard for forming their opinion on the aforesaid mentioned items.

Our Opinion is not modified in respect of this matter based on the conclusion drawn by the statutory auditors of ABCL and their joint venture auditor.

(e) The statutory auditor of ABCL, a subsidiary company, without modifying their opinion on the audited consolidated annual financials statements of ABCL have stated that the joint auditors of Aditya Birla Sunlife Insurance Company Limited, have reported in the Other Matter section that:

Independent Auditor's Report (Contd.)

'Determination of the following is the responsibility of the Company's Appointed Actuary (the "Appointed Actuary"):

i. The actuarial valuation of liabilities for life policies in force and for policies in respect of which premium has been discontinued but liability exists as at 31st March 2025. The actuarial valuation of these liabilities has been duly certified by the Appointed Actuary and in his opinion, the assumptions for such valuation are in accordance with the guidelines and norms issued by the Insurance Regulatory and Development Authority of India ("IRDAI") and the Institute of Actuaries of India in concurrence with the IRDAI;

ii. Other adjustments as at and for the year ended 31st March 2025 for the purpose of Reporting Pack confirmed by the Appointed Actuary in accordance with Indian Accounting Standard 104 - Insurance Contracts:

   a. Assessment of contractual liabilities based on classification of contracts into insurance contracts and investment contracts;

   b. Valuation and classification of deferred acquisition cost and deferred origination fees on investment contracts;

   c. Grossing up and classification of the Reinsurance Assets;

   d. Liability Adequacy test as at the reporting dates; and,

   e. Disclosure as mentioned in Note no. 54 of the Reporting Pack.

The statutory auditors of the respective subsidiary of ABCL have relied upon Appointed Actuary's certificate in this regard for forming their opinion on the aforesaid mentioned items.

Our Opinion is not modified in respect of this matter based on the conclusion drawn by the statutory auditors of ABCL and their subsidiary auditor.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2.A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the one of the joint auditors of the Parent and other auditors on separate/consolidated financial statements of such subsidiaries, associates and joint ventures as were audited by the one of the joint auditors of the Parent and other auditors, as noted in the "Other Matters" paragraph, we report, to the extent applicable, that:

   a. Obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

   b. In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the one of the joint auditors of the Parent and other auditors except for the matters stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

   c. The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

   d. In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

e. On the basis of the written representations received from the directors of the Holding Company as on 31st March 2025 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies, associate companies and joint ventures incorporated in India, none of the directors of the Group companies, its associate companies and joint ventures incorporated in India is disqualified as on 31st March 2025 from being appointed as a director in terms of Section 164(2) of the Act.

f. the modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3)(b) and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company and its subsidiary companies, associate companies and joint venture companies incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the one of the joint auditors of the Parent and other auditors on separate/ consolidated financial statements of the subsidiaries, associates and joint ventures, as noted in the "Other Matters" paragraph:

a. The consolidated financial statements disclose the impact of pending litigations as at 31st March 2025 on the consolidated financial position of the Group, its associates and joint ventures. Refer Note 4.1 to the consolidated financial statements.

b. Provision has been made in the consolidated financial statements, as required under the applicable law or Ind AS, for material foreseeable losses, on long-term contracts including derivative contracts. Refer Note 4.10 to the consolidated financial statements in respect of such items as it relates to the Group, its associates and joint ventures.

c. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company or its subsidiary companies, associate companies and joint venture companies incorporated in India during the year ended 31st March 2025.

d. (i) The respective management of the Holding Company and its subsidiary companies, associate companies and joint ventures incorporated in India whose financial statements/financial information have been audited under the Act have represented to us, one of the joint auditors of the Parent and the other auditors of such subsidiary companies, associate companies and joint ventures respectively that, to the best of their knowledge and belief, as disclosed in the Note 4.17 to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiary companies, associate companies and joint ventures to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or any of such subsidiary companies, associate companies and joint ventures ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

Independent Auditor's Report (Contd.)

(ii) The respective management of the Holding Company and its subsidiary companies, associate companies and joint ventures incorporated in India whose financial statements/financial information have been audited under the Act have represented to us, one of the joint auditors of the Parent and the other auditors of such subsidiary companies, associate companies and joint ventures respectively that, to the best of their knowledge and belief, as disclosed in the Note 4.17 to the consolidated financial statements, no funds have been received by the Holding Company or any of such subsidiary companies, associate companies and joint ventures from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiary companies, associate companies and joint ventures shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiary companies, associate companies and joint ventures incorporated in India whose financial statements/ financial information have been audited under the Act, nothing has come to our, or one of the joint auditors of the Parent or the other auditors notice that has caused us, one of the joint auditors of the Parent or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The final dividend paid by the Holding Company and its subsidiary companies, associate companies and joint ventures incorporated in India during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

As stated in Note 4.15 to the consolidated financial statements, the respective Board of Directors of the Holding Company and its subsidiary companies, associate companies and joint ventures incorporated in India have proposed final dividend for the year which is subject to the approval of the respective members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

f. Based on our examination which included test checks and that performed by the respective auditors of the subsidiary companies, associate companies and joint venture companies incorporated in India whose financial statements have been audited under the Act, except for the instances mentioned below, the Holding Company and its subsidiary companies, associate companies and joint venture companies have used an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit, for the periods where audit trail (edit log) facility was enabled and operated, we and respective auditors of such subsidiary companies, associate companies and joint venture companies did not come across any instance of audit trail feature being tampered with.

Instances	Observations
Instances of accounting software used for maintenance of books of account, which did not have a feature of recording audit trail (edit log) facility operating for certain period of the year or throughout the year for all transactions recorded in the software	• In respect of Holding Company, feature of recording audit trail (edit log) facility was not operating for certain period of the year or throughout the year for certain accounting software's. • In respect of Holding Company, in the case of an accounting software used for maintaining the general ledger for a Division, the feature of recording the audit trail (edit log) was not enabled for certain changes made at the application level by a user having privileged access rights for debugging. • In respect of business acquired by Ultratech, Subsidiary of Holding Company, for one of the accounting software relating to that business, the feature of audit trail (edit log facility) was not enabled upto 28 February 2025.
Instances of accounting software operated by a third party service provider where independent auditor report covering audit trail requirement was not provided or provided for part of the year.	• In respect of one subsidiary, three accounting software(s), which are hosted at a third-party service provider location, independent service auditors report has been made available to us for the part of the year.
Instances where audit trail has not been enabled at the database level for certain period of the year or throughout the year to log any direct data changes for certain accounting software.	• In respect of Holding Company for certain accounting software's the feature of recording audit trail (edit log) facility was not enabled at database level for certain period of the year or throughout the year to log any direct data changes. • In respect of 25 subsidiaries, 2 joint venture and 1 associate the accounting software(s) was not enabled at database level for certain period of the year or throughout the year to log any direct data changes. • In respect of 1 joint Venture, the accounting software was not enabled at database level to log any direct data changes when using certain access rights • In respect of business acquired by Ultratech Subsidiary of Holding Company, for one of the accounting software relating to that business, the feature of audit trail (edit log facility) was not enabled at the database level to log any direct data changes upto 28 February 2025 • In respect one subsidiary, in one accounting software audit trail feature was not enabled at database level for part of the year and in 4 accounting software no audit trail feature for recording earlier values of the modified data was enabled at the database level throughout the year to log any direct data changes; • In respect of one subsidiary, in respect of a customer masters in one premium receipting accounting software wherein earlier value is not retained and in respect of the accounting software related to policy administration systems, investments and derivatives, commission, and premium receipting, audit trail feature was not enabled at the database level to log any direct data changes.

Independent Auditor's Report (Contd.)

Instances	Observations
Instances of certain accounting softwares operated by a third party service provider where independent auditor report covering audit trail requirement at database level to log any direct data changes was not provided.	• In respect of Holding Company, in the absence of sufficient and appropriate reporting on the audit trail requirements in the independent auditor's report in relation to controls at the service organisation for accounting software used for maintenance of customer master, we are unable to comment whether the audit trail (edit log) facility was enabled at the database level to log any direct data changes and operated throughout the year for all relevant transactions recorded in the software. • In respect 1 subsidiary the accounting software operated by a third party service provider independent auditor report covering audit trail requirement at database level to log any direct data changes was not provided. • In respect of 1 subsidiary three accounting software operated by a third party service provider independent auditor report covering audit trail requirement at database level to log any direct data changes was not provided.
Instances of certain accounting softwares operated by a third party service provider where audit trail has not been enabled at the database level for certain period of the year or throughout the year to log any direct data changes for certain accounting software.	• In respect of Holding Company and 1 subsidiary the accounting software operated by a third party service provider audit trail feature was not enabled at database level to log any direct data changes for certain period of the year

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us and based on the consideration of reports of the one of the joint auditors of the Parent and statutory auditors of such subsidiary companies, associate companies and joint ventures incorporated in India which were not audited by us, the remuneration paid during the current year by the Holding Company and its subsidiary companies, associate companies and joint ventures to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Holding Company and its subsidiary companies, associate companies and joint ventures is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For B S R & Co. LLP
(Chartered Accountants)
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317
ICAI UDIN:25105317BMOOEP1679

Place: Mumbai
Date: 22nd May 2025

For KKC & Associates LLP
(Chartered Accountants)
(formerly known as Khimji Kunverji & Co. LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 25117348BMOBCN7074

Place: Mumbai
Date: 22nd May 2025

Annexure A

To the Independent Auditor's Report on the Consolidated financial statements of Grasim Industries Limited for the year ended 31st March 2025

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

In our opinion and according to the information and explanations given to us, following company incorporated in India and included in the consolidated financial statements, has unfavourable remarks, qualification or adverse remarks given by the respective auditor in their report under the Companies (Auditor's Report) Order, 2020 (CARO):

Sr. No.	Name of the entity	CIN	Relation with company	Clause number of the CARO report which is unfavourable or qualified or adverse
1	Aditya Birla Capital Limited	L64920GJ2007PLC058890	Subsidiary	Clause iii(c), iii(d), vii(a),vii(b), xi(a) and xi(c)
2	Aditya Birla Housing Finance Limited	U65922GJ2009PLC083779	Subsidiary	Clause iii(c), iii(d),vii(b), xi(a) and xi(c)
3	Aditya Birla Money Limited	L65993GJ1995PLC064810	Subsidiary	iii(c), iii(f), vii(a) and vii(b)
4	Aditya Birla Capital Digital Limited	U64990MH2023PLC399485	Subsidiary	Clause xi(c)and xvii
5	Aditya Birla ARC Limited	U65999MH2017PLC292331	Subsidiary	Clause iii(a), iii(c) and iii(e)
6	Aditya Birla Sun Life Pension Management Limited	U66000MH2015PLC260801	Subsidiary	Clause xvii
7	Aditya Birla Financial Shared Services Limited	U65999GJ2008PLC143797	Subsidiary	Clause vii(b)
8	Aditya Birla Money Mart Limited	U61190GJ1997PLC062406	Subsidiary	Clause iii(f) and vii(b)
9	Aditya Birla Money Insurance Advisory Services Limited	U67200GJ2001PLC062240	Subsidiary	Clause vii(b)
10	Aditya Birla Wellness Private Limited	U86909MH2016PTC282782	Joint Venture	Clause vii(b)
11	Aditya Birla Renewables Limited	U40300MH2015PLC267263	Subsidiary	Clause i(a), i(c), iii(e), vii(a)
12	Aditya Birla Renewables Subsidiary Limited	U40108MH2018PLC309087	Subsidiary	Clause i(a), i(c), vii(a), ix(d)
13	Aditya Birla Renewables Utkal Limited	U40300MH2019PLC325878	Subsidiary	Clause i(a), vii(a)
14	Aditya Birla Renewables SPV 1 Limited	U40300MH2017PLC296313	Subsidiary	Clause i(a)
15	Aditya Birla Renewables Solar Limited	U40106MH2020PLC339323	Subsidiary	Clause i(a), i(c), vii(a), ix(d)
16	Aditya Birla Renewables Energy Limited	U40100MH2020PLC339362	Subsidiary	Clause i(a),i(c), ix(d)
17	ABReL SPV 2 Limited	U40108MH2020PLC352631	Subsidiary	Clause i(a), i(c), vii(a), ix(d)
18	ABReL Solar Power Limited	U40106MH2021PLC366642	Subsidiary	Clause i(a), i(c), ix(d)
19	Aditya Birla Renewables Green Power Private Limited	U40300MH2015PTC268114	Subsidiary	Clause i(a), iii(e), vii(a)
20	ABReL Century Energy Limited	U40106MH2022PLC378261	Subsidiary	Clause i(a), vii(a)
21	ABReL (Odisha) SPV Limited	U40109MH2022PLC384633	Subsidiary	Clause i(a), i(c), vii(a)
22	ABReL (MP) Renewables Limited	U40106MH2022PLC384701	Subsidiary	Clause ix(d)
23	ABReL Green Energy Limited	U40200MH2022PLC385194	Subsidiary	Clause i(a), i(c), ix(d)
24	ABReL (RJ) Projects Limited	U40300MH2022PLC393282	Subsidiary	Clause ix(d)
25	ABReL Hybrid Projects Limited	U35105MH2023PLC409653	Subsidiary	Clause ix(d)
26	ABReL SPV 4 Limited	U35106MH2024PLC436449	Subsidiary	Clause ix(d)
27	Bhagwati Lime Stone Company Private Limited	U14101RJ1993PTC007788	Subsidiary	Clause xvii
28	Harish Cement Limited	U26941HP1996PLC019173	Subsidiary	Clause xvii
29	Bhaskarpara Coal Company Limited	U10100CT2008PLC020943	Joint Venture	Clause i(c)
30	The India Cements Limited	L26942TN1946PLC000931	Subsidiary	Clause ii(b), iii(c), iii(f), ix(a), xvii
31	India Cements Infrastructures Limited	U74999TN2013PLC089487	Subsidiary	Clause i(c), ix(a), xvii
32	ICL International Limited	U51909TN1993PLC026057	Subsidiary	Clause xvii
33	ICL Securities Limited	U65993TN1994PLC029713	Subsidiary	Clause iii(c), iii(f), xvi(c)
34	ICL Financial Services Limited	U65991TN1993PLC026056	Subsidiary	Clause iii(c), iii(f), xvi(c)
35	Industrial Chemical & Monomers Private Limited	U24111TN1979PLC007911	Subsidiary	Clause xvii, xix
36	Birla Advanced Knits Private Limited	U17299GJ2021PTC124095	Joint Venture	Clause xvii

Annexure A (Contd.)

The above does not include comments, if any, in respect of the following entities as the CARO report relating to them has not been issued by its auditor till the date of principal auditor's report.

Name of the entities	CIN	Holding Company/Subsidiary/Joint Venture/Associate
Madanpur (North) Coal Company Private Limited	U10101CT2007PTC020161	Associate
Letein Valley Cement Limited	U23941ML2024PLC014073	Subsidiary

For B S R & Co. LLP
(Chartered Accountants)
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317
ICAI UDIN:25105317BMOOEP1679

Place: Mumbai
Date: 22nd May 2025

For KKC & Associates LLP
(Chartered Accountants)
(formerly known as Khimji Kunverji & Co. LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 25117348BMOBCN7074

Place: Mumbai
Date: 22nd May 2025

Annexure B

To the Independent Auditor's Report on the consolidated financial statements of Grasim Industries Limited for the year ended 31st March 2025

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of Grasim Industries Limited (hereinafter referred to as "the Holding Company") as of and for the year ended 31st March 2025, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which are its subsidiary companies, its associate companies and joint ventures, as of that date.

In our opinion and based on the consideration of reports of the one of the joint auditors of the Parent and other auditors on internal financial controls with reference to financial statements/financial information of subsidiary companies, associate companies and joint ventures, as were audited by the one of the joint auditors of the Parent and other auditors, the Holding Company and such companies incorporated in India which are its subsidiary companies, its associate companies and joint ventures, have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31st March 2025, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The respective Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the one of the joint auditors of the Parent and other auditors of the relevant subsidiary companies, associate companies and joint ventures in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

Annexure B (Contd.)

Meaning of Internal Financial Controls with Reference to Financial Statements

A Company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with generally accepted accounting principles. A Company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of consolidated financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company's assets that could have a material effect on the consolidated financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Other Matter

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements/ financial information insofar as it relates to 45 subsidiary companies, 2 associate companies and 6 joint ventures, which are companies incorporated in India, is based on the corresponding reports of the auditors of such companies incorporated in India. Our opinion is not modified in respect of this matter.

For B S R & Co. LLP
(Chartered Accountants)
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317
ICAI UDIN:25105317BMOOEP1679

Place: Mumbai
Date: 22nd May 2025

For KKC & Associates LLP
(Chartered Accountants)
(formerly known as Khimji Kunverji & Co. LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 25117348BMOBCN7074

Place: Mumbai
Date: 22nd May 2025

Consolidated Balance Sheet

as at 31st March 2025

₹ in crore

	Note No.	As at 31st March 2025	As at 31st March 2024
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	2.1	1,03,939.02	69,504.58
Capital Work-in-Progress	2.1	14,609.66	18,229.22
Right of Use Assets	2.2	3,129.98	2,518.97
Investment Property	2.3	13.50	13.94
Goodwill	2.4	21,368.69	20,153.78
Other Intangible Assets	2.5	12,696.58	8,302.92
Intangible Assets Under Development	2.5	155.35	128.30
Investment in Equity Accounted Investees	2.6	10,024.51	10,482.81
Financial Assets			
Investments			
- Investments of Insurance Business	2.7	60,279.81	49,369.65
- Other Investments	2.8	15,289.63	15,171.25
Assets Held to Cover Linked Liabilities of Life Insurance Business	2.9	34,066.42	32,177.98
Trade Receivables	2.10	0.33	1.80
Loans	2.11	1,21,077.24	91,749.40
Other Financial Assets	2.12	4,961.07	3,313.59
Deferred Tax Assets (Net)	2.13	495.27	422.59
Non-Current Tax Assets (Net)		1,145.67	689.24
Other Non-Current Assets	2.14	3,672.81	3,921.35
Total - Non-Current Assets		**4,06,925.54**	**3,26,151.37**
Current Assets			
Inventories	2.15	15,614.42	13,544.78
Financial Assets			
Investments			
- Investments of Insurance Business	2.16	2,325.06	1,439.95
- Other Investments	2.17	14,814.83	16,836.65
Assets Held to Cover Linked Liabilities of Life Insurance Business	2.18	3,695.84	3,827.21
Trade Receivables	2.19	9,158.63	6,979.40
Cash and Cash Equivalents	2.20	4,882.70	2,387.65
Bank Balances other than Cash and Cash Equivalents	2.21	3,022.72	2,261.11
Loans	2.22	31,572.57	31,171.68
Other Financial Assets	2.23	3,681.35	3,612.57
Current Tax Assets (Net)		140.79	322.55
Other Current Assets	2.24	4,563.56	3,981.61
Total - Current Assets		**93,472.47**	**86,365.16**
Non-Current Assets/Disposal Group Held for Sale	4.4	137.69	22.55
TOTAL ASSETS		**5,00,535.70**	**4,12,539.08**

Consolidated Balance Sheet (Contd.)

as at 31st March 2025

₹ in crore

	Note No.	As at 31st March 2025	As at 31st March 2024
EQUITY AND LIABILITIES			
Equity			
Equity Share Capital	2.25	136.11	132.80
Other Equity	2.26	97,373.12	88,519.60
Equity Attributable to Owners of the Company		**97,509.23**	**88,652.40**
Non-Controlling Interest		60,303.60	50,285.98
Total Equity		**1,57,812.83**	**1,38,938.38**
Liabilities			
Non-Current Liabilities			
Financial Liabilities			
Borrowings	2.27	1,23,927.09	86,116.47
Lease Liabilities	2.2	2,163.13	1,672.48
Policyholder's Liabilities	2.28	94,853.06	82,617.79
Other Financial Liabilities	2.29	572.87	451.45
Provisions	2.30	1,074.02	868.50
Deferred Tax Liabilities (Net)	2.13	12,486.93	9,416.67
Other Non-Current Liabilities	2.31	122.06	24.50
Total - Non-Current Liabilities		**2,35,199.16**	**1,81,167.86**
Current Liabilities			
Financial Liabilities			
Borrowings	2.32	59,721.60	48,985.74
Lease Liabilities	2.2	513.74	380.36
Policyholder's Liabilities	2.33	3,497.47	2,770.68
Trade Payables	2.34		
- Total Outstanding Dues of Micro Enterprises and Small Enterprises		520.09	433.32
- Total Outstanding Dues of Creditors other than Micro Enterprises and Small Enterprises		14,918.00	14,923.74
Other Financial Liabilities	2.35	16,170.59	13,791.63
Other Current Liabilities	2.36	7,893.98	6,970.86
Provisions	2.37	1,326.00	1,225.95
Current Tax Liabilities (Net)		2,962.24	2,950.56
Total - Current Liabilities		**1,07,523.71**	**92,432.84**
TOTAL EQUITY AND LIABILITIES		**5,00,535.70**	**4,12,539.08**

Basis of Preparation and Material Accounting Policies 1

The accompanying Notes are an integral part of the Consolidated Financial Statements
In terms of our report on even date attached

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Pavan K. Jain
Chief Financial Officer

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

Consolidated Statement of Profit and Loss

for the year ended 31st March 2025

₹ in crore

	Note No.	Year Ended 31st March 2025	Year Ended 31st March 2024
INCOME			
Revenue from Operations	3.1	1,48,477.89	1,30,978.48
Other Income	3.2	1,459.04	1,264.10
Total Income (I)		**1,49,936.93**	**1,32,242.58**
EXPENSES			
Cost of Materials Consumed	3.3	26,823.28	22,429.68
Purchases of Stock-in-Trade	3.4	5,858.11	3,157.17
Changes in Inventories of Finished Goods, Work-in-Progress and Stock-in-Trade	3.5	(814.24)	(167.16)
Employee Benefits Expense	3.6	9,721.52	7,963.18
Power and Fuel Cost		22,357.54	22,202.38
Freight and Handling Expenses		18,706.97	16,823.33
Change in Valuation of Liability in respect of Insurance Policies		9,119.28	7,861.66
Benefits Paid - Insurance Business (Net)		8,312.34	6,802.86
Finance Costs relating to NBFC/HFC's Business	3.7	9,698.10	7,622.71
Other Finance Costs	3.8	2,802.28	1,654.72
Depreciation and Amortisation Expenses	3.9	6,453.73	5,001.32
Other Expenses	3.10	20,130.90	16,710.24
Total Expenses (II)		**1,39,169.81**	**1,18,062.09**
Profit Before Share in Profit of Equity Accounted Investees, Exceptional Items and Tax (I - II)		10,767.12	14,180.49
Share in Profit of Equity Accounted Investees		296.79	88.68
Profit Before Tax and Exceptional Items		**11,063.91**	**14,269.17**
Exceptional Items	3.11	(238.85)	(569.36)
Profit Before Tax		**10,825.06**	**13,699.81**
Tax Expense (Net)	3.12		
Current Tax		2,249.41	3,413.86
Deferred Tax		819.32	360.30
Total Tax Expense		**3,068.73**	**3,774.16**
Profit for the Year (III)		**7,756.33**	**9,925.65**

Consolidated Statement of Profit and Loss (Contd.)

for the year ended 31st March 2025

₹ in crore

	Note No.	Year Ended 31st March 2025	Year Ended 31st March 2024
Other Comprehensive Income	3.13		
A (i) Items that will not be reclassified to Profit or Loss		280.51	4,514.33
(ii) Income Tax relating to items that will not be reclassified to Profit or Loss		25.56	(599.30)
B (i) Items that will be reclassified to Profit or Loss		125.26	37.97
(ii) Income Tax relating to items that will be reclassified to Profit or Loss		(7.06)	9.47
Other Comprehensive Income for the Year (IV)		**424.27**	**3,962.47**
Total Comprehensive Income for the Year (III + IV)		**8,180.60**	**13,888.12**
Net Profit Attributable to:			
Owners of the Company		3,705.68	5,624.49
Non-Controlling Interest		4,050.65	4,301.16
		7,756.33	**9,925.65**
Other Comprehensive Income Attributable to:			
Owners of the Company		105.24	3,893.39
Non-Controlling Interest		319.03	69.08
		424.27	**3,962.47**
Total Comprehensive Income Attributable to:			
Owners of the Company		3,810.92	9,517.88
Non-Controlling Interest		4,369.68	4,370.24
		8,180.60	**13,888.12**
Earnings Per Equity Share (Face Value ₹ 2 each)	3.14		
Basic (₹)		55.57	85.29
Diluted (₹)		55.50	85.15

Basis of Preparation and Material Accounting Policies 1

The accompanying Notes are an integral part of the Consolidated Financial Statements
In terms of our report on even date attached

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

Pavan K. Jain
Chief Financial Officer

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

Consolidated Statement of Changes in Equity

for the year ended 31st March 2025

A. EQUITY SHARE CAPITAL

For the year ended 31st March 2025

₹ in crore

Particulars	Note No.	Year Ended 31st March 2025	Year Ended 31st March 2024
Opening Balance		132.80	131.69
Changes in Equity Share Capital during the year	2.25.3	3.31	1.11
Closing Balance		**136.11**	**132.80**

B. OTHER EQUITY

For the year ended 31st March 2025

₹ in crore

	Attributable to Owners of the Company																
		Reserves and Surplus									Other Comprehensive Income (OCI)						
	Equity Component of Other Financial Instruments	Capital Reserve	Legal Reserve	Securities Premium	General Reserve	Debenture Redemption Reserve	Special Reserve Fund	Treasury Shares Held by ESOP Trust	Retained Earnings	Employee Share Options Outstanding	Debt Instruments through OCI	Equity Instruments through OCI	Hedging Reserve	Foreign Currency Translation Reserve	Total	Non-Controlling Interest	Total
Opening Balance as at 1st April 2024	3.00	146.31	0.39	28,863.59	43,421.87	48.07	1,616.56	(471.13)	12,014.51	543.79	(34.29)	2,056.86	(136.39)	446.46	88,519.60	50,285.98	1,38,805.58
Profit for the Year	-	-	-	-	-	-	-	-	3,705.68	-	-	-	-	-	3,705.68	4,050.65	7,756.33
Other Comprehensive Income for the Year (Note 3.13)	-	-	-	-	-	-	-	-	@ (8.68)	-	18.56	74.69	(35.59)	56.26	105.24	319.03	424.27
Total Comprehensive Income for the Year	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**3,697.00**	**-**	**18.56**	**74.69**	**(35.59)**	**56.26**	**3,810.92**	**4,369.68**	**8,180.60**
Proceeds from Right issue	-	-	-	2,996.44	-	-	-	-	-	-	-	-	-	-	2,996.44	-	2,996.44
Calls in Arrears / Unpaid (Note 2.25.5.a)	-	-	-	(7.74)	-	-	-	-	-	-	-	-	-	-	(7.74)	-	(7.74)
Issue of shares pursuant to Composite Scheme (Note 4.3.a)	-	-	-	3,264.74	-	-	-	-	-	-	-	-	-	-	3,264.74	2,553.72	5,818.46
Share issue Expenses	-	-	-	(2.08)	-	-	-	-	-	-	-	-	-	-	(2.08)	-	(2.08)
Issue of Debentures at premium	-	-	-	0.43	-	-	-	-	-	-	-	-	-	-	0.43	0.33	0.76
Purchase of Treasury Shares	-	-	-	-	-	-	-	(141.99)	-	-	-	-	-	-	(141.99)	(44.02)	(186.01)
Issue of Treasury Shares	-	-	-	-	-	-	-	66.81	-	6.26	-	-	-	-	73.07	10.99	84.06
Transfer from Retained Earnings to General Reserve	-	-	-	-	3,500.00	-	-	-	(3,500.00)	-	-	-	-	-	-	-	-

Consolidated Statement of Changes in Equity (Contd.)

for the year ended 31st March 2025

₹ in crore

	Attributable to Owners of the Company																
		Reserves and Surplus									Other Comprehensive Income (OCI)						
	Equity Component of Other Financial Instruments	Capital Reserve	Legal Reserve	Securities Premium	General Reserve	Debenture Redemption Reserve	Special Reserve Fund	Treasury Shares Held by ESOP Trust	Retained Earnings	Employee Share Options Outstanding	Debt Instruments through OCI	Equity Instruments through OCI	Hedging Reserve	Foreign Currency Translation Reserve	Total	Non-Controlling Interest	Total
Transfer from Retained Earnings to Special Reserve Fund	-	-	-	-	-	-	656.71	-	(656.71)	-	-	-	-	-	-	-	-
Transfer from Retained Earnings to Debenture Redemption Reserve	-	-	-	-	-	58.53	-	-	(58.53)	-	-	-	-	-	-	-	-
Transfer from Stock Options Outstanding Account on Exercise of Options	-	-	-	34.12	-	-	-	-	-	(64.94)	-	-	-	-	(30.82)	30.82	0.00
Employee Stock Options Exercised	-	-	-	39.81	-	-	-	-	-	(16.31)	-	-	-	-	23.50	33.20	56.70
Employee Stock Options Granted (Net of Lapses)	-	-	-	-	-	-	-	-	-	207.67	-	-	-	-	207.67	4.24	211.91
Transfer to General Reserve on account of Lapse of Vested Options	-	-	-	-	1.22	-	-	-	-	(2.26)	-	-	-	-	(1.04)	1.04	-
Dividend Paid	-	-	-	-	-	-	-	-	(668.12)	-	-	-	-	-	(668.12)	-	(668.12)
Dividend Paid to Non-Controlling Interest by Subsidiary Companies	-	-	-	-	-	-	-	-	25.38	-	-	-	-	-	25.38	(947.00)	(921.62)
Additional Stake Acquired without loosing Control (Note 4.3.b and 4.3.c)	-	-	-	-	-	-	-	-	6.65	-	-	-	-	-	6.65	(3,479.97)	(3,473.32)
Acquisition of Subsidiary Company with NCI (Note 4.3.b and 4.3.c)	-	-	-	-	-	-	-	-	7.03	-	-	-	-	-	7.03	6,740.15	6,747.18
Stake Dilution in Subsidiary Companies (Note 4.3.a)	-	-	-	-	-	-	-	-	(762.33)	-	-	-	-	-	(762.33)	762.33	-
Reversal of Deferred tax liability	-	-	-	-	-	-	-	-	51.92	-	-	-	-	-	51.92	46.90	98.82
Sale of ABIB business (Note 4.12.4)	-	-	-	-	(19.44)	-	-	-	19.44	-	-	-	-	-	-	(64.84)	(64.84)
Gain/(loss) of equity instruments designated as FVOCI transferred to Retained earnings (Notes 4.3.b and 4.3.c)	-	-	-	-	-	-	-	-	561.80	-	-	(561.80)	-	-	-	-	-
Others	-	-	-	-	-	-	-	-	(0.11)	-	-	-	-	-	(0.11)	0.05	(0.06)
Closing Balance as at 31st March 2025	**3.00**	**146.31**	**0.39**	**35,189.31**	**46,903.65**	**106.60**	**2,273.27**	**(546.31)**	**10,737.93**	**674.21**	**(15.73)**	**1,569.75**	**(171.98)**	**502.72**	**97,373.12**	**60,303.60**	**1,57,676.72**

@Represents remeasurement of Defined Benefit Plan

Consolidated Statement of Changes in Equity (Contd.)

for the year ended 31st March 2025

Year Ended 31st March 2024

₹ in crore

	Attributable to Owners of the Company																
		Reserves and Surplus									Other Comprehensive Income (OCI)						
	Equity Component of Other Financial Instruments	Capital Reserve	Legal Reserve	Securities Premium	General Reserve	Debenture Redemption Reserve	Special Reserve Fund	Treasury Shares Held by ESOP Trust	Retained Earnings	Employee Share Options Outstanding	Debt Instruments through OCI	Equity Instruments through OCI	Hedging Reserve	Foreign Currency Translation Reserve	Total	Non-Controlling Interest	Total
Opening Balance as at 1st April 2023	3.00	146.31	0.29	27,256.09	38,421.45	35.32	971.40	(387.32)	12,980.04	410.57	(47.74)	(1,514.53)	(105.65)	441.07	78,610.30	44,170.83	1,22,781.13
Profit for the Year	-	-	-	-	-	-	-	-	5,624.49	-	-	-	-	-	5,624.49	4,301.16	9,925.65
Other Comprehensive Income for the Year (Note 3.13)	-	-	-	-	-	-	-	-	@ (1.15)	-	13.45	3,905.59	(30.74)	6.24	3,893.39	69.08	3,962.47
Total Comprehensive Income for the Year	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**5,623.34**	**-**	**13.45**	**3,905.59**	**(30.74)**	**6.24**	**9,517.88**	**4,370.24**	**13,888.12**
Proceeds from Right issue, Qualified Institution Placement and Preferential issuance	-	-	-	1,582.44	-	-	-	-	-	-	-	-	-	-	1,582.44	1,422.60	3,005.04
Share issue Expenses	-	-	-	(36.92)	-	-	-	-	-	-	-	-	-	-	(36.92)	(18.09)	(55.01)
Purchase of Treasury Shares	-	-	-	-	-	-	-	(127.77)	-	-	-	-	-	-	(127.77)	(42.91)	(170.68)
Issue of Treasury Shares	-	-	-	-	-	-	-	43.96	-	0.47	-	-	-	-	44.43	6.67	51.10
Transfer from Retained Earnings to General Reserve	-	-	-	-	5,000.00	-	-	-	(5,000.00)	-	-	-	-	-	-	-	-
Transfer from Retained Earnings to Special Reserve Fund	-	-	-	-	-	-	645.16	-	(645.16)	-	-	-	-	-	-	-	-
Transfer from Retained Earnings to Debenture Redemption Reserve	-	-	-	-	-	12.75	-	-	(12.75)	-	-	-	-	-	-	-	-
Transfer from Stock Options Outstanding Account on Exercise of Options	-	-	-	21.67	-	-	-	-	-	(41.14)	-	-	-	-	(19.47)	19.47	-
Employee Stock Options Exercised	-	-	-	40.31	-	-	-	-	-	(15.90)	-	-	-	-	24.41	32.65	57.06
Employee Stock Options Granted (Net of Lapses)	-	-	-	-	-	-	-	-	-	190.58	-	-	-	-	190.58	-	190.58
Transfer to General Reserve on account of Lapse of Vested Options	-	-	-	-	0.42	-	-	-	-	(0.79)	-	-	-	-	(0.37)	0.37	-
Dividend Paid	-	-	-	-	-	-	-	-	(657.21)	-	-	-	-	-	(657.21)	-	(657.21)
Dividend Paid to Non-Controlling Interest by a Subsidiary Company	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(468.45)	(468.45)

Consolidated Statement of Changes in Equity (Contd.)

for the year ended 31st March 2025

₹ in crore

	Attributable to Owners of the Company																
		Reserves and Surplus									Other Comprehensive Income (OCI)						
	Equity Component of Other Financial Instruments	Capital Reserve	Legal Reserve	Securities Premium	General Reserve	Debenture Redemption Reserve	Special Reserve Fund	Treasury Shares Held by ESOP Trust	Retained Earnings	Employee Share Options Outstanding	Debt Instruments through OCI	Equity Instruments through OCI	Hedging Reserve	Foreign Currency Translation Reserve	Total	Non-Controlling Interest	Total
Realised Gain/(loss) on Sale of Equity Instruments	-	-	-	-	-	-	-	-	334.20	-	-	(334.20)	-	-	-	-	-
Issue of Equity Shares to Non-Controlling Interest by a Subsidiary Company	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	189.79	189.79
Stake Dilution in Subsidiary Companies	-	-	-	-	-	-	-	-	(606.16)	-	-	-	-	-	(606.16)	606.16	-
Reclassification from other comprehensive to surplus statement of Profit and loss	-	-	-	-	-	-	-	-	0.85	-	-	-	-	(0.85)	-	-	-
Other Including Subvention money	-	-	0.10	-	-	-	-	-	(2.64)	-	-	-	-	-	(2.54)	(3.35)	(5.89)
Closing Balance as at 31st March 2024	**3.00**	**146.31**	**0.39**	**28,863.59**	**43,421.87**	**48.07**	**1,616.56**	**(471.13)**	**12,014.51**	**543.79**	**(34.29)**	**2,056.86**	**(136.39)**	**446.46**	**88,519.60**	**50,285.98**	**1,38,805.58**

@Represents remeasurement of Defined Benefit Plan (Net of Tax)

Basis of Preparation and Material Accounting Policies: Refer Note 1

The accompanying Notes are an integral part of the Consolidated Financial Statements
In terms of our report on even date attached

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Pavan K. Jain
Chief Financial Officer

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

Consolidated Statement of Cash Flows

for the year ended 31st March 2025

₹ in crore

Particulars		Year Ended 31st March 2025	Year Ended 31st March 2024
A.	**Cash Flow from Operating Activities**		
	Profit Before Tax after Exceptional Items and before Share in Profit/(Loss) of Equity Accounted Investees	**10,528.27**	**13,611.13**
	Adjustments for:		
	Exceptional Items (Note 3.11)	238.85	569.36
	Depreciation and Amortisation Expenses	6,453.73	5,001.32
	Finance Costs	2,802.28	1,654.72
	Interest Income	(503.31)	(540.69)
	Dividend Income	(31.28)	(27.33)
	Expenses on Employee Stock Options and Stock Appreciation Rights Expenses	201.80	182.44
	Allowance for Credit Losses on Advances/Debts (Net)	56.87	31.41
	Changes in Valuation of Liabilities in respect of Insurance Policies in force	9,119.27	7,861.66
	Impairment on Financial Instruments	1,502.52	1,355.70
	Excess Provision Written Back (Net)	(64.26)	(82.86)
	(Gain)/Loss on Sale/Discard of Property, Plant and Equipment (Net)	(26.37)	8.19
	Profit on Sale of Investments (Net)	(578.05)	(192.27)
	Unrealised (Gain)/Loss on Investments measured at Fair Value through Profit and Loss (Net)	(1,445.26)	(1,175.39)
	Unrealised Exchange (Gain)/Loss (Net)	65.00	22.03
	Fair Value Adjustments to Borrowings	(51.56)	(13.62)
	Operating Profit Before Working Capital Changes	**28,268.50**	**28,265.80**
	Adjustment for:		
	Trade Receivables	(1,220.77)	(1,087.10)
	Loans of Financing Business	(31,229.50)	(31,035.86)
	Financial and Other Assets	(741.55)	(548.50)
	Inventories	(1,153.33)	(2,433.80)
	Trade Payables, Other Liabilities and Provision	360.52	5,927.18
	Investments of Life Insurance Policyholders	(8,902.43)	(7,198.00)
	Cash generated from /(used in) from Operations	**(14,618.56)**	**(8,110.28)**
	Income Taxes Paid (Net of Refund)	(2,551.09)	(2,609.05)
	Net Cash generated from /(used in) Operating Activities (A)	**(17,169.65)**	**(10,719.33)**
B.	**Cash Flow from Investing Activities**		
	Purchase of Property, Plant and Equipment and other Intangible Assets	(17,181.34)	(19,485.03)
	Proceeds from Disposal of Property, Plant and Equipment and Other Intangible Assets	199.35	156.35
	Proceeds from Sale and Leaseback of owned Assets	463.14	6.30
	Acquisition of Equity Shares in Subsidiaries	(10,112.85)	-
	Investments in Joint Ventures and Associates	(395.58)	(123.24)
	Proceeds from Sale of Non-Current Investments	19,431.00	7,532.70
	Purchase of Non-Current Investments	(15,486.33)	(7,317.84)
	Proceeds from (Purchase)/Sale of Investments and Shareholders' Investments of Life Insurance Business (Current) {Net}	(274.34)	(3,940.51)
	Proceeds on Disposal of Subsidiaries	319.96	-
	Proceeds from Sale of Investment in Associates	-	639.00
	Purchase of Other Non-Current Investments	(879.44)	(245.80)
	Proceeds from Sale of Other Non-Current Investments	-	1.11
	Redemption/(Investment) in Other Bank Deposits	(641.38)	(659.34)
	Loans and Advances Given to Joint Ventures and Associates	(35.00)	(49.50)
	Receipt against Loans and Advances given to Joint Ventures and Associates	46.41	17.42
	Interest Received	357.21	252.07
	Dividend Received	207.11	103.11
	Net Cash generated from / (used in) from Investing Activities (B)	**(23,982.08)**	**(23,113.20)**

Consolidated Statement of Cash Flows (Contd.)

for the year ended 31st March 2025

₹ in crore

Particulars		Year Ended 31st March 2025	Year Ended 31st March 2024
C.	**Cash Flow from Financing Activities**		
	Proceeds from Issue of Share Capital under ESOP Scheme	70.34	78.83
	Proceeds from Rights Issue (Net of share issue expenses)	2,992.01	983.73
	Proceeds from Shares issued by Subsidiary Company (Including Securities Premium) (Net of Share Issue Expenses)	-	1,962.63
	Treasury Shares Acquired by ESOP Trust	(186.01)	(170.68)
	Proceeds from Issue of Treasury Shares	71.38	38.08
	Equity Infusion by Minority Shareholders in Subsidiary Companies	152.41	188.81
	Proceeds from Non-Current Borrowings	65,682.47	41,228.53
	Repayments of Non-Current Borrowings	(23,759.38)	(18,679.30)
	Proceeds/(Repayments) of Current Borrowings (Net)	3,154.92	11,639.48
	Proceeds from Inter-Corporate Loans	33.43	498.73
	Repayments of Inter-Corporate Loans	(3.21)	(460.29)
	Repayments of Lease Liabilities (including Interest)	(630.20)	(417.26)
	Interest and Finance Charges Paid	(3,016.22)	(1,857.56)
	Dividend Paid	(1,584.05)	(1,125.55)
	Net Cash generated from/ (used in) Financing Activities	**42,977.89**	**33,908.18**
D.	**Net Increase/(Decrease) in Cash and Cash Equivalents**	1,826.16	75.65
E.	**Cash and Cash Equivalents as at the beginning of the Year**	2,387.65	2,312.56
F.	**Cash and Cash Equivalents acquired from Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C. (RAKWCT)**	1.89	-
G.	**Cash and Cash Equivalents acquired from Kesoram Industries Limited (Note 4.3.a)**	76.76	-
H.	**Cash and Cash Equivalents on acquisition of The India Cements Limited (Note 4.3.b)**	586.45	-
I.	**Add: Effect of Exchange Rate on Consolidation of Foreign Subsidiaries**	3.79	(0.56)
	Cash and Cash Equivalents at the end of the Year (Note 2.20)	**4,882.70**	**2,387.65**

Notes:

(i) Statement of Cash Flows has been prepared under the indirect method as set out in Indian Accounting Standard (Ind AS) -7 "Statement of Cash Flows" prescribed under the Companies Act (Indian Accounting Standards) Rules, 2015, of the Companies Act, 2013.

(ii) Purchase of Property, Plant and Equipment includes cash flows of Capital Work-in-Progress (including Capital Advances) and movements in Creditors for Capital Expenditure.

(iii) For the year ended 31st March 2025, the Composite Scheme of Arrangement of Kesoram Industries Limited with UltraTech Cement Limited does not involve any cash outflow and the consideration has been discharged through issue of equity shares and preference shares. (Note 4.3.a)

Consolidated Statement of Cash Flows (Contd.)

for the year ended 31st March 2025

(iv) Changes in Liabilities arising from Financing Activities:

₹ in crore

Particulars	Balance as at 1st April 2024	Cash flows	Transfer on Acquisition of subsidiary / Scheme of arrangement (Note 4.3.a & 4.3.b)	Non-Cash Changes		Balance as at 31st March 2025
				Debt Issuance Cost	Fair Value Adjustments (including Foreign Exchange Rate Movements)	
Non-Current Borrowings *	1,06,164.31	41,923.09	3,559.04	(8.73)	(181.85)	**1,51,455.86**
Current Borrowings	28,937.90	3,185.14	113.51	-	(43.72)	**32,192.83**

**Including current maturities of Non-Current Borrowings*

₹ in crore

Particulars	Balance as at 1st April 2023	Cash flows	Non-Cash Changes		Balance as at 31st March 2024
			Debt Issuance Cost	Fair Value Adjustments (including Foreign Exchange Rate Movements)	
Non-Current Borrowings *	83,471.17	22,549.23	(1.02)	144.93	1,06,164.31
Current Borrowings	17,876.75	11,677.92	-	(616.77)	28,937.90

**Including current maturities of Non-Current Borrowings*

(v) Note 2.2.B for cash outflows for Lease Liabilities.

Basis of Preparation and Material Accounting Policies: Refer Note 1

The accompanying Notes are an integral part of the Consolidated Financial Statements
In terms of our report on even date attached

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Pavan K. Jain
Chief Financial Officer

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

CORPORATE INFORMATION

Grasim Industries Limited ("the Group" or "the Company") is a limited company incorporated and domiciled in India. The registered office is at Birlagram, Nagda - 456 331, Dist. Ujjain (M.P.), India. The Company is a public limited company and its shares are listed on the BSE Limited, India, and the National Stock Exchange of India Limited, India, and the Company's Global Depository Receipts are listed on the Luxembourg Stock Exchange.

The Group along with Subsidiaries, Joint Ventures and Associates is engaged primarily in the business of Cellulosic fibres (Pulp, Fibre and Yarn), Chemicals (Caustic Soda, Specialty and allied Chemicals), Building Materials (Paints, B2B E- Commerce and Cement), Financial Services and Others (Insulators, Textiles and Solar Power).

1. Basis Of Preparation And Material Accounting Policies

A. Basis of preparation:

These consolidated financial statements are prepared and presented in accordance with the Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015, as amended from time to time as notified under Section 133 of Companies Act, 2013, the relevant provisions of the Companies Act, 2013 ("the Act"), and the guidelines issued by the Securities and Exchange Board of India (SEBI), as applicable. The accounting policies have been applied consistently to all periods presented in the financial statements.

The financial statements have been prepared and presented on the going concern basis and at historical cost, except for the following assets and liabilities, which have been measured as indicated below:

i. Derivative Financial Instruments measured at fair value (covered under para 1.24);

ii. Certain financial assets and liabilities at fair value (refer accounting policy regarding financial instruments (covered under para 1.25);

iii. Assets held for disposal - measured at the lower of its carrying amount and fair value less costs to sell;

iv. Employee's Defined Benefit Plans as per actuarial valuation;

v. Assets and liabilities acquired under Business Combination measured at fair value; and

vi. Employee share based payments measured at fair value.

On account of the regulatory restrictions on transfer of surplus/funds from the life insurance fund to shareholders, no proportion of the surplus relating to life insurance fund (including in respect of contracts without discretionary participating features) arising out of the adjustments due to application of Ind AS principles can be attributed to shareholders. Therefore, the differences arising from the application of the Ind AS principles to the assets and liabilities of the life insurance fund be retained within the "Life Insurance Policyholders' Fund".

Further all income and expenses pertaining to the life insurance fund have been clubbed with respective income and expenses. Assets and Liabilities of Life Insurance fund have been clubbed with respective assets and liabilities.

Principles Of Consolidation:

The Consolidated Financial Statements (CFS) comprise the Financial Statements of Grasim Industries Limited ("the Company") and its Subsidiaries (herein after referred together as "the Group"), Joint Ventures and Associates. The CFS of the Group have been prepared in accordance with the Indian Accounting Standards on "Consolidated Financial Statements" (Ind AS 110), "Joint Arrangements" (Ind AS 111), "Disclosure of Interest in Other Entities" (Ind AS 112), "Investment in Associates and Joint Ventures" (Ind AS 28) notified under Section 133 of the Companies Act, 2013.

(i) Subsidiaries:

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which controls commences until the date on which control ceases.

(ii) Non-Controlling Interest (NCI):

Non-controlling interest in the net assets of the consolidated subsidiaries consists of:

a) The amount of equity attributable to non-controlling shareholders at the date on which the investments in the subsidiary companies were made.

b) The non-controlling share of movements in equity since the date the Parent-Subsidiary relationship comes into existence.

The total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interest having deficit balance.

(iii) Loss of Control:

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any interest retained in the former subsidiary is measured at fair value at the date the control is lost. Any resulting gain or loss is recognised in the Statement of Profit and Loss.

(iv) Equity Accounted Investees:

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The considerations made in determining whether significant influence or joint control are similar to those necessary to determine control over the subsidiaries.

The Group's investments in its associates and joint ventures are accounted for using the equity method. Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment.

When the Group's share of losses of an equity accounted investee exceed the Group's interest in that associate or joint venture (which includes any long-term interest that, in substance, form part of the Group's net investment in the associate or joint venture), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligation or made payments on behalf of the associate or joint venture.

Unrealised gains resulting from the transaction between the Group and joint ventures are eliminated to the extent of the interest in the joint venture, and deferred tax is made on the same.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss as 'Share of profit of an associate and a joint venture' in the Statement of Profit and Loss.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

(v) Transaction Eliminated on Consolidation

The financial statements of the Company, its Subsidiaries, Joint Ventures and Associates used in the consolidation procedure are drawn upto the same reporting date, i.e., 31st March 2025.

The financial statements of the Company and its subsidiary companies are combined on a line-by-line basis by adding together of like-items of assets, liabilities, income and expenses, after eliminating material intra-group balances and intra-group transactions and resulting unrealised profits or losses on intra-group transactions. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Functional and Presentation Currency:

The financial statements are presented in Indian Rupees, which is the functional currency of the Group and the currency of the primary economic environment in which the Group operates and all values are rounded to the nearest crore, upto 2 decimal places except otherwise indicated.

B. Material Accounting Policies:

1.1 Business Combination and Goodwill:

The Company uses the acquisition method of accounting to account for business combinations. The acquisition date is the date on which control is transferred to the acquirer. Judgement is applied in determining the acquisition date and determining whether control is transferred from one party to another. Control exists when the Company is exposed to or has rights to variable returns from its involvement with the entity, and has the ability to affect those returns through power over the entity. In assessing control, potential voting rights are considered only if the rights are substantive.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Company re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed, and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the re-assessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in Other Comprehensive Income (OCI), and accumulated in other equity as capital reserve. However, if there is no clear evidence of bargain purchase, the entity recognises the gain directly in other equity as capital reserve, without routing the same through OCI.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Company to the previous owners of the acquiree, and equity interests issued by the Company. Consideration transferred also includes the fair value of any contingent consideration. Consideration transferred does not include amounts related to the settlement of pre-existing relationships. Any goodwill that arises on account of such business combination is tested annually for impairment.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not remeasured and the settlement is accounted for within other equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recorded in the Statement of Profit and Loss.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably. On an acquisition-by-acquisition basis, the Company recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Transaction costs that the Company incurs in connection with a business combination, such as Stamp Duty for title transfer in the name of the Company, finder's fees, legal fees, due diligence fees, and other professional and consulting fees, are expensed as incurred and the services are received.

A cash generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently, when there is an indication that the unit may be impaired. If the recoverable amount of the cash generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised in profit or loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

Where goodwill has been allocated to a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted through goodwill during the measurement period, or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognised at that date. These adjustments are called as measurement period adjustments. The measurement period does not exceed one year from the acquisition date.

1.2 Classification of Assets and Liabilities as Current and Non-Current:

All assets and liabilities are classified as current or non-current as per the Group's normal operating cycle as per Ind AS 1 and other criteria set out in Division II of Schedule III of the Companies Act, 2013. Based on the nature of products and the time lag between the acquisition of assets for processing and their realisation in cash and cash equivalents, 12 months period has been considered by the Group as its normal operating cycle.

1.3 Property, Plant and Equipment (PPE):

On transition to Ind AS, the Group has elected to continue with the carrying value of all its property plant and equipment recognised as at 1st April 2015 measured as per the previous GAAP, and use that carrying value as the deemed cost of the property, plant and equipment.

Property, plant and equipment are stated at acquisition or construction cost less accumulated depreciation and accumulated impairment loss. Freehold land is stated at cost less accumulated impairment losses, if any. Cost comprises the purchase price and any attributable cost of bringing the asset to its location and working condition for its intended use, including relevant borrowing costs and any expected costs of decommissioning.

If significant parts of an item of PPE have different useful lives, then they are accounted for as separate items (major components) of PPE.

The cost of an item of PPE is recognised as an assets if, and only if, it is probable that the economic benefits associated with the item will flow to the Group in future periods, and the cost of the item can be measured reliably. Expenditure incurred after the PPE have been put into operations, such as repairs and maintenance expenses, are charged to the Statement of Profit and Loss during the period in which they are incurred.

Items such as spare parts, standby equipment and servicing equipment are recognised as PPE when it is held for use in the production or supply of goods or services, or for administrative purpose, and are expected to be used for more than one year. Otherwise, such items are classified as inventory.

An item of PPE is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the assets. Any gain or loss, arising on the disposal or retirement of an item of PPE, is determined as the difference between the sales proceeds and the carrying amount of the asset, and is recognised in the Statement of Profit and Loss.

Capital work-in-progress includes cost of property, plant and equipment under installation/under development as at the reporting date.

1.4 Treatment of Expenditure during Construction Period:

Expenditure, net of income earned, during the construction (including financing cost related to borrowed funds for construction or acquisition of qualifying PPE) period is included under capital work-in-progress, and the same is allocated to the respective PPE on the completion of construction. Advances given towards acquisition or construction of PPE outstanding at each reporting date are disclosed as Capital Advances under "Other Non-Current Assets".

1.5 Depreciation:

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life, and is provided on a straight-line basis, except for Viscose Staple Fibre Division (excluding Power Plants), Nagda, and Corporate Finance Division, Mumbai, for which it is provided on written down value method, over the useful lives as prescribed in Schedule II of the Companies Act, 2013, or as per technical assessment.

Depreciable amount for PPE is the cost of PPE less its estimated residual value. The useful life of PPE is

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

the period over which PPE is expected to be available for use by the Group, or the number of production or similar units expected to be obtained from the asset by the Group.

Freehold land has an unlimited useful life and therefore is not depreciated.

Improvements undertaken over the leasehold properties are depreciated over the earlier of the useful life of the asset or the end of the lease term.

The Group has used the following useful lives of the property, plant and equipment to provide depreciation.

A. Major assets class where useful life considered as provided in Schedule II:

S. No.	Nature of Assets	Estimated Useful Life of the Assets
1.	Plant and Machinery - Continuous Process Plant	25 years
2.	Reactors	3 years
3.	Vessel/Storage Tanks	20 years
4.	Factory Buildings	30 years
5.	Buildings (other than Factory Buildings) RCC Frame Structures	60 years
6.	Electric Installations and Equipment (at Factory)	10 years
7.	Computer and other Hardwares	3 years
8.	General Laboratory Equipment	10 years
9.	Railway Sidings	15 years
10.	- Carpeted Roads- Reinforced Cement Concrete (RCC) - Carpeted Roads- other than RCC - Non-Carpeted Roads	10 years 5 years 3 years
11.	Fences, wells, tube wells	5 years

In case of certain class of assets, the Group uses different useful life than those prescribed in Schedule II of the Companies Act, 2013. The useful life has been assessed based on technical advice, taking into account the nature of the asset, the estimated usage of the asset on the basis of the Management's best estimation of getting economic benefits from those classes of assets. The Group uses its technical expertise along with historical and industry trends for arriving the economic life of an asset.

Also, useful life of the part of PPE which is significant to the total cost of PPE, has been separately assessed, and depreciation has been provided accordingly.

B. Assets where useful life differs from Schedule II:

S. No.	Nature of Assets	Useful Life as Prescribed by Schedule II of the Companies Act, 2013	Estimated Useful Life of the Assets
1.	Plant and Machinery (other than continuous process plant)	7.5-15 years	7.5-20 years
2.	Motor Vehicles	6-10 years	4 - 5 years
3.	Electrically Operated Vehicles	8 years	5 years
4.	Electronic Office Equipment	5 years	3 - 7 years
5.	Furniture, Fixtures and Electrical Fittings	10 years	2 - 12 years
6.	Buildings (other than Factory Buildings) other than RCC Frame Structures	30 years	3 - 60 years
7.	Power Plants	40 years	25 years
8.	Servers and Networks	6 years	3 - 5 years
9.	Spares in the nature of PPE		10 - 30 years
10.	Temporary structures and Assets individually costing less than or equal to ₹ 10,000/-		Fully depreciated in the year of purchase
11.	Separately identified Component of Plant and Machinery		2 - 30 years

The estimated useful lives, residual values and the depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Continuous process plants, as defined in Schedule II of the Companies Act, 2013, have been classified on the basis of technical assessment, and depreciation is provided accordingly.

Depreciation on additions is provided on a pro-rata basis from the month of installation or acquisition and, in case of a new Project, from the date of commencement of commercial production. Depreciation on deductions/disposals is provided on a pro-rata basis upto the month preceding the month of deduction/disposal.

1.6 Intangible Assets Acquired Separately and Amortisation:

On transition to Ind AS, the Group has elected to continue with the carrying value of all its Intangible Assets recognised as at 1st April 2015 measured as per the previous GAAP and use that carrying value as the deemed cost of the Intangible Assets.

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses, if any.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment, whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the Statement of Profit and Loss, unless such expenditure forms part of carrying value of another asset. Intangible assets are amortised on a straight-line basis over their estimated useful lives.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset, and are recognised in the Statement of Profit and Loss, when the asset is derecognised.

Intangible Assets and their Useful Lives are as under:

S. No.	Nature of Assets	Estimated Useful Life of the Assets
1.	Computer Software	2 - 6 years
2.	Trademarks, Technical Know-how	5 - 10 years
3.	Value of Licence/ Right-to-Use Infrastructure	10 years
4.	Mining Rights	Over the period of the respective mining agreement
5.	Mining Reserve	On the basis of material extraction (proportion of material extracted per annum to total mining reserve)
6.	Jetty Rights	Over the period of the relevant agreement such that the cumulative amortisation is not less than the cumulative rebate availed by the Group
7.	Customer Relationship	15 - 25 years
8.	Brands	10 years
9.	Distribution Network (inclusive of Branch/ Franchise/Agency Network and Relationship)	5 - 25 years
10.	Right to Manage and Operate Manufacturing Facility	15 years
11.	Value-in-Force	15 years
12.	Group Management Rights	Indefinite
13.	Investment Management Rights	Over the period of 10 years
14.	Order Backlog	3 months - 1 year
15.	Non-Compete Fees	3 years
16.	Surface Rights	Over the period of respective mining agreement

1.7 Internally Generated Intangible Assets - Research and Development Expenditure:

Revenue expenditure on research is expensed under the respective heads of the account in the period in which it is incurred. Development expenditure is capitalised as an asset, if the following conditions can be demonstrated:

a) The technical feasibility of completing the asset so that it can be made available for use or sell.

b) The Group has intention to complete the asset and use or sell it.

c) In case of intention to sale, the Group has the ability to sell the asset.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

d) The future economic benefits are probable.

e) The Group has ability to measure the expenditure attributable to the asset during its development reliably.

Other development costs, which do not meet the above criteria, are expensed out during the period in which they are incurred.

PPE procured for research and development activities are capitalised.

1.8 Discontinued Operations and Non-Current Assets (or Disposal Groups) Classified as Held for Sale:

A discontinued operation is a component of the group's business, the operations and cash flows of which can be clearly distinguished from those of the rest of the group and which represent a separate major line of business or geographical area of operations and

- Is a part of single co-ordinated plan to dispose of a separate major line of business or geographical area of operations; or
- Is a subsidiary acquired exclusively with a view to re-sale.

Classification as a discontinued operation occurs upon disposal or when the operation meets the criteria to be classified as held for sale, if earlier.

When an operation is classified as a discontinued operation, the comparative Statement of Profit and Loss is represented as if the operation had been discontinued from the start of the comparative period.

Non-current assets and disposal groups are classified as held for sale, if their carrying amount is intended to be recovered principally through a sale (rather than through continuing use), when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sale of such asset (or disposal group), and the sale is highly probable and is expected to qualify for recognition as a completed sale within one year from the date of classification.

Non-current assets and disposal groups classified as held for sale are measured at lower of their carrying amount and fair value less costs to sell.

1.9 Impairment of Non-Financial Assets:

At the end of each reporting period, the Group reviews the carrying amounts of non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units, for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication then the asset may be impaired.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset, for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the Statement of Profit and Loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but, so that, the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in the prior years. A reversal of an impairment loss is recognised immediately in the Statement of Profit and Loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1.10 Inventories:

Inventories are valued at the lower of cost and net realisable value. on item-by-item basis.

Net realisable value for inventories is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

Raw materials, stores and spare parts, and packing materials are considered to be realisable at cost, if the finished products, in which they will be used, are expected to be sold at or above cost. The cost is computed on weighted-average basis, which includes expenditure incurred for acquiring inventories like purchase price, import duties, taxes (net of tax credit) and other costs incurred in bringing the inventory to the present location and condition.

Cost of finished goods and work-in-progress includes the cost of conversion based on normal capacity and other costs incurred in bringing the inventories to their present location and condition. Cost of stock-in-trade includes cost of purchase and other costs incurred in bringing the inventories to the present location and condition. The cost of finished goods, work-in-progress and stock-in-trade is computed on weighted-average basis.

In the absence of cost, waste/scrap is valued at estimated net realisable value.

Obsolete, defective, slow moving and unserviceable inventories, if any, are duly provided for.

Proceeds, in respect of sale of raw materials/stores, are credited to the respective heads.

1.11 Product Classification of Insurance Business

Insurance contracts are those contracts when the Group (the insurer) has accepted significant insurance risk from another party (the policyholders) by agreeing to compensate the policyholders, if a specified uncertain future event (the insured event) adversely affects the policyholders. As a general guideline, the Group determines whether it has significant insurance risk, if the benefit payable on death is higher by at least 5% of the fund value at any time during the term of the contract for unit - linked products, or the benefit payable on death is higher by at least 5% of the premium at any time during the term of the contract for other than unit-linked products.

Investment contracts are those contracts which are not Insurance Contracts.

1.12 Cash and Cash Equivalents:

Cash and Cash Equivalents comprise cash on hand and cash at bank including fixed deposits with original maturity period of three months or less and short-term highly liquid investments with an original maturity of three months or less.

1.13 Cash Flow Statement:

Cash flows are reported using the indirect method, whereby the net profit before tax is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Group are segregated.

1.14 Employee Benefits:

Short-Term Employee Benefits:

Short-term employee benefits are recognised as an expense on accrual basis.

Defined Contribution Plans:

Contribution payable to the recognised Provident Fund and approved Superannuation Scheme, which are substantially defined contribution plans, is recognised as expense in the Statement of Profit and Loss, when employees have rendered the service entitling them to the contribution.

The Provident Fund contribution as specified under the law is paid to the Regional Provident Fund Commissioner.

Defined Benefit Plans:

The obligation in respect of defined benefit plans, which covers Gratuity, Pension and other post-employment medical benefits, are provided for on the basis of an actuarial valuation at the end of each financial year, using project unit credit method. Gratuity is funded with an approved Trust.

In respect of certain employees, Provident Fund contributions are made to a Trust, administered by the Group. The interest rate payable to the members of the Trust shall not be lower than the statutory rate

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

of interest declared by the Central Government, under the Employees' Provident Funds and Miscellaneous Provisions Act, 1952, and shortfall, if any, shall be made good by the Group. The Group's liability is actuarially determined (using the Projected Unit Credit Method) at the end of the year, and any shortfall in the Fund size, maintained by the Trust set-up by the Group, is additionally provided for.

Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding net interest), is reflected immediately in the Balance Sheet with a charge or credit recognised in OCI in the period in which they occur.

Remeasurement recognised in OCI is reflected immediately in retained earnings and will not be re-classified to profit or loss in the Statement of Profit and Loss, except with respect to life insurance business which relates to restricted life insurance fund relating to Revenue Account of Life Insurance Policyholders, the same has been transferred under "Life insurance contract liabilities and other financial liabilities of the life insurance fund" in the Balance Sheet, and the same will not be reclassified to revenue account of insurance business. Defined benefit costs are categorised as follows:

- service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements);
- net interest expense or income; and
- Remeasurement.

The Group presents the first two components of defined benefit costs in the statement of Profit and Loss in the line item 'Employee Benefits Expense'.

The present value of the defined benefit plan liability is calculated using a discount rate, which is determined by reference to market yields at the end of the reporting period on government bonds.

The retirement benefit obligation recognised in the Balance Sheet represents the actual deficit or surplus in the Group's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in the future contribution to the plans.

Other Employee Benefits:

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and sick leave in the period the related service is rendered.

Liabilities recognised in respect of short-term employee benefits are measured at the undiscounted amount of the benefits expected to be paid in exchange for the related service.

Liabilities recognised in respect of other long-term employee benefits are measured using the projected unit credit method by a qualified independent actuary at the end of each annual reporting period, at the present value of the estimated future cash outflows expected to be made by the Group, in respect of services provided by employees up to the reporting date. Remeasurement gains/losses are recognised in the Statement of Profit and Loss in the period in which they arise.

Compensated Absences:

The Compensated Absences cover the Company's liability for earned and sick leaves. The compensated absences are provided for on the basis of an actuarial valuation at the end of each financial year. Total liability related to this is presented as current, since the Company does not have an unconditional right to defer its settlement. Actuarial gains/losses, if any, are recognised immediately in the Consolidated Statement of Profit and Loss.

1.15 Employee Share Based Payments:

Equity-Settled Transactions:

Equity-settled share-based payments to employees are measured by reference to the fair value of the equity instruments at the grant date using Black-Scholes Model and Binomial Model.

The fair value, determined at the grant date of the equity-settled share-based payments, is charged to the Statement of Profit and Loss on a systematic basis over the vesting period of the option, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in other equity.

At the end of each reporting period, the Company revises its estimate of the number of equity instruments expected to vest. The impact of the

revision of the original estimates, if any, is recognised in the Statement of Profit and Loss, such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.

In case of forfeiture/lapse stock option, which is not vested, amortised portion is reversed by credit to employee compensation expense. In a situation where the stock option expires unexercised, the related balance standing to the credit of the Employee Stock Options Outstanding Account is transferred within other equity.

Cash-Settled Transactions:

The cost of cash-settled transactions is measured initially at fair value at the grant date using a Black-Scholes Merton Formula. This fair value is expensed over the period until the vesting date with recognition of a corresponding liability. The liability is remeasured to fair value at each reporting date upto and, including the settlement date, with changes in fair value recognised in employee benefits expense.

1.16 Treasury Shares:

The Company has created an Employee Benefit Trust (EBT) for providing share-based payment to its employees. The Company uses EBT as a vehicle for distributing shares to employees under the Employee Stock Options Scheme. The EBT purchase shares of the Company from the market, for giving shares to employees. The Company treats EBT as its extension and shares held by EBT are treated as treasury shares.

Own equity instruments that are re-acquired (treasury shares) are recognised at cost and deducted from other equity. No gain or loss is recognised in the Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Company's own equity instruments. Share options, whenever exercised, would be settled from such treasury shares.

1.17 Foreign Currency Transactions:

In preparing the financial statements of the Group, transactions in foreign currencies, other than the Group's functional currency, are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary assets and liabilities denominated in foreign currencies are translated at the rate prevailing at that date. Non-monetary items that are measured in terms of historical cost in a foreign currency are not re-translated.

Exchange differences on monetary items are recognised in the Statement of Profit and Loss in the period in which these arise, except for:

- exchange differences on foreign currency borrowings relating to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings;
- exchange differences relating to qualifying effective cash flow hedges; and
- exchange difference arising on restatement of long-term monetary items that in substance forms part of Group's net investment in foreign operations, is accumulated in Foreign Currency Translation Reserve (component of OCI) until the disposal of the investment, at which time such exchange difference is recognised in the Statement of Profit and Loss.

1.18 Foreign Operations:

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated into Indian Rupees, the functional currency of the Group, at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into Indian Rupee at the exchange rates at the dates of the transactions or an average rate, if the average rate approximates the actual rate at the date of the transaction. Exchange differences are recognised in OCI and accumulated in other equity (as exchange differences on translating the financial statements of a foreign operation), except to the extent that the exchange differences are allocated to non-controlling interest.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount of exchange differences related to that foreign operation recognised in OCI, is re-classified to the Statement of Profit and Loss as part of the gain or loss on disposal. If the Group disposes of part of its interest in a subsidiary, but retains control, then the relevant proportion of the cumulative amount of foreign exchange differences is re-allocated to NCI. When the Group disposes of only a part of its interest in an Associate or a Joint Venture,

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

while retaining significant influence or joint control, the relevant proportion of the cumulative amount of foreign exchange differences is reclassified to the Statement of Profit and Loss.

1.19 Derivative Financial Instruments and Hedge Accounting:

The Group enters into forward contracts to hedge the foreign currency risk of firm commitments and highly probable forecast transactions. Derivatives are initially recognised at fair value at the date the derivative contracts are entered into, and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in the Statement of Profit and Loss immediately, unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in the Statement of Profit and Loss depends on the nature of the hedging relationship and the nature of the hedged item.

The Group enters into derivative financial instruments, viz., foreign exchange forward contracts, interest rate swaps and cross currency swaps to manage its exposure to interest rate, foreign exchange rate risks and commodity prices. The Group does not hold derivative financial instruments for speculative purposes.

Hedge Accounting:

The Group designates certain hedging instruments in respect of foreign currency risk, interest rate risk and commodity price risk as cash flow hedges. At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes the Group's risk management objective and strategy for undertaking hedge, the hedging/economic relationship, the hedged item or transaction, the nature of the risk being hedged, hedge ratio and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows, and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods, for which they were designated.

The effective portion of changes in the fair value of the designated portion of derivatives that qualify as cash flow hedges is recognised in OCI and accumulated under the heading of cash flow hedging reserve. The gain or loss relating to the ineffective portion is recognised immediately in the Statement of Profit and Loss.

Amounts previously recognised in other comprehensive income and accumulated in other equity relating to (effective portion as described above) are reclassified to the Statement of Profit and Loss in the periods when the hedged item affects profit or loss. However, when the hedged forecast transaction results in the recognition of a non-financial asset or a non-financial liability, such gains and losses are transferred from equity and included in the initial measurement of the cost of the non-financial asset or non-financial liability.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, without replacement or rollover (as part of the hedging strategy), or if its designation as a hedge is revoked, or when it no longer qualifies for hedge accounting. Any gain or loss recognised in OCI and accumulated in other equity at that time remains in other equity, and is recognised when the forecast transaction is ultimately recognised in the Statement of Profit and Loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in other equity is recognised immediately in the Statement of Profit and Loss.

1.20 Fair Value Measurement:

The Group measures financial instruments, such as investments (other than equity investments in Subsidiaries, Joint Ventures and Associates) and derivatives at fair values at each Balance Sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

In the principal market for the asset or liability, or
In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities (for which fair value is measured or disclosed in the financial statements) are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable other than quoted prices included in Level 1.

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Management determines the policies and procedures for both recurring fair value measurement, such as derivative instruments and unquoted financial assets measured at fair value, and for non-recurring measurement, such as assets held for disposal in discontinued operations.

At each reporting date, the Management analyses the movements in the values of assets and liabilities, which are required to be remeasured or re-assessed as per the Group's accounting policies. For this analysis, the Management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

1.21 Financial Instruments:

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial Assets:

Initial Recognition and Measurement:

All financial assets are recognised initially at fair value. However, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset are added to the fair value. However, trade receivables that do not contain a significant financing component are measured at transaction price (net of variable consideration). Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent Measurement:

For the purposes of subsequent measurement, financial assets are classified in four categories:

- Debt instruments at amortised cost
- Debt instruments at Fair Value through Other Comprehensive Income (FVTOCI)
- Debt instruments, derivatives and equity instruments, mutual funds at Fair Value through Profit or Loss (FVTPL)
- Equity instruments measured at FVTOCI

Debt Instruments at Amortised Cost:

A 'debt instrument' is measured at amortised cost, if both the following conditions are met:

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

a) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows; and

b) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the profit or loss. The losses arising from impairment are recognised in the profit or loss. This category generally applies to trade and other receivables.

Debt Instrument at FVTOCI:

A 'debt instrument' is classified at FVTOCI, if both of the following criteria are met:

a) The objective of the business model is achieved both by collecting contractual cash flows and selling the financial assets; and

b) The asset's contractual cash flows represent SPPI on the principal amount outstanding.

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognised in the OCI. However, the Group recognises interest income, impairment losses and reversals, and foreign exchange gain or loss in the Statement of Profit and Loss. On derecognition of the asset, cumulative gain or loss previously recognised in OCI is reclassified from the equity to the Statement of Profit and Loss. Interest earned whilst holding FVTOCI debt instrument is reported as interest income using the EIR method.

Debt Instrument at FVTPL:

FVTPL is a residual category for debt instruments. Any debt instrument, which does not meet the criteria for categorisation as at amortised cost or as FVTOCI, is classified as at FVTPL.

In addition, the Group may elect to designate a debt instrument, which otherwise meets amortised cost or FVTOCI criteria, as at FVTPL. However, such election is allowed only if doing so reduces or eliminates a measurement or recognition inconsistency (referred to as 'accounting mismatch').

Debt instruments included within the FVTPL category are measured at fair value with all changes recognised in the Statement of Profit and Loss, except for changes with respect to Policyholders' investments under the life insurance business (except for assets held to cover linked-liabilities) relating to Revenue Account of Life Insurance Policyholders, wherein the fair value movements are included under "Life insurance contract liabilities and other financial liabilities of the life insurance fund" in the Balance Sheet.

Interest Income from these financial assets are recognised is included in Other Income in the Statement of Profit and Loss.

Equity Investments:

Investments in Associates and Joint ventures are out of scope of Ind AS 109, and it is accounted as per Ind AS 28.

All other equity investments are measured at fair value. Equity instruments, which are held for trading, are classified as at FVTPL. For equity instruments, other than held for trading, the Group has irrevocable option to present in OCI subsequent changes in the fair value. The Group makes such election on an instrument-by-instrument basis. The classification is made on initial recognition, and is irrevocable.

Where the Group classifies equity instruments as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts of profit or loss from OCI to the Statement of Profit and Loss, even on sale of investment.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognised in the Statement of Profit and Loss, except for changes with respect to Policyholders' investments under the life insurance business (except for assets held to cover linked-liabilities) relating to Revenue Account of Life Insurance Policyholders, wherein the fair value movements are included under "Life insurance contract liabilities and other financial liabilities of the life insurance fund" in the Balance Sheet.

Impairment of Financial Assets:

The Group recognises loss allowances for ECLs on the following financial instruments that are not measured at FVTPL:

- Loans and advances to customers;
- Debt investment securities;
- Trade and other receivables;
- Lease receivables;
- Irrevocable loan commitments issued; and
- Financial guarantee contracts issued.

With the exception of POCI financial assets (which are considered separately below), ECLs are required to be measured through a loss allowance at an amount equal to:

- 12-month ECL, i.e., that result from those default events on the financial instrument that are possible within 12 months after the reporting date (referred to as Stage 1); or
- full lifetime ECL, i.e., that result from all possible default events over the life of the financial instrument (referred to as Stage 2 and Stage 3).

A loss allowance for full lifetime ECL is required for a financial instrument if the credit risk on that financial instrument has increased significantly since initial recognition (and consequently for credit impaired financial assets). For all other financial instruments, ECLs are measured at an amount equal to the 12-month ECL.

The Group's policy is always to measure loss allowances for lease receivables as lifetime ECL.

ECLs are a probability-weighted estimate of the present value of credit losses. These are measured as the present value of the difference between the cash flows due to the Group under the contract and the cash flows that the Group expects to receive arising from the weighting of multiple future economic scenarios, discounted at the asset's EIR.

- for undrawn loan commitments, the ECL is the difference between the present value of the difference between the contractual cash flows that are due to the Group, if the holder of the commitment draws down the loan, and the cash flows that the Group expects to receive if the loan is drawn down; and
- for financial guarantee contracts, the ECL is the difference between the expected payments to reimburse the holder of the guaranteed debt instrument less any amounts that the Group expects to receive from the holder, the debtor or any other party.

The Group measures ECL on an individual basis, or on a collective basis for portfolios of loans that share similar economic risk characteristics. The measurement of the loss allowance is based on the present value of the asset's expected cash flows using the asset's original EIR, regardless of whether it is measured on an individual basis or a collective basis.

Credit-Impaired Financial Assets:

A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Credit-impaired financial assets are referred to as Stage 3 assets. Evidence of credit-impairment includes observable data about the following events:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or past due event;
- the lender of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession that the lender would not otherwise consider;
- the disappearance of an active market for a security because of financial difficulties; or
- the purchase of a financial asset at a deep discount that reflects the incurred credit losses.

It may not be possible to identify a single discrete event—instead, the combined effect of several events may have caused financial assets to become credit-impaired. The Group assesses whether debt instruments that are financial assets measured at amortised cost or FVTOCI are credit-impaired at each reporting date. To assess if corporate debt

instruments are credit impaired, the Group considers factors such as bond yields, credit ratings and the ability of the borrower to raise funding.

A loan is considered credit-impaired when a concession is granted to the borrower due to a deterioration in the borrower's financial condition, unless there is evidence that as a result of granting the concession the risk of not receiving the contractual cash flows has reduced significantly, and there are no other indicators of impairment. For financial assets where concessions are contemplated but not granted, the asset is deemed credit impaired when there is observable evidence of credit-impairment, including meeting the definition of default. The definition of default (see below) includes unlikeliness to pay indicators and a back-stop, if amounts are overdue for 90 days or more.

Purchased or Originated Credit-Impaired (POCI) Financial Assets:

POCI financial assets are treated differently because the asset is credit-impaired at initial recognition. For these assets, the Group recognises all changes in lifetime ECL since initial recognition as a loss allowance with any changes recognised in the Statement of Profit and Loss. A favorable change for such assets creates an impairment gain.

Definition of Default:

Critical to the determination of ECL is the definition of default. The definition of default is used in measuring the amount of ECL and in the determination of whether the loss allowance is based on 12-month or lifetime ECL, as default is a component of the probability of default (PD), which affects both the measurement of ECLs and the identification of a significant increase in credit risk.

The Group considers the following as constituting an event of default:

- the borrower is past due more than 90 days on any material credit obligation to the Group; or
- the borrower is unlikely to pay its credit obligations to the Group in full.

The definition of default is appropriately tailored to reflect different characteristics of different types of assets.

When assessing if the borrower is unlikely to pay its credit obligation, the Group takes into account both qualitative and quantitative indicators. The information assessed depends on the type of the asset, for example, in corporate lending a qualitative indicator used is the admittance of bankruptcy petition by National Company Law Tribunal (NCLT), which is not relevant for retail lending. Quantitative indicators, such as overdue status and non-payment on another obligation of the same counterparty, are key inputs in this analysis. The Group uses a variety of sources of information to assess default, which are either developed internally or obtained from external sources. The definition of default is applied consistently to all financial instruments, unless information becomes available that demonstrates that another default definition is more appropriate for a particular financial instrument.

Significant Increase in Credit Risk:

The Group monitors all financial assets, issued irrevocable loan commitments and financial guarantee contracts that are subject to the impairment requirements to assess whether there has been a significant increase in credit risk since initial recognition. If there has been a significant increase in credit risk, the Group will measure the loss allowance based on lifetime rather than 12-month ECL. The Group's accounting policy is not to use the practical expedient that financial assets with 'low' credit risk at the reporting date are deemed not to have had a significant increase in credit risk. As a result, the Group monitors all financial assets, issued irrevocable loan commitments and financial guarantee contracts that are subject to impairment for significant increase in credit risk.

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date based on the remaining maturity of the instrument with the risk of a default occurring that was anticipated for the remaining maturity at the current reporting date when the financial instrument was first recognised. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort, based on the Group's historical experience and expert credit assessment.

Given that a significant increase in credit risk since initial recognition is a relative measure, a given change, in absolute terms, in the probability of default (PD) will be more significant for a financial instrument with a lower initial PD than compared to a financial instrument with a higher PD.

Modification and Derecognition of Financial Assets:

A modification of a financial asset occurs when the contractual terms governing the cash flows of a financial asset are renegotiated or otherwise modified between initial recognition and maturity of the financial asset. A modification affects the amount and/or timing of the contractual cash flows either immediately or at a future date. In addition, the introduction or adjustment of existing covenants of an existing loan may constitute a modification even if these new or adjusted covenants do not yet affect the cash flows immediately, but may affect the cash flows depending on whether the covenant is or is not met (e.g., a change to the increase in the interest rate that arises when covenants are breached).

The Group renegotiates loans to customers in financial difficulty to maximise collection and minimise the risk of default. A loan forbearance is granted in cases where, although, the borrower made all reasonable efforts to pay under the original contractual terms, there is a high risk of default or default has already happened and the borrower is expected to be able to meet the revised terms. The revised terms in most of the cases include an extension of the maturity of the loan, changes to the timing of the cash flows of the loan (principal and interest repayment), reduction in the amount of cash flows due (principal and interest forgiveness) and amendments to covenants.

When a financial asset is modified, the Group assesses whether this modification results in derecognition. In accordance with the Group's policy a modification results in derecognition when it gives rise to substantially different terms. To determine if the modified terms are substantially different from the original contractual terms, the Group considers the following:

- Qualitative factors, such as contractual cash flows after modification, are no longer SPPI
- change in currency or change of counterparty
- the extent of change in interest rates, maturity, covenants
- If these do not clearly indicate a substantial modification, then

In the case where the financial asset is derecognised the loss allowance for ECL is remeasured at the date of derecognition to determine the net carrying amount of the asset at that date. The difference between this revised carrying amount and the fair value of the new financial asset with the new terms will lead to a gain or loss on derecognition. The new financial asset will have a loss allowance measured based on 12-month, ECL except in the rare occasions where the new loan is considered to be originated-credit impaired. This applies only in the case where the fair value of the new loan is recognised at a significant discount to its revised par amount, because there remains a high risk of default which has not been reduced by the modification. The Group monitors credit risk of modified financial assets by evaluating qualitative and quantitative information, such as if the borrower is in past due status under the new terms.

When the contractual terms of a financial asset are modified and the modification does not result in derecognition, the Group determines if the financial asset's credit risk has increased significantly since initial recognition by comparing:

- the remaining lifetime PD estimated based on data at initial recognition and the original contractual terms; with
- the remaining lifetime PD at the reporting date based on the modified terms.

For financial assets modified, where modification did not result in derecognition, the estimate of PD reflects the Group's ability to collect the modified cash flows taking into account the Group's previous experience of similar forbearance action, as well as various behavioural indicators, including the borrower's payment performance against the modified contractual terms. If the credit risk remains significantly higher than what was expected at initial recognition the loss allowance will continue to be measured at an amount equal to lifetime ECL. The loss allowance on forborne loans will generally only be measured based on 12-month ECL when there is evidence of the borrower's improved repayment behaviour following modification leading to a reversal of the previous significant increase in credit risk.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Where a modification does not lead to derecognition the Group calculates the modification gain/loss comparing the gross carrying amount before and after the modification (excluding the ECL allowance). Then the Group measures ECL for the modified asset, where the expected cash flows arising from the modified financial asset are included in calculating the expected cash shortfalls from the original asset.

The Group derecognises a financial asset only when the contractual rights to the asset's cash flows expire (including expiry arising from a modification with substantially different terms), or when the financial asset and substantially all the risks and rewards of ownership of the asset are transferred to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain/loss that had been recognised in OCI and accumulated in equity is recognised in the Statement of Profit and Loss, with the exception of equity investment designated as measured at FVTOCI, where the cumulative gain/loss previously recognised in OCI is not subsequently reclassified to the Statement of Profit and Loss.

On derecognition of a financial asset other than in its entirety (e.g., when the Group retains an option to repurchase part of a transferred asset), the Group allocates the previous carrying amount of the financial asset between the part it continues to recognise under continuing involvement, and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer recognised and the sum of the consideration received for the part no longer recognised and any cumulative gain/loss allocated to it that had been recognised in OCI is recognised in the Statement of Profit and Loss. A cumulative gain/loss that had been recognised in OCI is allocated between the part that continues to be recognised and the part that is no longer recognised on the basis of the relative fair values of those parts. This does not apply for equity investments designated as measured at FVTOCI, as the cumulative gain/loss previously recognised in OCI is not subsequently reclassified to the Statement of Profit and Loss.

Write off:

Loans and debt securities are written off when the Group has no reasonable expectations of recovering the financial asset (either in its entirety or a portion of it). This is the case when the Group determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. A write-off constitutes a derecognition event. The Group may apply enforcement activities to financial assets written off. Recoveries resulting from the Group's enforcement activities will result in impairment gains.

Presentation of Allowance for ECL in the Balance Sheet:

Loss allowances for ECL are presented in the Balance Sheet as follows:

- for financial assets measured at amortised cost: as a deduction from the gross carrying amount of the assets;

- for debt instruments measured at FVTOCI: no loss allowance is recognised in the Balance Sheet as the carrying amount is at fair value where a financial instrument includes both a drawn and an undrawn component, and the Group cannot identify the ECL on the loan commitment component separately from those on the drawn component: The Group presents a combined loss allowance for both components. The combined amount is presented as a deduction from the gross carrying amount of the drawn component.

Financial Liabilities and Equity Instruments:

Classification as Debt or Equity:

Debt and equity instruments, issued by the Group, are classified as either financial liabilities or as equity, in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity Instruments:

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

Financial Liabilities:

Financial liabilities are classified, at initial recognition as fair value through profit or loss:

- Loans and borrowings,
- Payables, or
- as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value, and in the case of loans and borrowings, and payables are recognised net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, loans and borrowings, including bank overdrafts, financial guarantee contracts and derivative financial instruments.

Subsequent Measurement:

The measurement of financial liabilities depends on their classification, as described below:

Financial Liabilities at FVTPL:

Financial liabilities at FVTPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL. Financial liabilities are classified as held for trading, if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group, that are not designated as hedging instruments in hedge relationships as defined by Ind AS 109. Separated embedded derivatives are also classified as held for trading, unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in the Statement of Profit and Loss.

Financial liabilities, designated upon initial recognition at FVTPL, are designated as such at the initial date of recognition, and only if the criteria in Ind AS 109 are satisfied.

Loans and Borrowings:

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the Effective Interest Rate (EIR) method. Gains and losses are recognised in the Statement of Profit and Loss, when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the Statement of Profit and Loss.

Financial Guarantee Contracts:

Financial guarantee contracts, issued by the Group, are those contracts that require a payment to be made to reimburse the holder for a loss it incurs, because the specified debtor fails to make a payment when due, in accordance with the terms of a debt instrument. Financial guarantee contracts are recognised initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequently, the liability is measured at the higher of the amount of loss allowance determined as per the impairment requirements of Ind AS 109, and the amount recognised less cumulative amortisation.

Derecognition of Financial Liabilities:

The Group derecognises financial liabilities when and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in the Statement of Profit and Loss.

Embedded Derivatives:

An embedded derivative is a component of a hybrid (combined) instrument, that also includes a non-derivative host contract – with the effect that some of the cash flows of the combined instrument vary in a way similar to a stand-alone derivative. An embedded derivative causes some or all of the cash flows that would otherwise be required by the contract to be modified according to a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or

credit index, or other variable, provided in the case of a non-financial variable, that the variable is not specific to a party to the contract. Re-assessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows, that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss. If the hybrid contract contains a host that is a financial asset within the scope of Ind AS 109, the Company does not separate the embedded derivatives. Rather, it applies the classification requirements contained in Ind AS 109 to the entire hybrid contract. Derivatives embedded in all other host contracts are accounted for as separate derivatives and recorded at fair value, if their economic characteristics and risks are not closely related to those of the host contracts, and the host contracts are not held for trading or designated at fair value though profit or loss. These embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss, unless designated as effective hedging instruments.

Offsetting of Financial Instruments:

Financial assets and financial liabilities are offset and the net amount is reported in the Balance Sheet, if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

1.22 Revenue Recognition:

(a) Revenue from Contracts with Customers:

- Revenue is recognised when the Company satisfies a performance obligation on the basis of approved contracts regarding the transfer of goods or services to a customer. This is achieved when control of the product has been transferred to customer, which generally occurs at a point in time.

- The Company considers the terms of the contract in determining the transaction price. The transaction price is based upon the amount the Company expects to be entitled to in exchange for transferring of promised goods and services to the customer after deducting incentive programs, including but not limited to discounts, volume rebates etc. Transaction price excludes taxes and duties collected on behalf of the government.

- Variable consideration - This includes incentives, volume rebates, discounts, etc. It is estimated at contract inception considering the terms of various schemes with customers and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur, when the associated uncertainty with the variable consideration is subsequently resolved. It is re-assessed at the end of each reporting period.

- Significant financing component - Generally, the Company receives short-term advances from its customers. Using the practical expedient in Ind AS 115, the Company does not adjust the promised amount of consideration for the effects of a significant financing component, if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer, and when the customer pays for that good or service will be one year or less.

(b) Revenue from services are recognised as they are rendered based on agreements/arrangements with the concerned parties and recognised net of Service Tax or Goods and Service Tax (GST).

(c) If only one service is identified, the Group recognises revenue when the service is performed. If an ongoing service is identified, as a part of the agreement the period over which revenue is recognised for that service generally determined by the terms of agreement with the customer. For practical purposes, where services are performed by an indeterminate number of acts over a specified period of time, revenue is recognised on a straight-line basis over the specified period, unless there is evidence that some other method better represents the stage of completion. When a specific act in much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed.

(d) Dividend income is accounted for when the right to receive the income is established.

(e) For all financial instruments measured at amortised cost or at fair value through Other Comprehensive

Income, interest income is recorded using the effective interest rate (EIR), which is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial instrument to the gross carrying amount of the financial asset.

(f) Insurance, railway and other claims, where quantum of accruals cannot be ascertained with reasonable certainty, are accounted on acceptance basis.

For Life Insurance Business, Revenue is Recognised as follows:

Premium Income of Insurance Business:

Premium income on Insurance Contracts and Investment Contracts with Discretionary Participative Feature (DPF) is recognised as income when due from policyholders. For unit-linked business, premium income is recognised when the associated units are created. Premium on lapsed policies is recognised as income when such policies are re-instated. In case of linked business, top-up premium paid by policyholders are considered as single premium and are unitised as prescribed by the regulations. This premium is recognised when the associated units are created.

Fees and Commission Income of Insurance Business:

Insurance and investment contract policyholders are charged for policy administration services, investment management services, surrenders and other contract fees. These fees are recognised as revenue over the period in which the related services are performed. If the fees are for services provided in future periods, then they are deferred and recognised over those future periods.

Re-insurance Premium:

Re-insurance premium ceded is accounted for at the time of recognition of the premium income in accordance with the terms and conditions of the relevant treaties with the re-insurers. Impact on account of subsequent revisions to or cancellations of premium is recognised in the year in which they occur.

Income from items other than to which Ind AS 109 Financial Instruments and Ind AS 104 Insurance Contracts are applicable:

Revenue (other than for those items to which Ind AS 109 Financial Instruments are applicable) is measured at fair value of the consideration received or receivable. Ind AS 115 Revenue from contracts with customers outlines a single comprehensive model of accounting for revenue arising from contracts with customers and supersedes current revenue recognition guidance found within Ind ASs.

The Group recognises revenue from contracts with customers based on a five-step model as set out in Ind AS 115:

Step 1: Identify contract(s) with a customer: A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria for every contract that must be met.

Step 2: Identify performance obligations in the contract: A performance obligation is a promise in a contract with a customer to transfer a good or service to the customer.

Step 3: Determine the transaction price: The transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Step 4: Allocate the transaction price to the performance obligations in the contract: For a contract that has more than one performance obligation, the Group allocates the transaction price to each performance obligation in an amount that depicts the amount of consideration to which the Group expects to be entitled in exchange for satisfying each performance obligation.

Step 5: Recognise revenue when (or as) the Group satisfies a performance obligation.

1.23 Leases:

The Group assesses whether a contract contains a lease, at the inception of the contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

- the contract involves the use of identified asset;
- the Company has substantially all of the economic benefits from the use of the asset through the period of lease; and
- the Company has the right to direct the use of the asset.

As a Lessee:

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the company uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that the company is reasonably certain to exercise, lease payments in an optional renewal period if the company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the company is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the company's estimate of the amount expected to be payable under a residual value guarantee, or if company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Short-Term Leases and Leases of Low-Value Assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or lower, and leases of low value assets. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Leasehold Assets Depreciation:

Leasehold Land and Buildings	Over the period of Lease

Sale and Leaseback

The right of use arising from leaseback is measured at the proportion of previous carrying amount of the asset that relates to right of use retained by the Company. Where sale proceeds received reflect the asset's fair value, any gain or loss arising on disposal is recognised in the Statement of Profit and Loss, to the extent that it relates to the rights that have been transferred. Gains and losses that relate to the rights that have been retained are included in the carrying amount of the right of use assets recognised at commencement of the lease. Where sale proceeds received are not at the asset's fair value, any below market terms are recognised as a prepayment of lease payments, and above market terms are recognised as additional financing provided by the lessor.

1.24 Contract Liability:

Contract liability is recognised when a payment for customer is already received before a related performance obligation is satisfied. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is received.

As these are contracts that the Company expects, and has the ability, to fulfil through delivery of a non-financial item, these are presented as advance from customers, and are recognised as revenue as and when control of respective commodities is transferred or service is provided to the customers under the agreements.

1.25 Benefits Paid (Including Claims):

Claims and Benefits Paid:

Gross benefits and claims for life insurance contracts and for investment contracts with DPF include the cost of all claims arising during the year including internal and external claims handling costs that are directly related to the processing and settlement of claims, and policyholder bonuses declared on DPF contracts as well as changes in the gross valuation of insurance and investment contract liabilities with DPF.

Death and other claims are accounted for, when notified. Survival and maturity benefits are accounted when due. Surrenders/Withdrawals under linked-policies are accounted in the respective schemes when the associated units are cancelled. Repudiated claims disputed before judicial authorities are provided for based on the Management prudence considering the facts and evidences available, in respect of such claims.

Re-insurance Claims:

Re-insurance claims are recognised when the related gross insurance claim is recognised according to the terms of the relevant contract.

1.26 Acquisition Costs:

Acquisition costs are costs that vary with and are primarily related to acquisition of insurance contracts. Acquisition costs mainly consist of commission, medical costs, policy printing expenses, stamp duty and other related expenses. These costs are expensed in the year in which they are incurred. Claw-back of the first year commission paid, if any, in future is accounted in the year in which it is recovered.

1.27 Policy Liabilities:

Insurance Contracts:

The policy liabilities are calculated in accordance with the accepted actuarial practice, requirements of Insurance Act, 1938, Regulations notified by the Insurance Regulatory and Development Authority of India, and Practice Standards prescribed by the Institute of Actuaries of India.

Investment Contracts:

Liability in respect on Investment Contracts is recognised in accordance with IND AS 104 Insurance Contracts, taking into account accepted actuarial practices.

1.28 Deferred Acquisition Cost (DAC)/Deferment Origination Fees (DOF):

The Group has identified commission, rewards and recognition paid to its agents pertaining to 1st year as acquisition costs. Such acquisition costs are amortised over the period of the policy contract.

The origination fees for Investment Contracts, being premium allocation charges pertaining to the 1st, 2nd and 3rd year, have been deferred over the period of the policy contract.

Acquisition cost and origination fees is deferred only for Investment Contracts.

1.29 Re-insurance Assets:

Re-insurance Asset, being net contractual rights receivable under re-insurance contract, has been recognised on the basis of Actuarial valuation.

1.30 Borrowing Costs:

Borrowing cost includes interest expense, amortisation of discounts, hedge-related cost incurred in connection with foreign currency borrowings, ancillary costs incurred in connection with borrowing of funds and exchange difference, arising from foreign currency borrowings, to the extent they are regarded as an adjustment to the interest cost.

Borrowing costs, that are attributable to the acquisition or construction or production of a qualifying asset,

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

are capitalised as part of the cost of such asset till such time the asset is ready for its intended use. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use. All other borrowing costs are recognised as an expense in the period in which they are incurred.

Investment income earned on the temporary investment of specific borrowings, pending their expenditure on qualifying assets, is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in the Statement of Profit and Loss in the period in which they are incurred.

1.31 Trade Receivable:

Trade receivables are held with the objective of collecting the contractual cash flows and therefore are subsequently measured at amortised cost less loss allowance.

Trade receivables which are sold to a bank under without-recourse factoring arrangement are de-recognised from the Balance Sheet. Under this arrangement, the Company sell those receivables for cash proceeds to the factor/bank and transfer related risks and rewards – primarily credit risk. Trade receivables which are sold under with-recourse factoring arrangements for cash proceeds, are not derecognised from the financial statements as the Company retains substantially all of the risks and rewards related to such trade receivables. The amount received on sell of trade receivables under such arrangements is recognised as a financial liability and disclosed as short-term borrowings.

1.32 Government Grants and Subsidies:

Government grants are recognised when there is a reasonable assurance that the same will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised in the Statement of Profit and Loss by way of a deduction to the related expense on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income on a systematic basis over the expected useful life of the related asset or in proportion to fulfillment of related obligation. Government grants, that are receivable towards capital investments under State Investment Promotion Scheme, are recognised in the Statement of Profit and Loss when they become receivable.

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates, and is being recognised in the Statement of Profit and Loss.

When the Group receives grants of non-monetary assets, the asset and the grant are recorded at fair value amounts and released to profit or loss over the expected useful life in a pattern of consumption of the benefit of the underlying asset.

1.33 Exceptional Item:

Exception items include income or expense that are considered to be part of ordinary activities, however, are of such significance and nature that separate disclosure enables the user of Financial Statements to understand the impact in a more meaningful manner. Exceptional items are identified by virtue of either their size or nature so as to facilitate comparison with prior periods and to assess underlying trends in the financial performance of the Company.

1.34 Provision for Current and Deferred Tax:

Current Income Tax:

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date, in the countries where the Group operates and generates taxable income. Interest expenses are included in finance cost and interest income, if any, related to income tax is included in other income.

Current income tax, relating to items recognised outside of Statement of Profit and Loss, is recognised outside profit or loss (either in Other Comprehensive Income or in other equity). Current tax items are recognised in correlation to the underlying transaction either in OCI or directly in other equity. The Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and established provisions, where appropriate.

Deferred Tax:

Deferred tax is provided using the liability method on temporary differences between the tax bases of

assets and liabilities, and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences.

In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, when the timing of the reversal of the temporary differences can be controlled, and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available, against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

When the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences.

In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future, and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date, and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws), that have been enacted or substantively enacted at the reporting date.

Deferred tax, relating to items recognised outside profit or loss, is recognised outside profit or loss (either in Other Comprehensive Income or in other equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in other equity. Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities, and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently, if new information about facts and circumstances change. Acquired deferred tax benefits recognised within the measurement period reduce goodwill related to that acquisition, if they result from new information obtained about facts and circumstances existing at the acquisition date. If the carrying amount of goodwill is zero, any remaining deferred tax benefits are recognised in OCI/capital reserve depending on the principle explained for bargain purchase gains. All other acquired tax benefits realised are recognised in profit or loss.

1.35 Minimum Alternate Tax (MAT):

MAT is recognised as an asset only when and to the extent there is convincing evidence that the Group will pay normal Income Tax during the specified period. In the year in which the MAT credit becomes eligible to be recognised, it is credited to the Statement of Profit and Loss, and is considered as MAT Credit Entitlement. The Group reviews the same at each Balance Sheet date and writes down the carrying amount of MAT Credit Entitlement to the extent that there is no longer convincing evidence to the effect that the Group will pay normal Income Tax during the specified period. Minimum Alternate Tax (MAT) Credit are in the form of unused tax credits that are carried forward by the Group for a specified period of time, hence, it is presented with Deferred Tax Asset.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

1.36 Provisions and Contingent Liabilities:

Provisions are recognised when the Group has a present obligation (legal or constructive), as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows to the net present value using an appropriate pre-tax discount rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

A present obligation that arises from past events, where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made, is disclosed as a contingent liability. Contingent liabilities are also disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events, not wholly within the control of the Group.

Claims against the Group, where the possibility of any outflow of resources in settlement is remote, are not disclosed as contingent liabilities.

Contingent assets are not recognised in the financial statements since this may result in the recognition of income that may never be realised. However, when the realisation of income is virtually certain, then the related asset is not a contingent asset, and is recognised.

Warranty Provisions:

Provisions for warranty-related costs are recognised as an expense in the Statement of Profit and Loss, when the product is sold or service provided to the customer. Initial recognition is based on historical experience. The initial estimate of warranty-related costs is revised annually.

1.37 Mines Restoration Provisions:

An obligation for restoration, rehabilitation and environmental costs arises when environmental disturbance is caused by the development or ongoing extraction from mines. Costs, arising from restoration at closure of the mines and other site preparation work, are provided for based on their discounted net present value, with a corresponding amount being capitalised at the start of each project. The amount provided for is recognised, as soon as the obligation to incur such costs arises. These costs are charged to the Statement of Profit and Loss over the life of the operation through the depreciation of the asset and the unwinding of the discount on the provision. The costs are reviewed periodically and are adjusted to reflect known developments, which may have an impact on the cost or life of operations. The cost of the related asset is adjusted for changes in the provision due to factors such as updated cost estimates, new disturbance and revisions to discount rates. The adjusted cost of the asset is depreciated prospectively over the lives of the assets to which they relate. The unwinding of the discount is shown as a finance cost in the Statement of Profit and Loss.

1.38 Segment Reporting:

Identification of Segments:

Operating Segments are identified based on monitoring of operating results by the chief operating decision maker (CODM) separately for the purpose of making decision about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss, and is measured consistently with profit or loss of the Group.

Operating Segment is identified based on the nature of products and services, the different risks and returns, and the internal business reporting system.

Segment Policies:

The Group prepares its segment information in conformity with the accounting policies adopted for preparing and presenting the financial statements of the Group as a whole.

Further, inter-segment revenue has been accounted for based on the transaction price agreed to between segments, which is primarily market based.

Unallocated Corporate Items include general corporate income and expenses, which are not attributable to segments.

1.39 Goodwill on Consolidation:

Goodwill represents the difference between the Group's share in the net worth of Subsidiaries and Joint Ventures and the cost of acquisition at each point of

time of making the investment in the Subsidiaries and Joint Ventures. For this purpose, the Group's share of net worth is determined on the basis of the latest financial statements, prior to the acquisition after making necessary adjustments for material events between the date of such financial statements and the date of respective acquisition.

Goodwill that arises out of consolidation is tested for impairment at each reporting date. For the purpose of impairment testing, goodwill is allocated to the respective cash generating unit ('CGU'). The impairment loss is recognised if the recoverable amount of the CGU is higher of its value in use and fair value less cost to sell. Impairment losses are immediately recognised in the Statement of Profit and Loss.

1.40 Earnings Per Share (EPS):

Basic earnings per share are calculated by dividing the net profit for the year attributable to equity shareholders by the weighted-average number of equity shares outstanding during the period. The weighted-average number of equity shares outstanding during the period and for all periods presented is adjusted for events such as bonus issue; bonus element in a rights issue to existing shareholders; share split; and reverse share split (consolidation of shares) that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net profit or loss for the year attributable to equity shareholders and the weighted-average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

1.41 Significant Accounting Judgements, Estimates and Assumptions:

The preparation of financial statements, in conformity, with the Ind AS requires the judgements, estimates and assumptions to be made, that affect the reported amounts of assets and liabilities on the date of the financial statements, the reported amounts of revenues and expenses during the reporting period and the disclosures relating to contingent liabilities as of the date of the financial statements. Although these estimates are based on the Management's best knowledge of current events and actions, uncertainty about these assumptions and estimates could result in outcomes different from the estimates. Difference between actual results and estimates are recognised in the period in which the results are known or materialise. Estimates and underlying assumptions are reviewed on an ongoing basis. Any revision to the accounting estimates is recognised prospectively in the current and future periods.

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of asset and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

(a) Judgements:

In the process of applying the Group's accounting policies, the Management has made the following judgements, which have the most significant effect on the amounts recognised in the Consolidated Financial Statements.

Classification of Aditya Birla Sun Life AMC Limited, Aditya Birla Sun Life Trustee Company Private Limited, Aditya Birla Wellness Limited and Aditya Birla Power Composites Limited as Joint Ventures:

1. Aditya Birla Capital Limited, a subsidiary of the Company, holds either directly or through its subsidiaries, more than half of the equity shareholding in the following entities. However, as per the shareholders' agreement, the Group needs to jointly decide with other shareholders of the respective entity on certain relevant activities. Hence, these entities have been consolidated as per equity method of accounting:

   a) Aditya Birla Sun Life AMC Limited

   b) Aditya Birla Sun Life Trustee Company Private Limited

   c) Aditya Birla Wellness Limited

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

2. The Company holds more than half of the equity shareholding in the Aditya Birla Power Composites Limited. However, as per the shareholders' agreement, the Company needs to jointly decide with other shareholders of the respective entity on certain relevant activities. Hence, these entities have been consolidated as per equity method of accounting:

a) Aditya Birla Power Composites Limited

Classification of Madanpur (North) Coal Company Limited as Investment in an Associate:

A Joint Venture Company (JV), "Madanpur (North) Coal Company Limited", was formed by allocatees of Madanpur North Coal Block. As per Ind AS 111, when all the parties or a group of parties considered collectively are able to direct the activities that significantly affect the returns of the arrangement (i.e., the relevant activities), the parties control the arrangement collectively. Also, joint control exists only when decisions about the relevant activities require the unanimous consent of all the parties. In terms of the JV agreement between the parties, each JV partner has the right to nominate one director on the Board of the Joint Venture Company, and major decisions shall be taken by a majority of 75% of the directors' present. Since there is no unanimous consent required from the parties, in the judgement of the Management the Company, does not have joint control over the JV. However, considering the Company's representation in the Board and the extent of its ability to exercise the influence over the decision over the relevant activities, the JV has been considered as an associate and accounted under the equity method.

(b) Estimates and Assumptions:

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of asset and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

i. Classification of Lease Ind AS 116:

Ind AS 116 Leases requires a lessee to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Company makes an assessment on the expected lease term on lease-by-lease basis, and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Company considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of lease and the importance of the underlying lease to the Company's operations taking into account the location of the underlying asset and the availability of the suitable alternatives. The lease term in future periods is re-assessed to ensure that the lease term reflects the current economic circumstances. The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

ii. Useful Lives of Property, Plant and Equipment and Intangible Assets:

The Group uses its technical expertise along with historical and industry trends for determining the economic life of an asset/component of an asset. The useful lives are reviewed by the Management periodically and revised, if appropriate. In case of a revision, the unamortised depreciable amount is charged over the remaining useful life of the assets.

iii. Mines Restoration Obligation:

In determining the fair value of the Mines Restoration Obligation, assumptions and estimates are made in relation to discount rates, the expected cost of mines restoration and the expected timing of those costs.

iv. Measurement of Defined Benefit Obligation:

The cost of the defined benefit gratuity plan and the present value of the gratuity obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

v. Deferred Tax Assets/Deferred Tax Liability:

Pursuant to the announcement of the changes in the corporate tax regime, the companies have an option to either opt for the new tax regime or continue to pay taxes as per the old applicable tax structure together with the other benefits available to the companies including utilisation of the MAT credit available. This requires significant estimation in determining in which year the company would migrate to the new tax regime basis future year's taxable profits including the impact of ongoing expansion plans of the Company and consequential utilisation of available MAT credit. Accordingly, in accordance with IND AS 12 - Income Taxes, deferred tax assets and liabilities are required to be measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

vi. Recognition and Measurement of Provisions and Contingencies:

Key assumptions about the likelihood and magnitude of an outflow of resources.

The company reviews and recognises provisions on periodic basis. Provisions are recognised, when the company has a present obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

vii. Fair Value Measurement of Financial Instruments:

When the fair value of financial assets and financial liabilities recorded in the Balance Sheet cannot be measured based on quoted prices in active markets, their fair values are measured using valuation techniques including the Discounted Cash Flow (DCF) model. The inputs to these models are taken from observable market where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include consideration of input such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

viii. Share-Based Payments:

The Group measures the cost of equity-settled transactions with employees using Black-Scholes Model and Binomial Model to determine the fair value of the liability incurred on the grant date. Estimating fair value for share-based payment transactions requires determination of the most appropriate valuation model, which is dependent on the terms and conditions of the grant.

This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option, volatility and dividend yield and making assumptions about them.

The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in Note 4.5.

ix. Disposal Groups:

The Company has used comparable market multiple approach to assess the fair value of the disposal group of assets/liabilities.

Under the market multiple approach value of the equity shares of a company is arrived at by using multiples derived from valuations of comparable companies, as manifested through stock market valuations of listed companies for which the Company has considered Enterprise Value/Revenue and Enterprise value/EBITDA multiples based on their market price and latest published financials.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

x. **Litigation and Contingencies:**

The Company has ongoing litigations with various regulatory authorities. Where an outflow of funds is believed to be probable and a reliable estimate of the outcome of the dispute can be made based on the Management's assessment of specific circumstances of each dispute and relevant external advice, the Management provides for its best estimate of the liability. Such accruals are by nature complex and can take number of years to resolve, and can involve estimation uncertainty. Information about such litigations is provided in notes to the financial statements.

xi. **Assessment of Impairment of Investments in Equity Accounted Investees:**

The Company reviews its carrying value of investments in Equity Accounted Investees annually, or more frequently when there is indication for impairment. If the recoverable amount is less than its carrying amount, the impairment loss is accounted for. Determining whether the investments in equity accounted investees is impaired requires an estimate in the value in use of investments. The Management carries out impairment assessment for each investment by comparing the carrying value of each investment with the net worth of each company based on audited financials, comparable market price and comparing the performance of the investee companies with projections used for valuations, in particular those relating to the cash flows, sales growth rate, pre-tax discount rate and growth rates used and approved business plans.

xii. **Impairment of Non-Current Assets (Non-Financial):**

At the end of each reporting period, the Group reviews the carrying amount of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount, which is the higher of the value in use or fair value less cost to sell, of the asset or cash-generating unit, as the case may be, is estimated, and impairment loss (if any) is recognised and the carrying amount is reduced to its recoverable amount. In assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risk specific to the assets for which the estimates of future cash flows have not been adjusted. When it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

When an impairment loss subsequently reverses, the carrying amount of the asset or a cash generating unit is increased to the revised estimate of its recoverable amount, so that the increased carrying amount does not exceed the carrying amount that would have been determined has no impairment loss been recognised for the asset (or cash-generating unit) earlier.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

xiii. **Impairment of Financial Assets:**

The measurement of impairment losses across all categories of financial assets requires judgement, in particular, the estimation of the amount and timing of future cash flows and collateral values when determining impairment losses and the assessment of a significant increase in credit risk. These estimates are driven by a number of factors, changes in which can result in different levels of allowances.

The Company's ECL calculations are outputs of complex models with a number of underlying assumptions regarding the choice of variable inputs and their inter-dependencies. Elements of the ECL models that are considered accounting judgements and estimates include:

a. The Company's internal credit grading model, which assigns PDs to the individual grades

b. The Company's criteria for assessing if there has been a significant increase in credit risk, and so allowances for financial assets should be measured on a LTECL basis and the qualitative assessment

c. The segmentation of financial assets when their ECL is assessed on a collective basis

d. Development of ECL models, including the various formulas and the choice of inputs

e. Determination of associations between macro-economic scenarios, and economic inputs, such as unemployment levels and collateral values, and the effect on PDs, EADs and LGDs

f. Selection of forward-looking macro-economic scenarios and their probability weightings, to derive the economic inputs into the ECL models

It has been the Company's policy to regularly review its models in the context of actual loss experience and adjust, when necessary.

xiv. Business Combination:

For the purpose of accounting of business combination, following key judgements are made:

- (a) Fair Valuation of Intangible Assets:

  The Company has used income approach (example relief from royalty, multi-period excess earnings method and incremental cash flows, etc.), for value analysis of intangible assets. The method estimates the value of future cash flows over the life of the Intangible assets accruing to the Company, by virtue of the transaction. The resulting post-tax cash flows for each of the years are recognised at their present value using a Weighted-Average Cost of Capital ('WACC') adjusted for risk of achieving the intangible assets projected savings.

(b) Fair Valuation of Tangible Assets:

Freehold land: Freehold land is fair valued using the sales comparison method using prevailing rates of similar plots of land, circle rates provided by relevant regulatory authorities and other acceptable valuation techniques.

Leasehold Land: Leasehold land is valued basis the leasehold interest for the remaining duration of the lease.

Other Assets: The cost approach has been adopted for fair valuing all the assets. The cost approach includes calculation of replacement cost using price trends applied to historical cost and capitalisation of all the indirect cost, these trends are on the basis of price indices obtained from recognised sources.

(c) Fair Valuation of Loans:

The fair value of loans given/borrowed has been estimated by considering the cash flows, future credit losses and the rate of prepayments for each loan. Projected annual cash flows were then discounted to the present value based on a market rate for similar loans.

The allowance for loan losses, associated with the acquired loans, were evaluated by the Management and recorded.

(d) Fair Valuation of Current Assets and Liabilities:

The Current Assets and Liabilities are taken at fair value on the date of acquisition.

1.42 Cash Dividend to Equity Holders of the Group:

The Group recognises a liability to make cash distributions to equity holders of the Group when the distribution is authorised and the distribution is no longer at the discretion of the Group. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in other equity.

1.43 Recent Accounting Pronouncements:

New and amended standards adopted by the Company:

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended March 31, 2025, MCA has notified Ind AS-117 Insurance Contracts. The Company has reviewed the new pronouncements and based on its evaluation has determined that it has no impact on the financial statements.

Notes
forming part of the Consolidated Financial Statements for the year ended 31st March 2025

2.1 Property, Plant and Equipment (PPE)*@

Year ended 31st March 2025

₹ in crore

Particulars	Gross Block							Accumulated Depreciation						Net Block
	As at 1st April 2024	Addition on Acquisition of Subsidiary / Scheme of arrangement (Note 4.3 (a),(b),(c))	Additions	Translation Difference Add/(Less)	Divestment of Subsidiary (Note 4.12.4)	Deductions/ Adjustments	As at 31st March 2025	As at 1st April 2024	For the Year	Translation Difference Add/(Less)	Divestment of Subsidiary (Note 4.12.4)	Deductions/ Adjustments	As at 31st March 2025	As at 31st March 2025
Freehold Land	8,943.92	9,415.39	569.66	2.38	-	(58.83)	18,872.52	-	-	-	-	-	-	18,872.52
Leasehold Land	1,383.22	698.45	20.66	(0.01)	-	-	2,102.32	362.59	89.23	(0.01)	-	-	451.81	1,650.51
Leasehold Improvements	78.91	-	40.02	-	(2.88)	(4.91)	111.14	24.57	29.21	-	(2.69)	(3.07)	48.02	63.12
Buildings	9,846.39	1,870.74	2,065.88	(5.32)	-	(19.53)	13,758.16	2,463.85	459.06	(11.70)	-	(5.41)	2,905.80	10,852.36
Plant and Equipment														
- Own	71,384.74	7,190.92	16,971.28	49.11	-	(225.38)	95,370.67	20,821.13	4,262.51	(5.29)	-	(192.79)	24,885.56	70,485.11
- Given on Lease	32.90	-	-	-	-	-	32.90	9.10	1.26	-	-	-	10.36	22.54
Furniture and Fixtures	315.08	6.94	128.06	0.39	(0.64)	(9.08)	440.75	191.00	51.75	0.24	(0.43)	(7.57)	234.99	205.76
Vehicles	557.13	14.46	267.99	0.41	(2.55)	(77.26)	760.18	244.04	117.47	0.22	(0.86)	(47.72)	313.15	447.03
Office Equipment	912.88	8.78	281.16	0.17	(2.46)	(64.03)	1,136.50	494.03	169.76	0.16	(0.85)	(64.02)	599.08	537.42
Salt Pans, Reservoir and Condensers	8.18	-	-	-	-	-	8.18	7.04	0.02	-	-	-	7.06	1.12
Railway Sidings	1,113.73	74.45	143.21	0.01	-	-	1,331.40	455.15	74.71	0.01	-	-	529.87	801.53
Total	**94,577.08**	**19,280.13**	**20,487.92**	**47.14**	**(8.53)**	**(459.02)**	**1,33,924.72**	**25,072.50**	**5,254.98**	**(16.37)**	**(4.83)**	**(320.58)**	**29,985.70**	**1,03,939.02**
Capital Work-in-Progress (including Pre-Operative Expenses)														14,609.66
Total PPE														**1,18,548.68**

Year ended 31st March 2024

₹ in crore

Particulars	Gross Block					Accumulated Depreciation					Net Block
	As at 1st April 2023	Additions	Translation Difference Add/(Less)	Deductions/ Adjustments	As at31st March 2024	As at 1st April 2023	For the Year	Translation Difference Add/(Less)	Deductions/ Adjustments	As at 31st March 2024	As at 31st March 2024
Freehold Land	8,358.71	589.40	0.08	(4.27)	8,943.92	-	-	-	-	-	8,943.92
Leasehold Land	1,150.07	23.08	-	210.07	1,383.22	290.52	62.01	-	10.06	362.59	1,020.63
Leasehold Improvements	47.27	36.13	-	(4.49)	78.91	9.17	19.80	-	(4.40)	24.57	54.34
Buildings	9,156.13	778.99	3.89	(92.62)	9,846.39	2,131.52	363.71	1.17	(32.55)	2,463.85	7,382.54
Plant and Equipment											
- Own	63,670.03	7,684.80	28.37	1.54	71,384.74	17,601.54	3,295.12	10.64	(86.17)	20,821.13	50,563.61
- Given on Lease	199.05	-	-	(166.15)	32.90	85.78	1.61	-	(78.29)	9.10	23.80
Furniture and Fixtures	256.37	68.53	0.22	(10.04)	315.08	168.64	30.39	0.15	(8.18)	191.00	124.08
Vehicles	420.09	199.47	0.16	(62.59)	557.13	205.39	80.32	0.12	(41.79)	244.04	313.09
Office Equipment	757.71	189.91	0.07	(34.81)	912.88	413.14	113.98	0.06	(33.15)	494.03	418.85
Salt Pans, Reservoir and Condensers	7.41	0.77	-	-	8.18	7.04	-	-	-	7.04	1.14
Railway Sidings	1,032.87	69.77	-	11.09	1,113.73	389.44	65.84	-	(0.13)	455.15	658.58
Total	**85,055.71**	**9,640.85**	**32.79**	**(152.27)**	**94,577.08**	**21,302.18**	**4,032.78**	**12.14**	**(274.60)**	**25,072.50**	**69,504.58**
Capital Work-in-Progress (including Pre-Operative Expenses)											18,229.22
Total PPE											**87,733.80**

**Net Block amounting to ₹11,792.15 crore (Previous Year ₹9,308.63 crore) is pledged as security against the secured borrowings. (Note 2.27)*

@Gross Block includes Land which the Group is in the process of getting registered in its name, which is currently under dispute, but the Management expects a favourable outcome in this matter.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Notes :

₹ in crore

		As at 31st March 2025	As at 31st March 2024
2.1.1	The title of immovable assets are in the process of being transferred in the name of the Company/ Subsidiaries (Gross Block)	4,991.11	2,493.17
2.1.2	Property, Plant and Equipment for which ownership is not in the name of the Group which were pledged as security against secured borrowings	562.04	478.76
2.1.3	Property, Plant and Equipment includes assets held on Co-ownership with other Companies (the Group's share)		
	Buildings	145.72	140.58
	Plant and Equipment	1.52	1.54
	Furniture and Fixtures	7.89	6.93
	Vehicles	0.07	0.07
	Office Equipment	20.98	19.37
		176.18	**168.49**
2.1.4	Buildings include (Gross Block)		
	Cost of Debentures and Shares in a company entitling the right of exclusive occupancy and use of certain premises	48.33	48.33
2.1.5	Pre-Operative Expenses Pending Allocation included in Capital Work-in-Progress:		
	Expenditure incurred during the Year:		
	Raw Materials Consumed	160.11	133.77
	Salaries, Wages and Bonus	182.16	274.94
	Contribution to Provident and Other Funds	4.48	6.35
	Contribution to Gratuity Fund	1.13	0.66
	Expenses on Employee Stock Options Scheme	2.75	8.30
	Rent and Hire Charges	1.40	1.20
	Power and Fuel	35.06	18.55
	Insurance	2.54	0.40
	Depreciation on PPE	10.73	10.62
	Depreciation on RoU	0.77	1.29
	Borrowing Costs	559.30	297.44
	Consumption of Stores, Spare Parts and Components, Packing Materials, etc.	30.12	17.88
	Repairs and Maintenance	3.34	0.10
	Other Expenses	215.69	250.77
		1,209.58	**1,022.27**
	Add: Pre-Operative Expenditure incurred up to Previous Year	1,050.03	376.30
	Less: Change in stock of Trial Run Production	(74.55)	155.17
	Less: Sale of Trial-Run Production	369.12	7.97
	Less: Capitalised/Charged during the Year	1,065.55	185.40
	Total Pre-Operative Expenses Pending Allocation	**899.49**	**1,050.03**

₹ in crore

		As at 31st March 2025	As at 31st March 2024
2.1.6	Capital-Work-in Progress (CWIP)		
	Opening Balance	18,229.22	7,720.17
	Add: Addition	16,547.49	19,910.46
	Add: Addition on Acquisition of Subsidiary / Scheme of arrangement (Note 4.3 (a),(b),(c))	211.54	-
	Less: Capitalisation / deletion during the year	(20,390.96)	(9,401.58)
	Less : Translation reserve	12.37	0.17
	Closing Balance	**14,609.66**	**18,229.22**

CWIP Ageing Schedule :

As at 31st March 2025

₹ in crore

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	10,062.76	3,808.18	490.71	247.97	14,609.62
Projects temporarily suspended	0.02	-	-	0.02	0.04
Total	**10,062.78**	**3,808.18**	**490.71**	**247.99**	**14,609.66**

As at 31st March 2024

₹ in crore

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	15,226.95	2,539.17	269.74	140.69	18,176.55
Projects temporarily suspended	-	-	-	52.67	52.67
Total	**15,226.95**	**2,539.17**	**269.74**	**193.36**	**18,229.22**

2.2 Leases

A. Right of Use Assets@

Year ended 31st March 2025

₹ in crore

Particulars	Gross Block							Accumulated Depreciation						Net Block
	As at 1st April 2024	Addition on Acquisition of Subsidiary / Scheme of arrangement (Note 4.3 (a),(b),(c))	Additions	Other Adjustments*	Deductions	Divestment of Subsidiary (Note 4.12.4)	As at 31st March 2025	As at 1st April 2024	For the Year	Divestment of Subsidiary (Note 4.12.4)	Other Adjustments*	Deductions	As at 31st March 2025	As at 31st March 2025
Land#	1,184.89	9.30	202.92	2.45	(39.94)	-	1,359.62	160.84	47.88	-	0.69	(4.78)	204.63	1,154.99
Buildings#	1,404.42	-	584.34	-	(80.53)	(17.78)	1,890.45	567.82	270.93	(11.50)	-	(48.40)	778.85	1,111.60
Plant and Machinery	362.70	-	353.30	4.49	-	-	720.49	169.19	73.26	-	3.93	-	246.38	474.11
Software Platform	17.39	-	4.34	-	-	-	21.73	5.71	4.68	-	-	-	10.39	11.34
Ships	801.49	-	-	(7.75)	(2.02)	-	791.72	348.36	74.94	-	(9.52)	-	413.78	377.94
Total	**3,770.89**	**9.30**	**1,144.90**	**(0.81)**	**(122.49)**	**(17.78)**	**4,784.01**	**1,251.92**	**471.69**	**(11.50)**	**(4.90)**	**(53.18)**	**1,654.03**	**3,129.98**

Year ended 31st March 2024

₹ in crore

Particulars	Gross Block					Accumulated Depreciation					Net Block
	As at 1st April 2023	Additions	Other Adjustments*	Deductions	As at 31st March 2024	As at 1st April 2023	For the Year	Other Adjustments*	Deductions	As at 31st March 2024	As at 31st March 2024
Land#	1,341.41	71.75	0.99	(229.26)	1,184.89	145.33	35.58	0.30	(20.37)	160.84	1,024.05
Buildings#	943.92	575.99	-	(115.49)	1,404.42	408.42	207.32	-	(47.92)	567.82	836.60
Plant and Machinery	260.22	111.98	2.73	(12.23)	362.70	126.40	50.49	2.22	(9.92)	169.19	193.51
Software Platform	10.81	6.88	-	(0.30)	17.39	1.99	4.02	-	(0.30)	5.71	11.68
Ships	793.22	-	8.27	-	801.49	268.41	74.62	5.33	-	348.36	453.13
Total	**3,349.58**	**766.60**	**11.99**	**(357.28)**	**3,770.89**	**950.55**	**372.03**	**7.85**	**(78.51)**	**1,251.92**	**2,518.97**

#Includes gross block of Leasehold Land of ₹144.52 crore (Previous Year: ₹142.57 crore) and Leasehold Building of ₹5.57 crore (Previous Year: ₹4.97 crore) having co-ownership with other companies.

**mainly represents Foreign Currency Translation.*

@Lease deed of Immovable Properties not in the name of the Company Gross carrying value ₹ 15.50 crore (Previous Year: ₹ 63.06 crore)

(B) Analysis of Lease Liabilities

(B1) The following is the movement in Lease Liabilities during the year ended 31st March:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Opening Lease Liabilities	2,052.84	1,690.64
Finance Cost Accrued during the Year (including revaluation of Lease Liabilities)	156.22	122.01
Addition on Acquisition of Subsidiary / scheme of arrangement (Note 4.3(b) and 4.3(c))	10.25	-
Additions / (deductions) during the Year (Net)	1,094.64	657.45
Less: Divestment of Subsidiary (Note 4.12.4)	(6.88)	-
Payment of Lease Liabilities (Including Interest)	(630.20)	(417.26)
Closing Lease Liabilities	**2,676.87**	**2,052.84**

(B2) Maturity Analysis of Lease Liabilities

₹ in crore

Maturity Analysis – Contractual Undiscounted Cash Flows	As at 31st March 2025	As at 31st March 2024
Less than one year	628.89	458.22
One to five years	1,786.94	1,382.68
More than five years	1,381.92	983.26
Total Undiscounted Lease Liabilities	**3,797.75**	**2,824.16**
Lease Liabilities included in the Statement of Financial Position	**2,676.87**	**2,052.84**
Current	**513.74**	**380.36**
Non-Current	**2,163.13**	**1,672.48**

(B3) Amount recognised in the Statement of Profit and Loss, not included in the Measurement of Lease Liabilities:

₹ in crore

Particulars	Year Ended on 31st March 2025	Year Ended on 31st March 2024
Variable Lease Payments not included in the Measurement of Lease liabilities	312.74	124.87
Expenses relating to Short-Term Leases	353.91	301.74
Expenses relating to Leases of Low-Value Assets, excluding Short-Term Leases of Low Value Assets	76.48	74.27
(Gains) or Losses arising from Modification of Lease Agreements and Others	2.04	13.90

(C) Income from sub-leasing of Right-to-Use Assets is ₹ 150.66 crore (Previous Year ₹ 107.38 crore).

(D) The total cash outflow for leases for the year is ₹ 630.20 crore (Previous Year ₹ 417.26 crore).

(E) **Sale and Leaseback**

The Company entered in to sale and leaseback arrangements for cash proceeds. Certain equipment worth ₹ 328.91 crore (₹ 388.12 crore including taxes) [Previous year: ₹ 68.92 crore (₹ 81.33 crore including taxes)] are sold at par under the arrangement for a tenure of 5 to 7 years. Interest rate on these arrangements ranges between 6% to 8.67% p.a. (Previous year: 6% to 8.56% p.a.). The Company has collected ₹ 392.49 crore (₹ 463.14 crore including taxes) during the year [Previous year: ₹ 5.34 crore (₹ 6.30 crore including taxes)].

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

(F) **Group as a Lessor : Operating Lease**

The Group has subleased its Leased Ships as an Intermediate lessor which is shown in Note 2.2 (A) Right of Use Assets. Also, the Group has leased Owned Railway wagons to Railways on rent, the wagons were recognised as assets in "Property, Plant and Equipment" Schedule in Note 2.1. Both the arrangements qualifies to be recognised as Operating lease arrangement.

The period for such leases ranges from 1 year to 5 years depending upon terms and conditions of each lease arrangements.

Future minimum lease payments receivable under the operating lease is as below:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Within one year	37.75	51.11
Later than one year and not later than five years	0.06	0.16
Total	**37.81**	**51.27**

Total operating lease rental income recognised in the Statement of Profit and Loss during the Year ended 31st March 2025 is ₹ 101.66 crore (Previous Year : ₹ 97.05 crore)

2.3 Investment Property

Year ended 31st March 2025

₹ in crore

	Gross Block			Accumulated Depreciation				Net Block
	As at 1st April 2024	Deductions	As at 31st March 2025	As at 1st April 2024	For the Year	Deductions	As at 31st March 2025	As at 31st March 2025
Building	16.87	-	16.87	2.93	0.44	-	3.37	13.50

Year ended 31st March 2024

₹ in crore

	Gross Block			Accumulated Depreciation				Net Block
	As at 1st April 2024	Deductions	As at 31st March 2024	As at 1st April 2024	For the Year	Deductions	As at 31st March 2024	As at 31st March 2024
Building	16.87	-	16.87	2.50	0.43	-	2.93	13.94

Information regarding Income and Expenditure of Investment Property:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Rental Income Derived from Investment Property	0.58	0.53
Direct Operating Expenses (including Repairs and Maintenance) associated with Rental Income	(0.06)	(0.06)
Income Arising from Investment Property before Depreciation and Indirect Expenses	0.52	0.47
Depreciation for the Year	(0.44)	(0.43)
Net Income Arising from Investment Property before Indirect Expenses	0.08	0.04

The Group has carried out the valuation through the Registered Valuer to assess fair value of its Investment Property. As per report provided by Valuer, the fair value is ₹ 20.45 crore as on 31st March 2025 (Previous Year ₹ 19.02 crore).

The fair value of Investment Property has been derived using the Direct Comparison Method based on recent market prices without any significant adjustments being made in observable data. Accordingly, fair value estimates for Investment Property is classified as Level 3.

The Group has no restrictions on the realisability of its Investment Property, and has no contractual obligations to purchase, construct or develop Investment Property.

2.4 Goodwill

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Balance at the beginning of the Year	20,153.78	20,137.55
Goodwill Arising on account of Business Combination (Notes 4.3 (a), (b), (c))	1,297.33	-
Effects of Foreign Currency Exchange Differences	38.96	16.23
De-recognised on account of Divestment of Subsidiary (Note 4.12.4)	(121.38)	-
Balance at the end of the Year	**21,368.69**	**20,153.78**

2.4.1 Impairment Testing of Goodwill

Goodwill acquired in business combinations has been allocated to the following Segments/Cash-Generating Units (CGUs):

₹ in crore

Segment	As at 31st March 2025	As at 31st March 2024
Building Materials	9,591.06	8,254.77
Financial Services	11,750.25	11,871.63
Others (Textile, Renewables and other Subsidiaries)	27.38	27.38
	21,368.69	**20,153.78**

Goodwill is not amortised, instead it is tested for impairment annually or more frequently, if indicators of impairment exist. Potential impairment is identified by comparing the recoverable value of a cash-generating units to its carrying value. The Company estimates the recoverable value based on fair value less cost to sell approach following income approach and market approach. The determination of recoverable value using the income and market approaches requires the use of estimates and assumptions related to selection of multiples and control premium for the market approach and sales volumes and prices, costs to produce, capital spending and discount rate for the income approach. Under income approach, the recoverable amount is determined based on value-in-use calculation, which requires the use of certain assumptions. The calculation uses cash flow projections based on financial budgets approved by the Management covering three to five years period, depending upon segments/CGUs financial budgeting process. Cash flow beyond these financial budget periods is extrapolated using the estimated growth rates. Under market approach, recoverable amount is determined based on average of comparable companies multiple suitable for the industry to which business relates.

During the current year, the Company has carried out the Impairment Testing of Goodwill allocated to its business segments.

A. Building Materials

The goodwill allocated to Building Materials Segment is tested for impairment annually or when events or circumstances indicate that the implied fair value of goodwill is less than its carrying amount. CGUs to which goodwill has been allocated are tested for impairment annually.

Potential impairment is identified by comparing the recoverable value of a CGU to its carrying value. The recoverable amount has been determined based on value in use. Value in use has been determined based on future cash flows, after considering current economic conditions, industry trends, estimated future operating results, growth rates and anticipated future economic conditions. As at 31st March 2025, the estimated cash flows for a period of 5 years were developed using internal forecasts, and a weighted average cost of capital of ~12% (31st March 2024: ~ 12%). The cash flows beyond 5 years have been extrapolated assuming nil long-term growth rates. While determining the cashflows factors such as cement sales volume growth, price per bag, input cost expectation etc. are considered. As per the current business operation, it expects stable state on the factors and same is supported by the cement industry outlook

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Based on the impairment testing, the recoverable amount of the CGU's exceeds its carrying amount including goodwill. Therefore, no impairment loss was recognised during the year ended 31st March 2025. Sensitivity analysis with 1% change in growth rate and weighted average cost of capital also indicates that no impairment required on carrying amount of goodwill.

B. Financial Services

The key assumption used in the estimation of the recoverable amount of various CGUs is set out below. The values assigned to the key assumptions represent the Management 's assessment of future trends in the relevant sector, and have been based on historical and external data from both external and internal sources.

Financial Services Business	Key Assumptions	As at 31st March 2025	As at 31st March 2024
Aditya Birla Housing Finance Limited (ABHFL) and Aditya Birla Finance Limited (ABFL) (i)	Market Price to Adjusted Book Value	2.0 - 3.1 times (Based on average of comparable companies multiple)	1.8 - 2.9 times (Based on average of comparable companies multiple)
Aditya Birla Sun Life Insurance Limited (ABSLI) (ii)	Market Capitalisation (-) Embedded Value /VNB	11.3 times (Based on average of comparable companies multiple)	9 times (Based on average of comparable companies multiple)

(i) For ABHFL and ABFL, based on our result of value analysis on the basis of price to adjusted book value multiple of comparable companies, the fair value of the CGUs, to whom goodwill was allocated, is higher than the respective carrying amount.

As a result of impairment test for the year ended 31st March 2025, no goodwill impairment was identified as the fair value of the CGUs, to whom goodwill was allocated, exceeded their respective carrying amount. (Previous Year ₹ Nil).

(ii) ABSLI, based on our result of value analysis on the basis of key assumptions as stated above, the fair value of CGU exceeds the carrying amount of assets of the CGU. As a result of impairment test for the year ended 31st March 2025, no goodwill impairment was identified as the fair value of the CGUs, to whom goodwill was allocated, exceeded their respective carrying amount.

(iii) ABML, the recoverable amount is determined based on fair value less cost to sell i.e. asset market price less cost of disposal.

As a result of impairment test for the year ended 31st March 2025, no goodwill impairment was identified as the recoverable amount of the CGUs to which goodwill was allocated was higher than their carrying amount (Previous Year ₹ Nil).

2.5 Other Intangible Assets

Year ended 31st March 2025

₹ in crore

Particulars	Gross Block							Accumulated Amortisation						Net Block
	As at 1st April 2024	Addition on Acquisition of Subsidiary / Scheme of arrangement (Note 4.3 (a),(b),(c))	Additions	Translation Difference Add/(Less)	Divestment of Subsidiary (Note 4.12.4)	Deductions/ Adjustments	As at 31st March 2025	As at 1st April 2024	For the Year	Translation Difference Add/(Less)	Divestment of Subsidiary (Note 4.12.4)	Deductions/ Adjustments	As at 31st March 2025	As at 31st March 2025
INTANGIBLE ASSETS (other than internally generated)														
Computer Software	958.14	26.61	390.41	0.10	(16.90)	(45.37)	1,312.99	626.81	171.94	(0.19)	(15.56)	(42.98)	740.02	572.97
Value of Licence/Right-to-Use Infrastructure	105.44	-	-	-	-	-	105.44	59.48	8.35	-	-	-	67.83	37.61
Power Purchase Agreements	43.89	-	-	-	-	-	43.89	10.10	1.76	-	-	-	11.86	32.03
Power Line Rights	67.57	-	-	(0.70)	-	-	66.87	34.35	2.58	0.84	-	-	37.77	29.10
Rights to Manage and Operate Manufacturing Facilities	666.50	-	-	-	-	-	666.50	273.50	44.49	-	-	-	317.99	348.51
Group Management Rights	197.70	-	-	-	-	-	197.70	-	-	-	-	-	-	197.70
Customer Relationship	369.90	-	-	-	-	-	369.90	110.69	16.84	-	-	-	127.53	242.37
Distribution Network	1,533.03	136.52	-	-	(163.00)	(20.03)	1,486.52	871.22	135.65	-	(124.27)	(17.81)	864.79	621.73
Value in Force	1,649.00	-	-	-	-	-	1,649.00	742.01	107.71	-	-	-	849.72	799.28
Order Back Log	16.70	-	-	-	-	(16.70)	-	16.70	-	-	-	(16.70)	-	-
Technical Know-how	27.24	-	-	-	-	-	27.24	14.68	2.44	-	-	-	17.12	10.12
Trade Mark and Brands	223.17	421.44	-	5.22	-	(155.21)	494.62	201.87	36.89	-	-	(155.21)	83.55	411.07
Mining Rights	328.61	2,636.43	47.58	-	-	0.59	3,013.21	91.85	19.36	-	-	(34.04)	77.17	2,936.04
Non-Compete Fees	21.50	-	-	-	-	(21.50)	-	21.50	-	-	-	(21.50)	-	-
Mining Reserve	5,652.72	1,455.95	-	23.64	-	(17.70)	7,114.61	759.05	172.07	0.07	-	34.02	965.21	6,149.40
Jetty Rights	250.89	-	27.63	-	-	-	278.52	76.89	14.35	0.01	-	-	91.25	187.27
Surface Rights	109.55	-	23.45	-	-	-	133.00	7.93	3.69	-	-	-	11.62	121.38
Total Intangible Assets	**12,221.55**	**4,676.95**	**489.07**	**28.26**	**(179.90)**	**(275.92)**	**16,960.01**	**3,918.63**	**738.12**	**0.73**	**(139.83)**	**(254.22)**	**4,263.43**	**12,696.58**
Intangible Assets Under Development														155.35
Total Intangible Assets														**12,851.93**

Notes
forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Year ended 31st March 2024

₹ in crore

Particulars	Gross Block					Accumulated Amortisation					Net Block
	As at 1st April 2023	Additions	Translation Difference Add/ (Less)	Deductions/ Adjustments	As at 31st March 2024	As at 1st April 2023	For the Year	Translation Difference Add/ (Less)	Deductions/ Adjustments	As at 31st March 2024	As at 31st March 2024
INTANGIBLE ASSETS (other than internally generated)											
Computer Software	721.65	247.73	-	(11.24)	958.14	507.21	122.26	-	(2.66)	626.81	331.33
Value of Licence/Right-to-Use Infrastructure	97.02	8.42	-	-	105.44	51.83	7.65	-	-	59.48	45.96
Power Purchase Agreements	43.89	-	-	-	43.89	8.34	1.76	-	-	10.10	33.79
Power Line Rights	64.35	-	3.22	-	67.57	31.34	2.53	0.48	-	34.35	33.22
Rights to Manage and Operate Manufacturing Facilities	666.50	-	-	-	666.50	229.01	44.49	-	-	273.50	393.00
Group Management Rights	197.70	-	-	-	197.70	-	-	-	-	-	197.70
Customer Relationship	369.90	-	-	-	369.90	93.85	16.84	-	-	110.69	259.21
Production Formula	-		-		-	-	-	-	-	-	-
Distribution Network	1,533.03	-	-	-	1,533.03	746.87	124.35	-	-	871.22	661.81
Value in Force	1,649.00	-	-	-	1,649.00	632.11	109.90	-	-	742.01	906.99
Order Back Log	16.70	-	-	-	16.70	16.70	-	-	-	16.70	-
Technical Know-how	27.24	-	-	-	27.24	12.24	2.44	-	-	14.68	12.56
Trade Mark and Brands	223.17	-	-	-	223.17	196.72	5.15	-	-	201.87	21.30
Mining Rights	280.17	48.06	-	0.38	328.61	110.03	44.88	-	(63.06)	91.85	236.76
Non-Compete Fees	21.50	-	-	-	21.50	21.50	-	-	-	21.50	-
Mining Reserves	5,635.02	-	-	17.70	5,652.72	586.03	108.11	-	64.91	759.05	4,893.67
Jetty Rights	275.57	8.20	-	(32.88)	250.89	66.12	14.84	-	(4.07)	76.89	174.00
Surface Rights	84.52	25.03	-	-	109.55	5.14	2.79	-	-	7.93	101.62
Total Intangible Assets	**11,906.93**	**337.44**	**3.22**	**(26.04)**	**12,221.55**	**3,315.04**	**607.99**	**0.48**	**(4.88)**	**3,918.63**	**8,302.92**
Intangible Assets Under Development											128.30
Total Intangible Assets											**8,431.22**

2.5.1 Based on written down value, the balance amortisation period of Material Intangible Assets:

Intangible Assets	As at 31st March 2025	As at 31st March 2024
Distribution Network	17.25 Years	0.25 - 18.25 Years
Mining Reserve	On the Basis of mineral material extraction (proportion of mineral material extracted per annum to total estimated mining reserve)	On the Basis of mineral material extraction (proportion of mineral material extracted per annum to total estimated mining reserve)
Value in Force	7.25 years	8.25 Years

2.5.2 Intangible Assets Under Development

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Opening Balance	128.30	47.50
Add: Addition	283.31	208.88
Less: Divestment of Subsidiary (Note 4.12.4)	(0.20)	-
Less: Capitalisation / deletion during the year	(256.06)	(128.08)
Closing Balance	**155.35**	**128.30**

Intangible Assets Under Development Ageing Schedule :

As at 31st March 2025

₹ in crore

Intangible Assets Under Development	Amount in Intangible Assets Under Development for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	133.15	21.17	1.03	-	155.35
Projects temporarily suspended	-	-	-	-	-
Total	**133.15**	**21.17**	**1.03**	**-**	**155.35**

As at 31st March 2024

₹ in crore

Intangible Assets Under Development	Amount in Intangible Assets Under Development for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	123.40	4.39	0.46	0.05	128.30
Projects temporarily suspended	-	-	-	-	-
Total	**123.40**	**4.39**	**0.46**	**0.05**	**128.30**

2.6 ▸▸ Non-Current Assets - Investment In Equity Accounted Investees

Investments in Equity Accounted Investees

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
Joint Ventures (Note 4.14)			
Share in Net Assets	4,293.24		4,102.55
Goodwill	5.15		5.15
Equity Investments in Joint Ventures - At Cost	**4,298.39**		**4,107.70**
Impairment in Value of Investments	(4.15)		(4.15)
Share in Profit/Reserves of Joint Ventures (Post-Acquisition)	(47.05)		(11.05)
		4,247.19	**4,092.50**
Associates (Note 4.14)			
Share in Net Assets	2,435.89		3,270.27
Goodwill (Note 2.39 A)	1,699.94		1,707.51
Equity Investments in Associates - At Cost	**4,135.83**		**4,977.78**
Impairment in Value of Investments	(0.22)		(0.22)
Share in Profit/Reserves of Joint Ventures (Post-Acquisition)	1,641.71		1,412.75
		5,777.32	**6,390.31**
Total		**10,024.51**	**10,482.81**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

2.6.1 The investments in the Company's Joint Ventures, namely, AV Group NB Inc., AV Terrace Bay Inc., Birla Jingwei Fibres Company Limited and Aditya Group AB are subject to maintenance of specified holding by the Company, until the credit facility provided by certain lenders to the respective companies is outstanding. Without guaranteeing the repayments to the lenders, the Company has also agreed that the affairs of the Joint Ventures will be managed through its nominee directors on the Boards of respective borrowing companies, in a manner that they are able to meet their respective financial obligations.

2.7 Investments of Insurance Business - Non-Current

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
Investments in various Mutual Funds			
Carried at Fair Value through Profit or Loss (FVTPL)#	30.62		27.73
		30.62	**27.73**
Investments in Equity Instruments			
Carried at FVTPL#	4,178.35		3,653.04
Carried at FVTPL	296.36		296.41
Carried at FVTOCI#	66.21		29.89
Carried at FVTOCI	7.52		0.88
		4,548.44	**3,980.22**
Investments in Government or Trust Securities			
Carried at Amortised Cost#	31,993.40		24,307.45
Carried at FVTPL#	8.00		7.80
Carried at FVTOCI#	6,682.96		6,292.14
		38,684.36	**30,607.39**
Investments in Debentures			
Carried at Amortised Cost#	7,879.71		7,637.73
Carried at FVTOCI#	9,041.29		7,018.97
Carried at FVTPL#	37.44		44.22
		16,958.44	**14,700.92**
Other Non-Current Investments			
Carried at FVTOCI	57.95		53.39
		57.95	**53.39**
		60,279.81	**49,369.65**

#Quoted Investments

2.7.1 Aggregate Book Value of:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Quoted Investments	59,917.98	49,018.97
Unquoted Investments	361.83	350.68
	60,279.81	**49,369.65**
Aggregate Market Value of Quoted Investments	**61,853.97**	**49,765.18**

2.8 Other Investments - Non-Current (Fully Paid-up)

Investments in Equity Instruments

₹ in crore

	Face Value	No. of Shares / Units	As at 31st March 2025	As at 31st March 2024
Investments in Equity Instruments				
Carried at FVTOCI {Note 4.9 (A)}				
Thai Rayon Public Company Limited, Thailand#	Thai Baht 1	1,39,88,570	116.10	131.05
P.T. Indo Bharat Rayon Co. Limited, Indonesia	US$ 100	5,000	1,639.02	1,407.54
Vodafone Idea Limited#	₹ 10	3,31,75,66,167	2,255.94	4,395.78
Hindalco Industries Limited#	₹ 1	8,80,48,812	6,008.89	4,932.93
Indophil Textile Mills Inc., Philippines	Peso 10	4,22,496	1.31	2.10
Birla International Limited - British Virgin Islands	US$ 100	2,500	6.06	5.90
Aditya Birla Fashion and Retail Limited#	₹ 10	9,76,71,361	2,503.02	2,007.63
Star Cement Limited# (PY : Nil Shares)	₹ 10	3,40,27,714	731.60	-
Equity shares, Quoted UAE#	₹ 10	8,38,32,878	139.30	-
Equity shares, Quoted GCC Countries#	₹ 10	14,44,728	10.80	-
Investment in Unquoted Equity Shares	₹ 10	2,50,00,000	25.00	-
Birla Management Centre Services Private Limited	₹ 10	9,000	22.38	17.86
			13,459.42	**12,900.79**
Carried at FVTPL {Note 4.9 (A)}				
MOIL Limited#	₹ 10	24,490	0.79	0.68
IDBI Bank Limited# (PY : Nil Shares)	₹ 10	5,915	0.05	-
Amplus Sunshine Private Limited	₹ 10	38,67,848	4.80	4.80
Amplus Coastal Power Private Limited	₹ 10	17,12,279	1.76	1.76
Amplus Dakshin Private Limited	₹ 10	2,64,87,381	26.49	26.49
Lalganj Power Private Limited	₹ 10	1,33,89,522	17.70	17.70
Raj Mahal Coal Mining Limited	₹ 10	10,00,000	1.00	1.00
Green Infra Wind Power Generation Limited	₹ 10	1,92,000	0.19	0.19
NU Power Wind Farm Limited (@ -Equity Shares of ₹ 10 each aggregating to CY: ₹ 1,000 (PY: ₹ 1,000))	₹ 10	100	@	@
Watsun Infrabuild Private Limited (PY : 642,600 Shares)	₹ 10	8,09,295	0.81	0.64
VSN Onsite Private Limited	₹ 10	87,16,450	11.32	11.32

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

	Face Value	No. of Shares / Units	As at 31st March 2025	As at 31st March 2024
Solbridge Energy Private Limited	₹ 10	17,38,490	2.21	2.21
Sunroot Energy Private Limited	₹ 10	86,06,393	8.61	8.61
VSV Offsite Private Limited	₹ 10	3,88,890	0.53	0.53
Amplus Alpha Solar Private Limited	₹ 10	70,98,864	7.10	7.10
Clean Max Theia Private Limited	₹ 10	2,28,91,488	41.20	41.20
Ostro Alpha Wind Private Limited	₹ 10	69,66,635	8.36	8.36
Amplus Ages Private Limited	₹ 10	4,82,72,246	48.27	48.27
Amplus Helios Private Limited	₹ 10	43,21,728	4.32	4.32
Clean Max Terra Private Limited	₹ 10	1,51,00,000	27.18	27.18
Dalavaipuram Renewables Private Limited	₹ 10	57,15,631	5.72	5.72
Veh Radiant Energy Private Limited	₹ 10	88,10,000	17.62	17.62
Renew Surya Spark Private Limited	₹ 10	71,60,946	7.16	7.16
Amplus Iru Private Limited (PY : Nil Share)	₹ 10	3,00,02,997	30.00	-
Continuum MP Windfram Development Private Limited (PY : Nil Share)	₹ 10	2,43,51,600	24.35	-
Cleanmax Sapphire Private Limited (PY : Nil Share)	₹ 10	2,40,88,421	45.77	-
O2 Renewables energy XXII Private Limited (PY : Nil Share)	₹ 10	2,13,85,586	21.39	-
Amplus Omega Solar Private Limited (PY : Nil Share)	₹ 10	2,78,05,947	27.81	-
Coromandel Electric Company Limited (PY : Nil Share)	₹ 10	44,000	3.50	-
Coromandel Electric Company Limited (Non Dividend bearing equity shares) (PY : Nil Share)	₹ 10	51,000	4.06	-
Clean Max Decimus Private Limited	₹ 10	11,875	0.94	-
Greenyana Sunstream Private Limited	₹ 10	48,25,662	6.27	-
Renew Surya Uday Private Limited	₹ 10	97,85,162	29.82	-
			437.10	**242.86**
Investments in Preference Shares				
Carried at FVTPL {Note 4.9 (A)}				
Joint Ventures				
6% Non-Cumulative Redeemable Retractable, Non-Voting Preferred Shares of AV Group NB Inc., Canada, of aggregate value of Canadian Dollar 6.75 million	WPV	67,50,000	38.00	39.01

₹ in crore

	Face Value	No. of Shares / Units		As at 31st March 2025	As at 31st March 2024
1% Redeemable Preference Shares of Aditya Group AB, Sweden, of aggregate value of US$ 8 million	WPV	1,60,000	53.13		48.66
Others					
7% Non-Cumulative Non-Convertible Redeemable Preference Shares of Aditya Birla Health Services Limited	₹ 100	60,00,000	58.16		58.03
				149.29	**145.70**
Investment in Co- operative Societies					
Carried at FVTPL					
The India Cements Employees Co-operative stores Limited, Sankari (PY : Nil Shares)	₹ 50	2,500.00	0.01		-
The India Cements Employees Co-operative stores Limited, Sankari (PY : Nil Shares)	₹ 10	5,000.00	0.01		-
The India Cements Mines employees Co-operative stores Limited, Sankari (PY : Nil Shares)	₹ 10	5,300.00	0.01		-
				0.03	**-**
Investments in Bonds/Debentures					
Investments in Debentures or Bonds and Other Investments {Note 4.9 (A)}#					
Carried at FVTPL					
Taxable Corporate Bonds			635.57		1,487.48
				635.57	**1,487.48**
Investments in Bonds/Debentures					
0% Unsecured Convertible debentures of Coromandel Sugars Limited (PY: Nil Units) at Amortised Cost		35,50,000	15.18		-
Compulsory Convertible debentures of Coromandel Electric Company Limited (PY: Nil Units) at Amortised Cost		23,95,302	34.89		-
				50.07	**-**
Carried at amortised Cost#	₹ 1,00,000	15,000	158.38		-
Carried at amortised Cost	₹ 1,00,00,000	981	203.37		-
Carried at Fair Value through Profit or Loss (FVTPL) (PY : 4,00,000 units)#	₹ 1,000	-	-		40.23
Carried at Fair Value through Profit or Loss (FVTPL) (PY : 20 units)	₹ 10,00,000	-	-		2.03
				361.75	**42.26**
Government & Trustee Securities :					
National Savings Certificates			0.03		-
Indira Vikas Patra Certificates (@ CY : ₹ 2000)			@		-
				0.03	**-**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

	Face Value	No. of Shares / Units		As at 31st March 2025	As at 31st March 2024
Other Investments					
Carried at Amortised Cost					
Certificate of Deposits			50.00	50.00	125.00
Carried at FVTPL					
Investments in Security Receipts			14.46		152.80
Investments in Security Receipts#	₹ 1,000	9,89,600	92.44	106.90	
Investments in Limited Liability Partnership					
Clean Max Power 3 LLP			26.60	26.60	26.60
				133.50	**179.40**
Carried at FVTPL {Note 4.9 (A)}					
Investments in Mutual Funds				12.87	47.76
				15,289.63	**15,171.25**

WPV - Without Par Value

#Quoted Investments

2.8.1 Aggregate Book Value of:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Quoted Investments	12,652.88	12,995.78
Unquoted Investments	2,636.75	2,175.47
	15,289.63	**15,171.25**
Aggregate Market Value of Quoted Investments	12,652.88	12,995.78

2.8.2 Category-wise Other Non-Current Investments:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Quoted		
Financial Investments Measured at FVTOCI		
Equity Shares	11,765.65	11,467.39
Sub-Total (a)	**11,765.65**	**11,467.39**
Financial Investments Measured at FVTPL		
Debentures or Bonds	635.57	1,527.71
Private Equity Investment Funds	92.44	-
Equity Shares	0.84	0.68
Sub-Total (b)	**728.85**	**1,528.39**
Financial Investments Measured at Amortised Cost		
Debentures or Bonds	158.38	-
Sub-Total (c)	**158.38**	**-**
Total (d) [a + b + c]	**12,652.88**	**12,995.78**
Unquoted		
Financial Investments Measured at FVTOCI		
Equity Shares	1,693.77	1,433.40
Sub-Total (e)	**1,693.77**	**1,433.40**
Financial Investments Measured at FVTPL		
Equity Shares	436.26	242.18

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Mutual Funds	12.87	47.76
Preference Shares	149.29	145.70
Co-operative Societies	0.03	-
Debentures or Bonds	-	2.03
Private Equity Investment Funds	41.06	179.40
Sub-Total (f)	**639.51**	**617.07**
Financial Investments Measured at Amortised Cost		
Certificate of Deposits/NCD	50.00	125.00
Debentures or Bonds	253.47	-
Sub-Total (g)	**303.47**	**125.00**
Total (h) [e + f + g]	**2,636.75**	**2,175.47**
Total (d + h)	**15,289.63**	**15,171.25**

2.8.3 Entities not considered as an Associates

The Group holds more than 20% in the companies listed below. However, the Group does not exercise significant influence on decisions of the investees. Hence, they are not being construed as associate companies. These investments are included in "Note 2.8: Other Investments - Non Current" under Investment measured at fair value through profit & loss in the financial statements.

Sr. No.	Name of the Investee	Principal Place of Business	% Shareholding	
			As at 31st March 2025	As at 31st March 2024
	List of Companies where Ultratech Cement Limited does not exercise significant influence			
(a)	Amplus Sunshine Private Limited	India	34.95%	34.95%
(b)	VSV Onsite Private Limited	India	26.55%	26.61%
(c)	Amplus Dakshin Private Limited	India	26.00%	26.00%
(d)	Amplus Coastal Power Private Limited	India	35.00%	35.00%
(e)	VSV Offsite Private Limited	India	26.87%	27.00%
(f)	Sunroot Energy Private Limited	India	26.00%	26.00%
(g)	Ostro Alpha Wind Private Limited	India	26.00%	26.00%
(h)	Renew Surya Spark Private Limited	India	26.00%	26.00%
(i)	Clean Max Theia Private Limited	India	26.00%	26.00%
(j)	Clean Max Terra Private Limited	India	26.00%	26.00%
(k)	Veh Radiant Energy Private Limited	India	26.00%	26.00%
(l)	Amplus Ages Private Limited	India	26.00%	26.00%
(m)	Amplus Alpha Solar Private Limited	India	26.00%	26.00%
(n)	O2 Renewable Energy XXII Private Limited (w.e.f. 18th December 2024)	India	26.00%	-
(o)	Amplus Omega Solar Private Limited (w.e.f. 17th July 2024)	India	26.00%	-
(p)	Clean Max Sapphire Private Limited (w.e.f. 23rd December 2024)	India	26.00%	-
	List of Companies where Company does not exercise significant influence			
(q)	Greenyana Sunstream Private Limited (Ceased to be associate w.e.f. 01 July 2024)	India	26.00%	-
(r)	Renew Surya Uday Private Limited (Ceased to be associate w.e.f. 01 July 2024)	India	26.00%	-
(s)	Cleanmax Decimus Private Limited (w.e.f. 21st June 2024)	India	26.00%	-

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

2.9 Assets Held to Cover Linked Liabilities of Life Insurance Business - Non-Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Carried at Fair Value through Profit or Loss		
Quoted Investments		
Mutual Funds	372.83	492.66
Equity Instruments	18,465.25	17,602.35
Government or Trust Securities	9,903.46	8,657.91
Debentures	5,324.88	5,425.06
	34,066.42	**32,177.98**
2.9.1 Aggregate Book Value of Quoted Investments	34,066.42	32,177.98
2.9.2 Aggregate Market Value of Quoted Investments	34,066.42	32,177.98

2.10 Trade Receivables - Non-Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Considered Good*	0.33	1.80
	0.33	**1.80**

**Trade Receivables Ageing Schedule - All amount are Not Due.*

2.11 Loans - Non-Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Secured, Considered Good	1,02,219.58	76,294.85
Unsecured, Considered Good	17,204.01	14,116.81
Secured, Receivables which have significant increase in Credit Risk	1,735.65	1,855.30
Unsecured, Receivables which have significant increase in Credit Risk	1,041.78	793.76
Less: Expected Credit Loss Allowance	(1,852.67)	(1,844.74)
Loans Against Insurance Policies	704.56	514.09
Secured - Loans to Employees	8.20	-
Unsecured - Loans to Employees	16.13	19.33
	1,21,077.24	**91,749.40**

2.12 Other Financial Assets - Non-Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Security Deposits	885.41	670.87
Less: Loss Allowances	(3.91)	(3.32)
Deposits to Related Party (Note 4.7.2)	7.37	7.37
Derivative Assets - Carried at Fair Value	847.49	435.94
Government Grant Receivables	1,063.44	771.83
Less: Provision towards Government Incentive	(9.62)	(9.62)
Fixed Deposits with Banks with Remaining maturity more than 12 months *	837.31	380.32
Receivables towards Divested Business $	35.13	42.13
Less: Provision towards Divested Businesses	-	(7.00)
Advance against Equity (Note 4.7.2)	-	61.36
Less: Provision against Advance against Equity {Note 3.11 (vi)}	-	(61.36)
Re-insurance Assets	1,280.53	1,011.96
Advances to Body Corporates	-	0.04
Other Receivables	17.92	13.07
	4,961.07	**3,313.59**
*Includes:		
Money Margin with Exchange	72.78	132.24
Towards Issue of Bank Guarantee	1.76	162.21
Lodged as Security with Government Departments	1.38	0.34
Lien Marked in favour of Insurance Regulatory Development Authority of India (IRDA) and Banks	25.97	7.57
$The Company has to receive from purchaser towards Tax Refund.	35.13	35.13

2.13 (A) Deferred Tax Assets (Net)

₹ in crore

Current Year	As at 1st April 2024	Recognised in Profit or Loss	Recognised in OCI	Others*	As at 31st March 2025
Deferred Tax Assets:					
Provision Allowed Under Tax on Payment Basis	35.86	10.99	18.42	0.32	65.59
Unabsorbed Losses	180.84	147.43	-	-	328.27
Unrealised Profits Arising on Intragroup Stock Transfers	3.16	5.51	-	-	8.67
Expected Credit Loss Allowance	476.53	(47.41)	-	-	429.12
Others	38.39	4.47	0.02	51.76	94.64
	734.78	**120.99**	**18.44**	**52.08**	**926.29**
Deferred Tax Liabilities:					
Impact of difference between Tax Depreciation and Depreciation/ Amortisation charged for financial reporting	283.59	145.36	-	0.30	429.25
Others (Fair Value of Borrowings and Contingent Liabilities)	28.60	(17.27)	-	(9.56)	1.77
	312.19	**128.09**	**-**	**(9.26)**	**431.02**
Deferred Tax Assets (Net)	**422.59**	**(7.10)**	**18.44**	**61.34**	**495.27**

**mainly on account of foreign exchange translation difference*

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Previous Year	As at 1st April 2023	Recognised in		As at 31st March 2024
		Profit or Loss	OCI	
Deferred Tax Assets:				
Provision Allowed Under Tax on Payment Basis	8.71	22.38	4.77	35.86
Unabsorbed Losses	209.83	(28.99)	-	180.84
Unrealised Profits Arising on Intragroup Stock Transfers	(2.25)	5.41	-	3.16
Expected Credit Loss Allowance	453.76	22.77	-	476.53
Others	31.38	6.27	0.74	38.39
	701.43	**27.84**	**5.51**	**734.78**
Deferred Tax Liabilities:				
Impact of difference between Tax Depreciation and Depreciation/Amortisation charged for financial reporting	309.48	(25.89)	-	283.59
Others (Fair Value of Borrowings and Contingent Liabilities)	9.69	18.70	0.21	28.60
	319.17	**(7.19)**	**0.21**	**312.19**
Deferred Tax Assets (Net)	**382.26**	**35.03**	**5.30**	**422.59**

2.13 (B) Deferred Tax Liabilities (Net)

₹ in crore

Current Year	As at 1st April 2024	Transfer on acquisition of subsidiary / Scheme of Arrangement (Note 4.3.(a),(b),(C))	Divestment of Subsidiary (Note 4.12.4)	Others*	Recognised in		As at 31st March 2025
					Profit or Loss	OCI	
Deferred Tax Liabilities:							
Accumulated Depreciation and Amortisation	8,906.18	2,682.23	-	21.72	594.86	-	12,204.99
Fair Valuation of Investments	641.82	-	-	-	50.02	(114.80)	577.04
Fair Valuation of Assets Acquired on Merger	368.17	-	(10.30)	-	(28.16)	8.67	338.38
Income Taxable on Receipt Basis	36.65	-	-	-	(35.75)	-	0.90
Others	443.73	19.00	-	(98.74) #	22.52	(0.62)	385.89
	10,396.55	**2,701.23**	**(10.30)**	**(77.02)**	**603.49**	**(106.75)**	**13,507.20**
Deferred Tax Assets:							
Expenses Allowable in Instalments in Income Tax	4.83	-	-	-	(1.88)	-	2.95
Provisions Allowed Under Tax on Payment Basis	348.76	9.38	(3.81)	-	(142.77)	(0.03)	211.53
Unabsorbed Losses	317.42	-	-	-	40.72	3.70	361.84
Income Tax Interest Offered for Tax, to be claimed in future	21.33	-	-	-	(10.37)	-	10.96
Others	287.54	395.81	(1.37)	(51.62)	(94.43)	(102.94)	432.99
	979.88	**405.19**	**(5.18)**	**(51.62)**	**(208.73)**	**(99.27)**	**1,020.27**
Deferred Tax Liabilities (Net)	**9,416.67**	**2,296.04**	**(5.12)**	**(25.40)**	**812.22**	**(7.48)**	**12,486.93**

**mainly on account of foreign exchange translation difference*

#reversal of deferred tax liability amounting to ₹98.82 crore has recognised through Equity.

₹ in crore

Previous Year	As at 1st April 2023	Recognised in		As at 31st March 2024
		Profit or Loss	OCI	
Deferred Tax Liabilities:				
Accumulated Depreciation and Amortisation	8,430.76	475.42	-	8,906.18
Fair Valuation of Investments	60.08	0.93	580.81	641.82
Fair Valuation of Assets Acquired on Merger	402.67	(40.61)	6.11	368.17
Income Taxable on Receipt Basis	-	36.65	-	36.65
Others (including Ind AS 116 transition impact)	379.54	64.19	-	443.73
	9,273.05	**536.58**	**586.92**	**10,396.55**
Deferred Tax Assets:				
Expenses Allowable in Instalments in Income Tax	3.56	1.27	-	4.83
Provisions Allowed Under Tax on Payment Basis	343.32	5.44	-	348.76
Unabsorbed Losses	192.81	124.61	-	317.42
Income Tax Interest Offered for Tax, to be claimed in future	21.11	0.22	-	21.33
MAT Credit Entitlement	0.06	(0.06)	-	-
Others (including Ind AS 116 transition impact)	268.81	9.77	8.95	287.53
	829.67	**141.25**	**8.95**	**979.87**
Deferred Tax Liabilities (Net)	**8,443.38**	**395.33**	**577.97**	**9,416.67**

In respect of Deferred Taxes, all items are attributable to origination and reversal of temporary differences.

2.13.1 During the previous year, the Company has not recognised deferred tax asset on losses of ₹ 497.36 crore reported under the head Exceptional Items, as presently it is not probable of recovery. Such losses will expire after a period of eight years from the end of the year in which actual transfer of shares will take place.

2.13.2 Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, carry forward of unabsorbed depreciation and unused tax losses can be utilised. Accordingly, the Group has not recognised deferred tax assets in respect of carry forward of unabsorbed depreciation and unused tax losses of ₹ 1,894.86 crore and ₹ 648.65 crore respectively as of 31st March 2025 (31st March 2024 :₹ 1,755.35 crore and ₹ 278.05 crore respectively).

2.14 ⏩ Other Non-Current Assets

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Capital Advances		
Unsecured, Considered Good	3,060.33	3,317.64
Unsecured, Considered Doubtful	18.19	14.89
Less: Allowance for Doubtful	(18.19)	(14.89)
Balances with Government Authorities		
Unsecured, Considered Good	529.37	565.00
Prepaid Expenses	67.70	24.47
Deferred Acquisition Costs/Staff Cost/Rent Expenses	0.39	1.13
Other Advances	15.02	13.11
	3,672.81	**3,921.35**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

2.15 Inventories

(Valued at lower of cost and net realisable value, unless otherwise stated)

₹ in crore

	As at 31st March 2025			As at 31st March 2024		
	In Hand	In Transit	Total	In Hand	In Transit	Total
Raw Materials	3,259.40	888.92	4,148.32	2,257.30	1,410.81	3,668.11
Work-in-Progress	1,929.78	-	1,929.78	1,703.66	-	1,703.66
Finished Goods	2,262.65	427.59	2,690.24	1,584.34	412.63	1,996.97
Stock-in-Trade	207.42	5.73	213.15	92.58	4.96	97.54
Stores, Spares, etc. (including Fuel and Packing Materials)	4,563.99	2,029.41	6,593.40	3,777.68	2,271.24	6,048.92
Waste/Scrap (valued at Net Realisable Value)	39.53	-	39.53	29.58	-	29.58
	12,262.77	**3,351.65**	**15,614.42**	**9,445.14**	**4,099.64**	**13,544.78**

The Company follows adequate provisioning policy for writing down the value of slow moving, non-moving and surplus inventories along with provision towards net realisable value.
Write down of inventories (net of reversals) for the year is ₹ 85.72 crore (Previous Year ₹ 53.76 crore). Inventory values shown above are net of write down.

2.15.1 Working Capital Borrowings are secured by hypothecation of inventories of the respective companies.

2.16 Investments of Insurance Business - Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Investments in Mutual Funds		
Carried at Fair Value through Profit or Loss (FVTPL)#	95.14	-
Carried at Fair Value through Profit or Loss (FVTPL)	20.87	9.60
Investments in Government or Trust Securities		
Carried at Amortised Cost#	87.23	7.33
Carried at FVTOCI#	81.92	98.18
Investments in Debentures/Bonds		
Carried at Amortised Cost#	130.04	249.17
Carried at FVTOCI#	614.65	510.14
Other Current Investments		
Carried at Amortised Cost#	542.51	260.68
Carried at FVTOCI#	492.10	279.78
Carried at FVTOCI	260.60	25.07
	2,325.06	**1,439.95**

#Quoted Investments

2.16.1 Aggregate Book Value of:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Quoted Investments	2,043.59	1,405.28
Unquoted Investments	281.47	34.67
	2,325.06	**1,439.95**
Aggregate Market Value of Quoted Investments	2,066.49	1,405.28

2.17 Other Investments - Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Investments in Mutual Funds:		
Carried at FVTPL	7,178.58	9,046.97
Investments in Government Securities		
Carried at FVTPL#	4,486.08	1.81
Investments in Bonds		
Carried at FVTPL#	293.62	298.77
Carried at FVTOCI#	260.54	169.18
Investments in Debentures		
Carried at FVTPL#	1,636.88	6,065.23
Carried at Amortised Cost#	-	3.85
Investments in Security Receipts		
Carried at FVTPL	32.70	420.87
Other Investments		
Carried at FVTPL (Certificate of Deposits)	155.00	50.00
Carried at FVTPL	716.76	429.97
Carried at Amortised Cost (Fixed Deposit with Financial Institutions with maturity less than twelve months)	54.67	350.00
	14,814.83	**16,836.65**

#Quoted Investments

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
2.17.1	Aggregate Book Value of:		
	Quoted Investments	5,040.24	6,538.84
	Unquoted Investments	9,774.59	10,297.81
		14,814.83	**16,836.65**
2.17.2	Aggregate Market Value of Quoted Investments	**5,040.24**	**6,538.84**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

2.18 Assets Held to Cover Linked Liabilities of Life Insurance Business - Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Carried at Fair Value through Profit or Loss		
Quoted Investments		
Mutual Funds	40.06	70.08
Government or Trust Securities	1,574.69	1,358.42
Debentures	1,015.62	1,389.05
Other Current Investments	774.02	864.18
Other Current Assets	230.13	66.55
Unquoted Investments		
Other Current Investments	61.32	78.93
	3,695.84	**3,827.21**

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
2.18.1 Aggregate Book Value of Quoted Investments	3,634.52	3,748.28
2.18.2 Aggregate Market Value of Quoted Investments	3,634.52	3,748.28
2.18.3 Aggregate Value of Unquoted Investments	61.32	78.93

2.19 Trade Receivables

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
Secured, Considered Good*@	1,335.53		1,056.79
Unsecured*@			
Considered Good	7,952.73		5,959.48
Credit Impaired	166.59		140.82
		9,454.85	7,157.09
Less: Allowance for Trade Receivables which have significant increase in credit risk/credit impaired		296.22	177.69
		9,158.63	**6,979.40**
Trade receivables are interest and non-interest bearing, and are generally up to 180 days terms.			
**Includes amount in respect of which the Company holds Letters of Credit/ Guarantees from Banks.*		373.65	428.27
@Includes amount due from Related Parties (Note 4.7.2)		66.16	31.48

2.19.1 Working Capital Borrowings are secured by hypothecation of book debts of the Company.

2.19.2 Trade Receivables Ageing Schedule

As at 31st March 2025

₹ in crore

Particulars	Outstanding for the following periods from the due date of payment					Total
	Less than 6 Months	6 months -1 Year	1-2 Years	2-3 Years	More than 3 Years	
Undisputed Trade Receivables - Considered Good	3,055.80	128.80	87.08	36.53	48.62	3,356.83
Undisputed Trade Receivables - Credit-Impaired	1.88	1.54	37.24	12.04	45.16	97.86
Disputed Trade Receivables - Considered Good	1.51	0.55	5.59	3.93	32.09	43.67
Disputed Trade Receivables - Credit-Impaired	0.09	0.08	0.21	4.87	63.49	68.74
Total (A)						**3,567.09**
Not Due (B)						5,860.59
Less: Loss Allowance (C)						296.22
Net Total (A+B-C)						**9,131.46**
Add: Unbilled Revenue						27.17
Grand Total						**9,158.63**

As at 31st March 2024

₹ in crore

Particulars	Outstanding for the following periods from the due date of payment					Total
	Less than 6 Months	6 months -1 Year	1-2 Years	2-3 Years	More than 3 Years	
Undisputed Trade Receivables - Considered Good	2,038.42	55.17	25.17	0.66	3.56	2,122.98
Undisputed Trade Receivables - Credit-Impaired	3.42	2.16	24.49	9.52	34.10	73.69
Disputed Trade Receivables - Considered Good	0.01	0.18	2.64	-	7.76	10.59
Disputed Trade Receivables - Credit-Impaired	0.09	0.08	2.65	9.70	54.61	67.13
Total (A)						**2,274.39**
Not Due (B)						4,829.67
Less: Loss Allowance (C)						177.69
Net Total (A+B-C)						**6,926.37**
Add: Unbilled Revenue						53.03
Grand Total						**6,979.40**

2.19.3 No trade or other receivable are due from directors or other officers of the Company either severally or jointly with any other person. Nor any trade or other receivable are due from firms or private companies respectively in which any director is a partner, a director or a member.

2.20 ▸▸ Cash and Cash Equivalents

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Balances with Banks		
In Current Account	3,274.17	1,356.33
In Deposit Account - Original Maturity of 3 months or less	1,438.64	844.88
In EEFC Account	0.41	12.45
Cheques in Hand	159.65	167.17
Cash on Hand	9.83	6.82
	4,882.70	**2,387.65**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

2.20.1 There is no restriction with regard to cash and cash equivalents as at the end of each reporting period and prior periods.

2.21 Bank Balances other than Cash and Cash Equivalents

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Earmarked Balance with Banks		
In Government Treasury Savings Account	0.03	0.03
In Escrow Account	0.36	14.31
Rights Issue Account#	2.47	10.15
Unclaimed Dividend (including Unclaimed Fractional Warrants)	28.55	33.04
Bank Deposits (with original maturity more than 3 months but less than 12 months)$	2,991.31	2,203.58
	3,022.72	**2,261.11**
#Represents balance pending for utilisation of Rights Issue proceeds kept in separate bank account {Note 2.25.5(a)}		
$Bank Deposits include:		
Earmarked for specific purpose	208.08	177.13
Lodged as Security with Government Departments	37.42	34.47
Margin Money with Exchange	83.25	16.79
Towards issue of Bank overdraft and Debenture Trustee of Escrow Account	212.58	22.21
Towards Issue of Bank Guarantee	702.45	517.39

2.21.1 There are no amounts due and outstanding to be credited to the Investors Education and Protection Fund as at 31st March 2025 and 31st March 2024.

2.22 Loans - Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Loans and Advances of Financial Services Business		
Secured	17,556.98	15,989.93
Unsecured	14,078.73	15,040.49
Less: Expected Credit Loss Allowance	(134.21)	(134.93)
Loans against Insurance Policies	7.53	3.43
Loans to Related Parties (Note 4.7.2)	48.49	259.91
Others (include Loans to Employees, etc.)	15.05	12.85
	31,572.57	**31,171.68**

2.23 Others Financial Asset - Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Derivative Assets - Carried at FVTPL	528.58	444.98
Interest Accrued on Investments	99.96	135.58
Unclaimed Amount of Policyholders	70.39	152.61
Government Grants Receivable	764.12	847.84
Re-insurance Assets	361.23	351.96
Other Receivables from Related Parties (Note 4.7.2)	18.91	92.78
Security Deposits	282.47	230.59
Receivable under Sale and Leaseback Arrangement	-	75.02
Fixed Deposits with Banks with remaining maturity less than 12 months	104.75	-
Collateralised Borrowing and Lending Obligation Instrument	300.23	-
Others (Insurance Claims, Railways Claims and other Receivables)	1,155.69	1,281.21
Less: Loss Allowance	(4.98)	-
	3,681.35	**3,612.57**

2.24 Other Current Assets

(Unsecured, Considered Good, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Balances with Government Authorities	2,057.77	1,898.94
Less: Loss Allowance	(12.82)	(12.82)
Advances to Suppliers	1,527.73	1,312.55
Less: Loss Allowance	(5.50)	(41.14)
Deferred Acquisition Costs	-	0.33
Others (includes Balance with Gratuity Trust and Prepayments, etc.)	996.38	823.75
	4,563.56	**3,981.61**

2.25 Equity Share Capital

		Number of Shares		₹ in crore	
		As at 31st March 2025	As at 31st March 2024	As at 31st March 2025	As at 31st March 2024
2.25.1	**Authorised**				
	Equity Shares of ₹ 2/- each	2,06,25,00,000	2,06,25,00,000	412.50	412.50
	Redeemable Cumulative Preference Shares of ₹ 100 each	11,00,000	11,00,000	11.00	11.00
				423.50	**423.50**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

		Number of Shares		₹ in crore	
		As at 31st March 2025	As at 31st March 2024	As at 31st March 2025	As at 31st March 2024
2.25.2	**Issued, Subscribed and Fully Paid-up**				
(a)	**Issued**				
	Equity Shares of Face Value ₹ 2 each [Note 2.25.5 (a)]	68,05,83,601	68,05,53,161	136.12	136.11
				136.12	**136.11**
(b)	**Subscribed and Paid-up**				
	Equity Shares of ₹ 2 each (fully paid-up)	68,05,80,576	65,84,79,226	136.11*	131.69
	Equity Shares of ₹ 2 each (₹ 0.50 paid up)	-	2,20,70,910	-	1.10
	Less: Calls Unpaid {Note 2.25.5(a)}			(0.01)	-
	Share Capital Suspense				
	Equity Shares of ₹ 2/- each to be issued as fully paid-up pursuant to acquisition of Cement Business of Aditya Birla Nuvo Limited under the Scheme of Arrangement without payment being received in cash	28,295	28,295	0.01	0.01
				136.11	**132.80**

**Includes call money received on 26,969 Rights Equity Shares, pending credit to shareholders demat accounts, till 31st March 2025.*

Shares Kept in Abeyance

Pursuant to provision of Section 126 of the Companies Act, 2013, the issue of 61,985 Equity Shares (Previous Year 61,985 Equity Shares) are kept in abeyance.

2,077 and 948 Rights Equity Shares were issued and kept in abeyance against 61,985 and 28,295 fully paid equity shares of Face Value ₹ 2 each, respectively, which aggregates to 3,025 Rights Equity Shares (Previous year: 3,025 Equity Shares) kept in abeyance.

2.25.3 Reconciliation of the Number of Equity Shares Outstanding (including Share Capital Suspense)

	Number of Shares		₹ in crore	
	31st March 2025	31st March 2024	31st March 2025	31st March 2024
At the beginning of the year	68,05,78,431	65,84,60,421	132.80	131.69
Increase during the year towards:				
(i) Equity shares issued under Rights Issue:				
a) Partly paid-up Equity Shares	-	2,20,70,910	-	1.10
b) Partly paid-up Equity Shares converted to fully paid-up Equity Shares	-	-	3.30	-
(ii) Shares issued under Exercise of Employee Stock Options	30,440	47,100	0.01	0.01
At the end of the year	**68,06,08,871**	**68,05,78,431**	**136.11**	**132.80**

2.25.4 Rights, Preferences and Restrictions attached to Equity Shares

The Company has only one class of Equity Shares having a par value of ₹ 2 per share. The holder of the equity share is entitled to dividend right and voting right in the same proportion as the capital paid-up on such equity share bears to the total paid-up equity share capital of the Company. The Company declares dividend in Indian Rupees. The dividend proposed by the Board of Directors is subject to the approval of the Shareholders in the ensuing Annual General Meeting.

In the event of liquidation of the Company, the holders of Equity Shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in the same proportion as the capital paid-up on the equity shares held by them bears to the total paid-up equity share capital of the Company.

2.25.5 Right Issue

(a) During the previous year, for enlarging the capital base of the Company, the Board of Directors of the Company had approved issue of 2,20,73,935 equity shares of face value of ₹ 2 each (the ""Rights Equity Shares"") at a price of ₹ 1,812 per Rights Equity Share (including premium of ₹ 1,810 per Rights Equity Share), in the ratio of 6 Rights Equity Shares for every 179 existing fully-paid equity shares held by the eligible equity shareholders as on 10th January 2024, the record date.

The Rights Issue Committee of the Company approved allotment of 2,20,70,910 Rights Equity Shares, keeping 3,025 Rights Equity Shares in abeyance. In accordance with the terms of issue, the Company received ₹ 983.73 crore (net of refund and share issue expenses) on application at ₹ 453 per Rights Equity Share (including a premium of ₹ 452.50 per share) i.e. 25% of the issue price from eligible equity shareholders and shares were allotted.

During the year, the Board made first call of ₹ 453 per Rights Equity Share (including a premium of ₹ 452.50 per share) in June 2024 and second and final call of ₹ 906 per Rights Equity Share (including a premium of ₹ 905 per share) in December 2024 and collected ₹ 2,989.92 crore (net of share issue expenses of ₹ 2.08 crore, adjusted against securities premium). As at 31st March 2025, an aggregate amount of ₹ 7.85 crore is unpaid on the calls made, of which ₹ 0.10 crore have been received pending appropriation.

(b) There has been no deviation in the use of proceeds of the Rights Issue, from the objects stated in the Offer document.

2.25.6 The Company does not have any Holding Company.

2.25.7 List of Shareholders holding more than 5% Shares in the Equity Share Capital of the Company

		As at 31st March 2025		As at 31st March 2024	
		No. of Shares	% Holding	No. of Shares*	% Holding
	Birla Group Holdings Private Limited	15,77,82,973	23.18%	12,99,73,507	19.10%
	Life Insurance Corporation of India	5,57,76,295	8.20%	5,50,02,589	8.08%
	IGH Holdings Private Limited	4,51,95,313	6.64%	4,51,95,313	6.64%
	**Includes partly paid up shares*				
2.25.8	Equity Shares of ₹ 2/- each (Previous Year ₹ 2/- each) represented by Global Depository Receipts (GDRs) (GDR holders have voting rights as per the Deposit Agreement)	4,56,29,917	6.70%	5,70,88,831	8.39%

2.25.9 Shareholding of Promoters and Promoters Group:

Sr. No.	Name of the Promoter	As at 31st March 2025			As at 31st March 2024	
		No. of Shares	% Holding	% Change during the year	No. of Shares#	% Holding
1	Birla Group Holdings Private Limited@	15,77,82,973	23.18%	-	12,99,73,507	19.10%
2	IGH Holdings Private Limited	4,51,95,313	6.64%	0.00%	4,51,95,313	6.64%
3	Hindalco Industries Limited	2,91,68,472	4.29%	0.00%	2,91,68,472	4.29%
4	Umang Commercial Company Private Limited@	-	-	-	2,78,09,466	4.09%
5	Pilani Investment and Industries Corporation Limited	2,64,49,922	3.89%	0.00%	2,64,49,922	3.89%
6	P.T. Indo Bharat Rayon*	2,00,04,020	2.94%	0.00%	2,00,04,020	2.94%
7	Thai Rayon Public Company Limited*	47,74,666	0.70%	0.00%	47,74,666	0.70%
8	Anatole Investments Pte Ltd*	44,59,323	0.66%	0.00%	44,59,323	0.66%
9	P T Sunrise Bumi Textiles*	12,68,750	0.19%	0.00%	12,68,750	0.19%
10	Kumar Mangalam Birla	14,01,702	0.21%	0.04%	11,30,202	0.17%

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Sr. No.	Name of the Promoter	As at 31st March 2025			As at 31st March 2024	
		No. of Shares	% Holding	% Change during the year	No. of Shares#	% Holding
11	P T Elegant Textile Industry*	8,08,750	0.12%	0.00%	8,08,750	0.12%
12	Birla Institute of Technology and Science	6,61,205	0.10%	0.00%	6,61,205	0.10%
13	Rajashree Birla	5,74,829	0.08%	0.00%	5,74,829	0.08%
14	Renuka Investments & Finance Limited	2,50,302	0.04%	0.00%	2,50,302	0.04%
15	Vasavadatta Bajaj	1,23,249	0.02%	0.00%	1,23,249	0.02%
16	Aditya Vikram Kumar Mangalam Birla HUF (Karta- Mr. Kumar Mangalam Birla)	93,287	0.01%	0.00%	93,287	0.01%
17	Birla Industrial Finance (India) Limited	90,962	0.01%	0.00%	90,962	0.01%
18	Birla Consultants Limited	90,856	0.01%	0.00%	90,856	0.01%
19	Neerja Birla	75,967	0.01%	0.00%	75,967	0.01%
20	Ananyashree Birla	36,800	0.01%	0.01%	-	0.00%
21	Aryaman Vikram Birla	36,800	0.01%	0.01%	-	0.00%
22	Advaitesha Birla	36,800	0.01%	0.01%	-	0.00%
23	Birla Industrial Investments (India) Limited	19,400	0.00%	0.00%	19,400	0.00%
24	Surya Kiran Investments Pte Limited*	5,000	0.00%	0.00%	5,000	0.00%
25	Vikram Holdings Pvt. Ltd.	781	0.00%	0.00%	781	0.00%
26	Rajratna Holdings Private Limited	697	0.00%	0.00%	697	0.00%
27	Vaibhav Holdings Private Limited	697	0.00%	0.00%	697	0.00%
		29,34,11,523	**43.11%**	**0.07%**	**29,30,29,623**	**43.06%**

**GDRs held by Promoter Group*

#Includes partly paid up shares

@The shareholding of Birla Group Holdings Private Limited ('BGHPL') in the Company has increased from 12,99,73,507 (19.10%) equity shares to 15,77,82,973 (23.18%) equity shares, pursuant to a Scheme of Amalgamation of Umang Commercial Company Private Limited, a Promoter Group of the Company and certain other entities with BGHPL. The Hon'ble National Company Law Tribunal, Kolkata Bench and the Hon'able National Company Law Tribunal, Mumbai Bench, ("NCLT") vide their Orders dated 5th January 2024 and 23rd February 2024, respectively have sanctioned the Scheme of Amalgamation. BGHPL has filed the certified copy of the Hon'ble NCLT's Order with the Registrar of Companies, West Bengal and Registrar of Companies, Mumbai - Maharashtra on 24th May 2024.

Particulars		No. of shares	
		31st March 2025	31st March 2024
2.25.10	Shares reserved for issue under options and contracts, including the terms and amounts For details of Shares reserved for issue under the Employee Stock Options Plan (ESOP) of the Company (Note 4.5)	20,58,865	20,34,148

2.26 Other Equity - Attributable to Owners of the Company

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
a)	Equity Component of Other Financial Instruments	3.00	3.00
b)	Capital Reserve	146.31	146.31
c)	Legal Reserve	0.39	0.39
d)	Securities Premium	35,189.31	28,863.59
e)	General Reserve	46,903.65	43,421.87

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
f)	Debenture Redemption Reserve	106.60	48.07
g)	Special Reserve Fund	2,273.27	1,616.56
h)	Treasury Shares Held by ESOP Trust	(546.31)	(471.13)
i)	Retained Earnings	10,737.93	12,014.51
j)	Employee Share Options Outstanding	674.21	543.79
k)	Debt Instruments through OCI	(15.73)	(34.29)
l)	Equity Instruments through OCI	1,569.75	2,056.86
m)	Hedging Reserve	(171.98)	(136.39)
n)	Foreign Currency Translation Reserve	502.72	446.46
		97,373.12	**88,519.60**

Movement of each item of other equity is presented in statement of changes in equity.

The Description of the nature and purpose of each reserve within other equity is as follows:

a. **Equity Component of Other Financial Instruments:** Inter-Corporate Deposits (ICD) are recorded at fair value on initial recognition under Ind AS while carried at transaction value under previous GAAP. The impact (i.e., difference between IGAAP and Ind AS) represents a capital contribution.

b. **Capital Reserve:** Capital Reserves are mainly the reserves created during various business combination carried out by the Group for the gain arising on bargain purchase.

c. **Legal Reserve:** Legal Reserve represents profit transferred as per the legal requirements in a Joint Venture of the Company.

d. **Securities Premium:** Securities Premium is credited when shares are issued at premium. It can be used to issue bonus shares, write-off equity related expenses like underwriting costs, etc.

e. **General Reserve:** The Group has transferred a portion of net profit of the Group Company's before declaring dividend to General Reserve, pursuant to the earlier provision of the Companies Act, 1956. Mandatory transfer to General Reserve is not required under the Companies Act, 2013.

f. **Debenture Redemption Reserve (DRR):** The Group has issued redeemable Non-Convertible Debentures. Accordingly, the Companies (Share Capital and Debentures) Rules, 2014 (as amended), requires to create DRR out of the profits available for payment of dividend. DRR is required to be created for an amount, which is equal to 25% of the value of debentures issued. However, as per the amendment in the Companies (Share Capital and Debentures) Rules, 2014, vide dated 16th August 2019, this requirement is no more applicable excluding unlisted companies, which are required to create DRR at 10% of the value outstanding of the debentures.

g. **Special Reserve Fund:** Special Reserve represents the reserve created pursuant to the Reserve Bank of India Act, 1934 (the "RBI Act"). In terms of Section 45-IC of the RBI Act, a Non-Banking Finance Company is required to transfer an amount not less than 20 percent of its net profit to a Reserve Fund before declaring any dividend. Appropriation from this Reserve Fund is permitted only for the purposes specified by RBI.

Further, as per Section 29C(i) of the National Housing Bank Act, 1987, the Housing Finance subsidiary of the Group is required to transfer at least 20% of its net profit every year to a reserve before any dividend is declared. For this purpose, any special reserve created by the Group under Section 36(1) (viii) of the Income-tax Act, 1961, is considered to be an eligible transfer.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

h. Treasury Shares held under ESOP Trust: The Group has formed an Employee Welfare Trust for purchasing Group's shares to be allotted to eligible employees under Employees Stock Options Scheme, 2018 (ESOS 2018). As per Ind AS 32 - Financial Instruments: Presentation, re-acquired Equity Shares of the Group are called Treasury Shares and deducted from equity.

i. Retained Earnings: Amount of retained earnings represents accumulated profit and losses of the Group as on reporting date. Such profits and losses are after adjustment of payment of dividend, transfer to any reserves as statutorily required and adjustment for realised gain/loss on derecognition of equity instruments measured at FVTOCI. Actuarial Gain/(Loss) arising out of Actuarial valuation is immediately transferred to Retained Earnings.

j. Employee Share Option Outstanding: The Group has share option schemes, under which options to subscribe for the Group Company's shares have been granted to certain employees Including Key Managerial Personnel. The share-based payment reserve is used to recognise the value of equity-settled share-based payments provided to employees, including Key Management Personnel, as part of their remuneration.

k. Debt Instrument through OCI: It represents the cumulative gains/(losses) arising on the fair valuation of debt instruments measured at fair value through OCI, net of amount reclassified to profit or loss on disposal off such instruments.

l. Equity Instrument through OCI: It represents the cumulative gains/(losses) arising on the fair valuation of Equity Shares (other than Investments in Subsidiaries, Joint Ventures and Associates, which are carried at cost) measured at fair value through OCI.

m. Hedging Reserve: It represents the effective portion of the fair value of forward contracts, designated as cash flow hedge.

n. Foreign Currency Translation Reserve: Foreign Currency Translation Reserve represents the exchange rate variation in opening equity share capital and reserves and surplus, in respect of Joint Ventures of the Company and Subsidiaries of UltraTech, being foreign operations.

2.27 Borrowings - Non-Current

(Carried at Amortised Cost, except otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Secured		
Non-Convertible Debentures {Note (a)}	32,580.27	21,338.11
Term Loans from Banks		
Rupee Term Loans from Banks {Note (b)}	55,130.30	44,837.19
Foreign Currency Loans {Note (c)}	4,691.43	3,347.83
Subsidised Government Loans {Note (d)}	221.62	172.48
Vehicle Loans {Note (e)}	0.79	-
Unsecured		
Non-Convertible Debentures {Note (f)}	17,400.38	9,023.27
Term Loans from Banks		
Rupee Term Loans from Banks {Note (g)}	4,424.50	2,111.90
Foreign Currency Loans {Note (h)}	5,555.81	1,251.24

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Term Loans from Others {Note (i)}	416.53	601.64
Subsidised Government Loans {Note (j)}	72.32	85.47
Preference Shares classified as Liability {Note (k)}	11.00	11.14
Foreign Currency Bonds {Note (l)}	3,419.00	3,336.20
Public Deposit {Note (m)}	3.14	-
	1,23,927.09	**86,116.47**

Nature of Security, Repayment Terms and Break-up of Current and Non-Current:

₹ in crore

Secured Long-Term Borrowings:	Repayment Terms	As at 31st March 2025	As at 31st March 2024
(a) Non-Convertible Debentures (NCDs)			
(ai) NCDs of NBFCs and NHFCs			
	Repayment Terms: Maturing after 3 years, Rate of Interest 6.00% to 9.15% p.a.	21,392.06	13,351.95
	Repayment Terms: Maturing between 1 to 3 years, Rate of Interest 6.00% to 9.25% p.a.	10,688.21	7,486.16
	Repayment Terms : Maturing within 1 year, Rate of Interest 6.25% to 8.90% p.a.	5,686.30	2,564.00
(aii) Other NCDs *			
	7.53% NCDs (Redeemable at par on 21st August 2026)	500.00	500.00
		38,266.57	**23,902.11**
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)	5,686.30	2,564.00
		32,580.27	**21,338.11**
**The NCDs are secured by way of first charge, having pari-passu rights, on the Subsidiary's PPE (save and except stocks and book debts), both present and future, situated at certain locations, in favour of Debenture Trustees. Interest on the NCDs is payable annually.*			
(b) Rupee Term Loans$			
(bi) Borrowings of NBFCs and NHFCs			
	Repayment Terms: Maturing after 3 years, Rate of Interest 2.50% to 9.00% p.a.	13,191.12	12,159.01
	Repayment Terms: Maturing between 1 to 3 years, Rate of Interest 2.50% to 9.10% p.a.	33,921.90	27,039.17
	Repayment Terms: Between 1 -20 Quarterly Instalments from 1st April 2025 till 31st January 2030 with interest rate 9.41% p.a.	24.88	-
	Repayment Terms: Maturing within 1 year, Rate of Interest 2.50% to 9.10% p.a.	18,951.01	15,557.66
$The term loans from banks are secured by way of first pari passu charge on the receivables of the respective subsidiaries Company.			
(bii) Borrowings from Bank *			
Axis Bank Limited	Quarterly payments upto February 2031. Interest payable monthly linked to repo rate + spread.	671.76	-
State Bank of India	Quarterly payments upto January 2029. Interest payable monthly linked to 91 days Treasury bill + spread	131.41	-
State Bank of India	Quarterly payments upto December 2031. Interest payable monthly linked to 91 days Treasury bill + spread	267.98	-
**Secured by Pari Passu first charge on the entire movable fixed assets of Subsidiary (India Cements Limited), both present and Future*			
(biii) Other Borrowings ^^			
Axis Bank Limited	The loan is repayable in 58 structured quarterly instalments beginning from 31st December 2022 and ending on 31st March 2037 with bullet of 20% on 31st March 2037. -Rate of Interest 9.39% to 9.59% p.a.	26.25	12.42

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Secured Long-Term Borrowings:	Repayment Terms	As at 31st March 2025	As at 31st March 2024
Axis Bank Limited	The loan is repayable in 52 quarterly instalments starting from 16th June 2023 last instalment falling due in March 2036. Rate of Interest 9.60% to 9.90% p.a.	22.51	23.75
Axis Bank Limited	The loan is repayable in 76 structured quarterly instalments as per the loan agreement which shall not exceed 30th June 2043. - Rate of Interest 9.65% to 9.85% p.a.	44.36	44.19
Axis Bank Limited	Repaid during the year	-	16.20
Axis Bank Limited	The loan is repayable in 58 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 31st March 2037. - Rate of Interest 10.06% to 10.11% p.a.	75.25	-
Axis Bank Limited	The loan is repayable in 58 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 31st March 2037. - Rate of Interest 9.67% to 9.72% p.a.	1.91	-
Axis Bank Limited	The loan is repayable in 58 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 31st March 2037. - Rate of Interest 9.73% to 9.78% p.a.	5.11	-
Axis Bank Limited	The loan is repayable in 58 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 31st March 2037. - Rate of Interest 9.72% to 9.77% p.a.	10.12	-
Axis Bank Limited	Repaid during the year	-	62.73
Axis Bank Limited	Repaid during the year	-	52.84
Axis Bank Limited	Repaid during the year	-	2.06
Axis Bank Limited	Repaid during the year	-	5.33
Axis Bank Limited	Repaid during the year	-	10.53
Axis Bank Limited	Repaid during the year	-	2.55
Axis Bank Limited	Repaid during the year	-	14.79
Bank of Baroda	Term Loan shall be repaid in 70 structured quarterly instalments starting 31st December 2022 and ending on 31st March 2040-Rate of Interest 8.41% to 8.80% p.a.	159.61	175.31
Canara Bank	Repaid during the year	-	65.03
Canara Bank	The loan is repayable in 78 structured quarterly instalments beginning from 30th June 2025. The maturity of loan is 30th September 2044. - Rate of interest is 8.75% p.a.	65.02	-
Citibank N.A.	The loan is repayable in 74 quarterly instalments starting from 15th February 2019 last installment falling due in March 2037.-Rate of Interest 7.42% to 7.99% p.a.	17.34	18.81
Federal Bank	The loan is repayable in 36 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 27th December 2029. Rate of Interest 8.42% p.a.	312.97	324.91
Federal Bank	The loan is repayable in 76 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 31st January 2043. Rate of Interest 8.56% p.a.	22.74	23.37
Federal Bank	The loan is repayable in 76 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 31st March 2044. Rate of Interest 8.43% p.a.	254.42	-
Federal Bank	The loan is repayable in 76 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 31st March 2044. Rate of Interest 8.03% - 8.28% p.a.	190.60	-
Federal Bank	The loan is repayable in 76 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 31st January 2043. Rate of Interest 8.55% p.a.	233.17	-
Federal Bank	The loan is repayable in 76 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 30th June 2044. Rate of Interest 8.54% p.a.	24.85	-

₹ in crore

Secured Long-Term Borrowings:	Repayment Terms	As at 31st March 2025	As at 31st March 2024
Federal Bank	The loan is repayable in 77 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 30th September 2044. Rate of Interest 8.54% p.a.	24.85	-
Federal Bank	The loan is repayable in 76 structured quarterly instalment after the end of moratorium period as per the loan agreement. The letter of credit on its maturity will be converted into a term loan with Federal Bank having the repayment terms as mentioned above. The loan shall not exceed 31st January 2043.- Rate of Interest 8.51% p.a.	54.51	54.32
Federal Bank	The loan is repayable in 76 structured quarterly instalment after the end of moratorium period as per the loan agreement. The letter of credit on its maturity will be converted into a term loan with Federal Bank having the repayment terms as mentioned above. The loan shall not exceed 31st March 2044.- Rate of Interest 8.53% p.a.	362.06	-
Federal Bank	The loan is repayable in 76 structured quarterly instalment after the end of moratorium period as per the loan agreement. The letter of credit on its maturity will be converted into a term loan with Federal Bank having the repayment terms as mentioned above. The loan shall not exceed 31st January 2043.- Rate of Interest 8.58% p.a.	103.48	-
Federal Bank	Repaid during the year	-	136.38
Federal Bank	Repaid during the year	-	198.80
Federal Bank	Repaid during the year	-	190.57
Federal Bank	Repaid during the year	-	357.91
Federal Bank	Repaid during the year	-	93.69
HDFC Bank Limited	The loan is repayable in 76 structured quarterly instalment beginning from 31st March 2026 and ending on 30th June 2045. - Rate of Interest 8.07%-8.32% p.a.	174.66	-
ICICI Bank Ltd.	The loan is repayable in 72 structured quarterly instalments. The maturity of the loan shouldn't exceed beyond 31st December 2038.- Rate of Interest 9.43% to 9.68% p.a.	66.10	70.91
ICICI Bank Ltd.	The loan is repayable in 76 equal quarterly instalments beginning from May 2020. -Rate of Interest 8.82% to 9.27% p.a.	47.92	51.60
ICICI Bank Ltd.	The loan is repayable in 76 equal quarterly instalments which should not exceed the maturity date i.e. 31st December 2038.-Rate of Interest 9.40% to 9.77% p.a.	10.74	11.53
ICICI Bank Ltd.	The loan is repayable in 74 quarterly instalments which should not exceed the maturity date i.e., 31st March 2038. -Rate of Interest 9.25% to 9.49% p.a.	19.17	20.64
ICICI Bank Ltd.	The loan is repayable in 78 structured quarterly instalments beginning from 31st March 2024 last instalment falling due in June 2043.-Rate of Interest 8.97% to 9.12% p.a.	101.12	251.68
ICICI Bank Ltd.	The loan is repayable in 78 structured quarterly instalments beginning from 30th June 2025. The maturity of loan is 30th September 2044. - Rate of Interest 8.55% p.a.	184.28	-
ICICI Bank Ltd.	The loan is repayable in 78 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 30th June 2043. - Rate of Interest 8.97% - 9.12% p.a.	245.63	-
ICICI Bank Ltd.	The loan is repayable in 78 structured quarterly instalments beginning from 30th June 2025. The letter of credit on its maturity will be converted into a term loan with ICICI Bank having the repayment terms as mentioned above. The maturity of the loan is 31st September 2044. - Rate of Interest 7.90% to 8.23% p.a.	503.59	-
ICICI Bank Ltd.	The loan is repayable in 78 structured quarterly instalments beginning from 31st March 2024. The letter of credit on its maturity will be converted into a term loan with ICICI Bank having the repayment terms as mentioned above. The maturity of the loan is 30th June 2043. Rate of Interest 8.51% to 8.79% p.a.	114.21	114.19

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Secured Long-Term Borrowings:	Repayment Terms	As at 31st March 2025	As at 31st March 2024
ICICI Bank Ltd.	The loan is repayable in 78 structured quarterly instalments beginning from 31st March 2024. The letter of credit on its maturity will be converted into a term loan with ICICI Bank having the repayment terms as mentioned above. The maturity of the loan is 30th June 2043. - Rate of Interest 8.41% to 8.87% p.a.	19.00	19.00
ICICI Bank Ltd.	Repaid during the year	-	502.38
ICICI Bank Ltd.	Repaid during the year	-	81.47
ICICI Bank Ltd.	Repaid during the year	-	103.61
ICICI Bank Ltd.	Repaid during the year	-	306.91
IndusInd Bank	Repaid during the year	-	326.08
Kotak Mahindra Bank	The loan is repayable in 70 quarterly instalments starting from 31st December 2021 last instalment falling due in March 2039.-Rate of Interest 8.81% to 9.01% p.a.	103.68	108.51
Kotak Mahindra Bank	The loan is repayable in 73 structured quarterly instalments beginning from 31st December 2021. The maturity of the loan is 31st December 2039.- Rate of Interest 8.95% p.a.	13.04	13.57
Kotak Mahindra Bank	Term Loan shall be repaid in 70 structured quarterly instalments starting 31st December 2022 and ending on 31st March 2040. Rate of Interest 8.87% to 9.32% p.a.	233.90	244.31
NIIF IFL	The loan is repayable in 79 structures quarterly instalments beginning from 30th June 2024. The maturity of the loan is 31st December 2043. - Rate of interest 8.75% - 9.40% p.a.	626.45	-
RBL Bank Limited	The loan is repayable in 68 structured quarterly instalments. The maturity of the loan shouldn't exceed beyond 31st March 2039. - Rate of Interest 9.79% to 9.83% p.a.	8.52	8.91
RBL Bank Limited	The loan is repayable in 72 structured quarterly instalments beginning from 30th August 2024. The maturity of the loan is 31st October 2042. - Rate of Interest 10.07% to 10.22% p.a.	31.94	-
RBL Bank Limited	The loan is repayable in 52 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 30th September 2041. - Rate of Interest 10.06% to 10.11% p.a.	17.35	-
RBL Bank Limited	The loan is repayable in 72 structured quarterly instalments beginning from 30th August 2024. The letter of credit on its maturity will be converted into a term loan with RBL Bank having the repayment terms as mentioned above. The maturity of the loan is 31st October 2042. Rate of Interest 8.15% to 8.18% p.a.	39.62	-
RBL Bank Limited	Repaid during the year	-	18.52
RBL Bank Limited	Repaid during the year	-	74.42
Ratnakar Bank Limited	The loan is repayable in 69 structured quarterly instalment after the end of moratorium period as per the loan agreement which shall not exceed 30th June 2041. Rate of Interest 9.68% to 9.87% p.a.	60.65	63.20
Ratnakar Bank Limited	The loan is repayable in 69 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 30th June 2041. The letter of credit on its maturity will be converted into a term loan having the repayment terms as mentioned above. Rate of Interest 8.82% to 8.85% p.a.	52.70	-
Ratnakar Bank Limited	The loan is repayable in 76 structured quarterly instalments as per the loan agreement. The letter of credit on its maturity will be converted into a term loan with Ratnakar Bank Limited. The loan shall not exceed 31st December 2041.- Rate of Interest 8.13% to 8.15% p.a.	15.51	15.50
Union Bank	The loan is repayable in 75 structured quarterly instalments beginning from 31st July 2026. The maturity of the loan is 31st January 2045.- Rate of Interest 8.25% to 8.40% p.a.	1,945.44	-

₹ in crore

Secured Long-Term Borrowings:		Repayment Terms	As at 31st March 2025	As at 31st March 2024
	Union Bank	The loan is repayable in 70 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 30th September 2044- Rate of Interest 8.41% to 8.80% p.a.	487.75	-
	Union Bank	Repaid during the year	-	1,496.12
			74,294.20	**60,545.39**
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		19,163.90	15,708.20
			55,130.30	**44,837.19**
^^The above mentioned loans are secured by way of first charge, having pari passu rights, on the Subsidiary's Property Plant and Equipments, both present and future, situated at certain locations and current assets, in favour of Subsidiary's lenders.				
(c)	**Term Loan from Banks in Foreign Currency**			
	External Commercial Borrowings (Secured by pari pasu charge on the receivables of the subsidiary)	Rate of Interest 7.49% to 8.39% p.a. Maturing between 1 to 3 years	6,622.92	3,347.83
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		1,931.49	-
			4,691.43	**3,347.83**
(d)	**Subsidised Government Loans**			
	Department of Industries and Commerce, Karnataka -Sales Tax Deferment Loan is secured by bank guarantee and corporate guarantees.	Varied Annual Payments from August 2032 to August 2036	221.62	172.48
	Uttar Pradesh Financial Corporation - Sales Tax Deferment Loan is secured by bank guarantee and corporate guarantees.	Repaid in December 2024	-	17.48
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		-	17.48
			221.62	**172.48**
(e)	**Vehicle loan**			
	Vehicle loan (Secured against vehicles purchased) (Interest rate is 10.65%)	Monthly instalments upto October 2027	1.19	-
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		0.40	-
			0.79	**-**
Total Secured Borrowings (I)			**92,624.41**	**69,695.61**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Unsecured Long-Term Borrowings:		Repayment Terms	As at 31st March 2025	As at 31st March 2024
Unsecured Long-Term Borrowings:				
(f)	**Debentures**	Repayment Terms		
(f1)	Non-Convertible Debentures (NCDs)			
	7.21% Series 24-25/I NCDs	Redeemable at Par on 19th December 2034	1,971.82	-
	7.22% NCDs	Redeemable at par on 24th November 2034	934.77	-
	7.25% Series 23-24/II NCDs	Redeemable at par on 22nd March 2034	1,243.66	1,249.51
	6.99% Series 21-22/I NCDs	Redeemable at par on 4th April 2031	998.01	997.72
	7.34% NCDs	Redeemable at par on 5th March 2030	1,000.00	-
	7.34% NCDs	Redeemable at par on 3rd March 2028	1,000.00	-
	7.63% Series 22-23/II NCDs	Redeemable at par on 1st December 2027	998.89	998.55
	8.60% NCD	Redeemable on 30th September 2027	2,493.30	-
	7.50% Series 22-23/I NCDs	Redeemable at par on 10th June 2027	998.08	997.69
	7.35% Series 23-24/I NCDs	(Repaid during the year)	-	998.61
	7.85% Series 19-20/I NCDs	(Repaid during the year)	-	499.87
	6.68% NCDs	(Repaid during the year)	-	250.00
	7.60% Series 19-20/II NCDs	(Repaid during the year)	-	717.49
	7.64% NCDs	(Repaid during the year)	-	229.08
(f2)	Subordinate Debentures			
	Unsecured Debenture: 7.57% p.a. (Redeemable in August 2035)		252.00	952.70
	Subordinate Debts - Debentures 7.00% to 9.76% p.a. (Redeemable from January 2031 to August 2034)		4,177.66	2,628.50
	Perpetual Debts 8.70% to 8.73 % p.a.		553.00	200.00
	Subordinate Debts- Debentures maturing between 1 to 3 years, rate of Interest 7.50% p.a. to 9.10% p.a.		779.19	-
	Subordinate Debts- Debentures maturing within 1 year, rate of interest 9.10% p.a. to 9.25% p.a.		149.45	-
			17,549.83	**10,719.72**
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		149.45	1,696.45
			17,400.38	**9,023.27**
(g)	**Rupee Term Loans from Banks**			
	SBI (3 months T Bill + Spread)	Bullet repayment in November 2027	2,000.00	-
	HDFC Bank (1 month T Bill + 125 bps)	Repayable in 34 quarterly instalments beginning from 30th June 2025 ending on 28th September 2033	1,800.00	250.00
	HDFC Bank (1 month T Bill + 125 bps)	Repayable in 34 quarterly instalments beginning from 31st March 2025 ending on 28th June 2033	498.75	500.00
	Axis Bank (3 months T Bill + 130 bps)	Repayable in 34 quarterly instalments beginning from 31st January 2026 ending on 30th April 2034	80.00	-
	Axis Bank (3 months T Bill + 130 bps)	Repayable in 34 quarterly instalments beginning from 31st December 2024 ending on 1st April 2033	69.65	70.00
	Axis Bank (3 months T Bill + 130 bps)	Prepayment during the year	-	1,300.00
			4,448.40	**2,120.00**

₹ in crore

Unsecured Long-Term Borrowings:		Repayment Terms	As at 31st March 2025	As at 31st March 2024
	Less:	Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)	23.90	8.10
			4,424.50	**2,111.90**
(h)	**Term Loans from Banks in Foreign Currency**			
	Sumitomo Mitsui Banking Corporation Singapore Branch (US$ Dollar: 31st March 2025 : 10 crore, 31st March 2024 : 10 crore)	Bullet Payment in June 2027	854.69	834.21
	Interest payable annually is linked to Compounded Secured Overnight Financing Rate (SOFR)			
	Sustainability Linked loan (US$ Dollar: 31st March 2025 : 50 crore, 31st March 2024 : Nil) #	To equal payment in August 2027 and October 2027	4,273.75	-
	State Bank of India, Gift City (US$ Dollar: 31st March 2025 : 10 crore, 31st March 2024 : 5 crore)	Bullet Payment in March 2026 and September 2026	854.75	417.03
	Interest payable semi-annually linked to Compounded SOFR+ Spread			
			5,983.19	**1,251.24**
	Less:	Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)	427.38	-
			5,555.81	**1,251.24**
(i)	**Term Loan from Others**			
	Term Loan from CISCO	20 quaterly installments ending at 30th October 2028 (Rate of Interest 6% p.a.)	0.66	4.47
	Term loans from Financial Institution	Between 1 - 20 Quarterly Instalments from 1st April 2025 till 31st January 2030 with interest ranging from 7.75% to 9.41% p.a.	31.45	41.59
	Inter Corporate Borrowings	Rate of Interest 7.30% to 8.30% p.a.	394.79	569.53
		(Maturity between 1 to 3 years - ₹ 319.79 crore)		
		(Maturity after 3 years - ₹ 75 crore)		
			426.90	**615.59**
	Less:	Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)	10.37	13.95
			416.53	**601.64**

#Subsidiary (UltraTech) has raised unsecured US Dollar denominated loan (in the form of "Sustainability linked loan"- SLL) aggregating to US$ 500 million, due on August 2027 & October 2027. The loan is linked to Sustainability performance target (SPT) on Key Performance Indicators (KPI) 2 of company's sustainability linked financing framework. The KPI is about share of green energy on company's total power Consumption. The annual targets committed are 30% for FY 2025, 45% for FY 2026 % 55% for FY 2027 to be observed in last quarter of respective financial years. If SPTs are not achieved in respective observation periods, there shall be an increase in interest cost by 5 bps, 10 bps and 15 bps respectively for FY 2025, 2026 & 2027. Interest rate on above loan is payable semi- annually linked to compounded overnight SOFR + Spread.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Unsecured Long-Term Borrowings:		Repayment Terms	As at 31st March 2025	As at 31st March 2024
(j)	**Subsidised Government Loans**			
	Commercial Tax Department, Hyderabad	Varied Annual payments upto October 2026	47.90	79.76
	Commercial Tax Department, Andhra Pradesh	Annual payments upto March 2028	56.33	-
	From Government of Uttar Pradesh - Note 4.12.1(a)	Repayable on 1st August 2030	6.09	5.65
		Repayable on 17th November 2025	2.80	2.57
		Repayable on 17th May 2025	5.42	5.02
		Repayable on 29th October 2024	-	7.39
	From Government of Karnataka - Note 4.12.1(a)	Repayable on 24th January 2030	5.10	4.73
		Repayable on 25th March 2028	-	7.08
		Repayable on 17th March 2027	13.59	12.56
			137.23	**124.76**
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		64.91	39.29
			72.32	**85.47**
(k)	**Preference Shares Issued by Subsidiaries**			
	Compulsory Convertible Preference Shares (CCPS) carry cumulative dividend @0.001% p.a.		11.00	11.14
			11.00	**11.14**
(l)	**Foreign Currency Bonds**			
	2.80% Sustainability Linked Bonds (US Dollars 400 million; Previous Year US Dollars 400 million)	Bullet Payment in February 2031	3,419.00	3,336.20
	Subsidiary (UltraTech) has issued unsecured fixed rate US Dollar denominated notes (in the form of "Sustainability Linked Bonds"), aggregating to US$ 400 million, due on 16th February 2031, bearing coupon of 2.80% per annum payable semi-annually. The Bonds are linked to 'Sustainability Performance Target, (SPT) of reducing Scope 1 GHG emissions by 22.2% from a 2017 baseline. If SPT is not achieved by observation date in 2030, the coupon will step up by 0.75% for last two coupons. The Bonds are listed on the Singapore Exchange Securities Trading Limited.			
			3,419.00	**3,336.20**
(m)	**Public Deposit**			
	Public Deposit (taken over from KIL under composite scheme of arrangement, carrying rate of interest of 12.5% p.a. for KIL shareholders and 12.25% p.a. for others)	Payment from June 25 to June 26	73.82	-
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		70.68	-
			3.14	**-**
Total Unsecured Borrowings (II)			**31,302.69**	**16,420.86**
Total Non-Current Borrowings (I + II)			**1,23,927.10**	**86,116.47**

2.28 Policyholder's Liabilities - Non-Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Insurance Contract Liabilities	81,353.03	59,132.60
Investment Contract Liabilities	13,500.03	23,485.19
	94,853.06	**82,617.79**

2.29 Other Financial Liabilities - Non-Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Security and Other Deposits	58.86	20.43
Derivative Liabilities at Fair Value	81.08	90.07
Deferred Premium Payables	287.36	245.55
Other Liabilities (includes Interest Accrued But Not Due, Retention money etc.)	145.57	95.40
	572.87	**451.45**

2.30 Provisions - Non-Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
For Employee Benefits (Unfunded Gratuity, Pension and Long-Term Incentive Plan)	579.85	463.93
For Mine Restoration Expenditure {Note 2.37.1 (a)}	481.24	379.91
For Other Provisions {Note 2.37.1 (e)}	12.93	24.66
	1,074.02	**868.50**

2.31 Other Non-Current Liabilities

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Deferred Government Subsidies	23.14	18.50
Deferred Income	62.00	-
Other Liabilities (mainly Income Received in Advance)	36.92	6.00
	122.06	**24.50**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

2.32 Borrowings - Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Secured		
Loans Repayable on Demand - Cash Credits/Working Capital Borrowings		
From Banks (secured by hypothecation of stocks and book debts of the Company & respective subsidiaries)	10,127.99	8,190.90
Collateralised borrowing and lending obligation (CBLO) against Government Securities	-	299.98
Unsecured		
Loans Repayable on Demand - Cash Credits/Working Capital Borrowings	8,811.36	3,988.23
Loan from Banks (includes Foreign currency term loan from bank)	1,538.44	1,376.85
Loan from Others (Commercial Papers)	10,661.02	13,080.73
Loans from Other Body Corporates	990.51	1,902.18
Non Convertible Redeemable Preference shares*	63.51	-
Current Maturities of Long-Term Debts (Note 2.27)	27,528.77	20,146.87
	59,721.60	**48,985.74**

**Pursuant to the Composite scheme of arrangement with Kesoram Industries Limited (KIL), Ultratech has issued 63,50,833 fully paid up 7.30% Non- Convertible redeemable preference shares of ₹ 100 each redeemable at par after 3 months from the date of allotment i.e. from the effective date 13th March 2025 to the preference shareholders of the KIL (Note 4.3.a.(ii)).*

2.32.1 Rate of Interest on these borrowing during the year was in the range of 2.50% to 12.50%

2.33 Policyholder's Liabilities - Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Insurance Contract Liabilities	2,127.39	1,655.07
Investment Contract Liabilities	10.31	9.66
Fair Value Changes of Policyholder's Investments	1,359.77	1,105.95
	3,497.47	**2,770.68**

2.34 Trade Payables

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Total Outstanding Due to Micro Enterprises and Small Enterprises#	520.09	433.32
Dues to Related Parties (Note 4.7.2)	103.71	155.43
Supplier's Credit$	1,905.93	1,989.83
Acceptances	1,255.98	1,410.12
Others	11,652.38	11,368.36
	15,438.09	**15,357.06**

#This information has been determined to the extent such parties have been identified on the basis of information available with the Group.

$Supplier's Credit of subsidiary (Ultratech) represents the extended interest bearing credit offered by the supplier which is secured against Usance Letter of Credit (LC). Under this arrangement, the supplier is eligible to receive payment from negotiating with bank prior to the expiry of the extended credit period. The interest of the extended credit period payable to the bank on maturity of the LC has been presented under Finance Cost. As on 31st March 2025, confirmed supplier's invoice that are outstanding and subject to the above arrangement included in Others is ₹ 902.87 crore. (31st March 2024 : ₹ 1,046.29 crore).

₹ in crore

Particulars	Unbilled (A)	Not Due (B)	Outstanding for the following Periods from the Due Date of Payment				Total (C)	Grand Total (A+B+C)
			Less than 1 Year	1-2 Years	2-3 Years	More than 3 Years		
As at 31st March 2025								
Micro Enterprises and Small Enterprises	0.09	435.26	84.27	0.07	0.30	0.10	84.74	520.09
Others	3,015.87	7061.75	4,764.98	47.91	17.07	8.72	4,838.68	14,916.30
Disputed Dues – Micro Enterprises and Small Enterprises	-	-	-	-	-	-	-	-
Disputed Dues – Others	-	-	-	0.38	0.35	0.97	1.70	1.70
Total	**3,015.96**	**7,497.01**	**4,849.25**	**48.36**	**17.72**	**9.79**	**4,925.12**	**15,438.09**
As at 31st March 2024								
Micro Enterprises and Small Enterprises	0.50	397.86	32.47	1.56	0.37	0.47	34.87	433.23
Others	2,768.46	7,766.01	4,291.09	60.74	7.45	11.36	4,370.64	14,905.11
Disputed Dues – Micro Enterprises and Small Enterprises	-	-	0.09	-	-	-	0.09	0.09
Disputed Dues – Others	-	-	-	13.88	0.67	4.08	18.63	18.63
Total	**2,768.96**	**8,163.87**	**4,323.65**	**76.18**	**8.49**	**15.91**	**4,424.23**	**15,357.06**

2.35 Other Financial Liabilities - Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Interest Accrued But Not Due on Borrowings	2,131.08	1,534.76
Unclaimed Dividends (Amount Transferable to Investor Education and Protection Fund, when due)	112.49	32.79
Security and Other Deposits (Trade Deposits)	3,230.90	2,390.83
Liabilities for Capital Goods # (Note 4.12.3)	2,367.36	2,733.22
Accrued Expenses Related to Employees	1,345.73	1,229.15
Derivative Liabilities - Carried at FVTPL	40.34	26.15
Book Overdraft	1,230.24	1,922.22
Margin Money from Customers	1,191.24	1,105.40
Due to Life Insurance Policyholders	1,533.09	1,156.64
Other Payables (including Retention Money, Liquidated Damages, etc.)	2,988.12	1,660.47
	16,170.59	**13,791.63**

#Includes acceptances of ₹ 32.94 crore (Previous Year ₹ 75.79 crore) towards Capital Goods.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

2.36 Other Current Liabilities

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Statutory Liabilities	3,118.80	2,752.01
Contract Liabilities	765.43	916.84
Deferred Government Subsidies	31.35	31.63
Other Payables (including Legal Claims and Customers Incentive liabilities)	3,978.40	3,270.38
	7,893.98	**6,970.86**

2.37 Provisions - Current

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
For Employee Benefits (Contractor Workmen Gratuity, Compensated Absences and Pension)	690.56	560.74
For Assets Transfer Cost {Note 2.37.1 (b)}	296.05	212.90
For Provision Against Contingent Liabilities {Note 2.37.1 (c)}	13.40	14.47
For Warranty Provision {Note 2.37.1 (d)}	5.10	1.05
For Other Provisions {Note 2.37.1 (e)}	0.79	0.79
For Estimated Exposure in Joint Venture {Note 2.37.1 (f)}	320.10	436.00
	1,326.00	**1,225.95**

2.37.1 Movement of provisions during the year as required by Ind AS 37 - "Provisions, Contingent Liabilities and Contingent Asset"

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
(a)	**Provision for Mine Restoration Expenditure***		
	Opening Balance	379.91	355.74
	Add: Additions on Acquisition of subsidiary /Composite Scheme of Arrangement (Note 4.3.(a),(b))	77.46	-
	Add: Provision during the Year	0.28	3.85
	Add: Unwinding of Discount on Mine Restoration Provision	23.91	20.54
	Less: Utilisation during the Year	(0.32)	(0.22)
	Closing Balance (considered as Non-Current)	**481.24**	**379.91**
	**Mines Restoration Expenses are incurred on an ongoing basis until the respective mines are not fully restored, in accordance with the requirements of the mining agreement. The actual expenses may vary based on the nature of restoration and the estimate of restoration expenses.*		
(b)	**Provision for Assets Transfer Cost***		
	Opening Balance	212.90	161.58
	Add: Provision during the Year (Note 4.3.a and 4.3.d)	120.58	72.00
	Less: Utilisation during the Year	(4.93)	(5.68)
	Less: Unused Amount Reversed (Note 4.3.d)	(32.50)	(15.00)
	Closing Balance (considered as Current)	**296.05**	**212.90**
	**Provision for asset transfer cost relates to merger of Aditya Birla Nuvo Limited (ABNL), Aditya Birla Chemical Limited (ABCL), acquisition of Cement business of CTIL, merger of Kesoram Industries Limited with UltraTech Cement Limited and merger of Ultratech Nathdwara Cement Limited and its wholly owned subsidiaries which has been made based on substantial degree of estimation. Outflow against the same is expected at the time of regulatory process of registration of assets owned by the above Companies in the name of the Company.*		

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
(c)	**Provision Against Contingent Liabilities***		
	Opening Balance	14.47	42.47
	Less: Utilisation during the Year	(0.62)	(27.84)
	Less: Unused Amount Reversed	(0.45)	(0.16)
	Closing Balance (considered as Current)	**13.40**	**14.47**
	**During earlier year, as per Ind AS 103 (Business Combination), the Group had to recognise, on the acquisition date, the contingent liabilities assumed in a business combination, if it was a present obligation that arises from past events and its fair value can be measured reliably, even if it is not probable that an outflow of resources will be required to settle the obligation.*		
(d)	**Warranty**		
	Opening Balance	1.05	0.99
	Add: Provision during the Year	4.34	0.23
	Less: Unused Amount Reversed	(0.29)	(0.17)
	Closing Balance (Considered as Current)	**5.10**	**1.05**
	Considering the past experience of returns and replacement claims, including industry estimates, provision for expected warranty claims on certain range of products is recognised during the period of sale. Provision is generally expected to settle/ reverse within warranty period, based on the claim received.		
(e)	**Other Provisions***		
	Opening Balance	25.45	27.27
	Add: Provision during the Year	0.51	1.87
	Less: Derecoginsed on account Divestment of Subsidiary (Note 4.12.4)	(4.30)	-
	Less: Unused amount reversed	(7.94)	(3.69)
		13.72	**25.45**
	Closing Balance (considered as Non-Current)	**12.93**	**24.66**
	Closing Balance (considered as Current)	**0.79**	**0.79**
	**The provision is for anticipated liability, which is made on the basis of the Management expectation as expected timing of any resulting outflow of economic benefits is uncertain.*		
(f)	**Estimated Exposure in Joint Venture**		
	Opening Balance	436.00	-
	Add: Provision during the Year (Note (i) and (ii) below)	89.00	436.00
	Less: Utilisation during the year	(204.90)	-
	Closing Balance (considered as Current)	**320.10**	**436.00**

i. Birla Advanced Knits Private Limited ("BAKPL"), a Joint Venture of the Company, engaged in manufacturing man made cellulose fibre knit fabrics stopped its operations as the business became non-viable due to loss of synergies and integrated operations consequent of textile business of joint venture partner. Accordingly, the company has created a provision of ₹ 89 crore during the year towards its estimated exposure {Note 3.11.(i)}.

ii. AV Terrace Bay Inc, Canada ("AVTB"), a joint venture of the Company, operating in paper-grade pulp business, temporarily idled its business operations due to prevailing market conditions. Based on observable evidence, During the previous year the Company has created a provision of ₹ 436 crore towards its estimated exposure {Note 3.11(vi}.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

2.38 Material Partly Owned Subsidiaries

Financial information of subsidiaries with material non-controlling interest is provided below

(A) UltraTech Cement Limited (Consolidated)#

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Proportion of Interest Held by Non-Controlling Entities	43.89%	42.73%
Accumulated Balances of Non-Controlling Interest	30,956.39	25,683.08
Summarised Financial Information for the Consolidated Balance Sheet		
Current Assets	23,737.20	23,158.37
Non-Current Assets	1,09,959.95	77,643.64
Current Liabilities	32,364.97	26,905.96
Non-Current Liabilities	27,438.82	13,612.63
Dividend Paid to Non-Controlling Interest	885.44	466.91

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Profit/(Loss) Allocated to Non-Controlling Interest:	2,650.57	2,993.24
Summarised Financial Information for the Consolidated Statement of Profit and Loss		
Revenue from Operations	75,955.13	70,908.14
Profit for the Year	6,039.11	7,005.00
Other Comprehensive Income	638.27	33.14
Total Comprehensive Income	6,677.38	7,038.14
Summarised Financial Information for Consolidated Cash Flows		
Net Cash Generated from Operating Activities	10,673.43	10,897.54
Net Cash Used in Investing Activities	(16,504.45)	(8,788.12)
Net Cash Used / (Generated) in Financing Activities	5,075.76	(1,925.65)
Net Cash Inflow / (outflow)	(755.26)	183.77

The financial numbers mentioned above are before inter-company eliminations.

#Principal Place of Business: India.

(B) Aditya Birla Capital Limited (Consolidated)#

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Proportion of Interest Held by Non-Controlling Entities	47.46%	47.32%
Accumulated Balances of Non-Controlling Interest	23,590.13	22,008.22
Summarised Financial Information for the Consolidated Balance Sheet		
Current Assets	54,056.81	50,223.99
Non-Current Assets	2,45,386.28	2,02,733.79
Current Liabilities	60,364.19	51,847.08
Non-Current Liabilities	1,86,517.08	1,51,811.45

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Profit /(loss) Allocated to Material Non-Controlling Interest:	1,414.84	1,309.97
Summarised Financial Information for the Consolidated Statement of Profit and Loss		
Revenue from Operations	40,581.03	34,008.15
Profit for the Year	2,981.13	2,768.33
Other Comprehensive Income / (Loss)	(23.86)	28.26
Total Comprehensive Income	2,957.27	2,796.59
Summarised Financial Information for Consolidated Cash Flows		
Net Cash Used in Operating Activities	(27,934.63)	(24,100.50)
Net Cash Generated from/(Used in) Investing Activities	934.59	(4,590.29)
Net Cash Generated from Financing Activities	29,778.39	28,514.30
Net Cash Inflow/(Outflow)	2,778.35	(176.49)

The financial numbers mentioned above are before inter-company eliminations.

#Principal Place of Business: India

2.39 Interest in Joint Ventures and Associates

Below are the Associate and Joint Venture of the Group, which, in the opinion of the Management, are material to the Group, which have been accounted as per equity method of accounting.

(A) Aditya Birla Sun Life AMC Limited (Note 4.4.c)

(1) Name of the Entity	Principal Place of Business	ABCL₹s Proportion of Ownership Interest	Quoted Fair Value - Per Share	ABCL₹s Proportion of Ownership Interest	Quoted Fair Value - Per Share
		As at 31st March 2025	As at 31st March 2025	As at 31st March 2024	As at 31st March 2024
Aditya Birla Sun Life AMC Limited	India	44.94%	636.70	45.14%	455.00

(i) It is registered with Securities and Exchange Board of India (SEBI) under the SEBI (Mutual Funds) Regulations, 1996 and the principal activity is to act as an investment manager to Aditya Birla Sun Life Mutual Fund. It manages the investment portfolios of Aditya Birla Sun Life Mutual Fund, India Advantage Fund Ltd., Mauritius, India Excel (Mauritius) Fund and Aditya Birla Real Estate Fund. It is also registered under the SEBI (Portfolio Managers) Regulations, 1993, and provides portfolio management services and investment advisory services to offshore funds and high net worth investors. Aditya Birla Sun Life AMC Limited has set up two Alternate Investment Fund (AIF) one under Category III and the other under Category II with Securities Exchange Board of India (SEBI) under the SEBI AIF Regulations, 2012. Aditya Birla Sun Life AMC Limited has been appointed as an Investment Manager of the said AIF by the Trustee to the Fund.

(2) (a) Summarised Balance Sheet

₹ in crore

Aditya Birla Sun Life AMC Limited (Consolidated)	As at 31st March 2025	As at 31st March 2024
Current Assets		
Cash and Cash Equivalents	43.68	39.10
Other Assets	2,790.21	2,056.09
Total Current Assets	**2,833.89**	**2,095.19**
Total Non-Current Assets	**8,149.43**	**8,308.46**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Aditya Birla Sun Life AMC Limited (Consolidated)	As at 31st March 2025	As at 31st March 2024
Current Liabilities		
Financial Liabilities (excluding Trade Payables)	89.99	86.04
Other Liabilities	170.06	127.22
Total Current Liabilities	**260.05**	**213.26**
Total Non-Current Liabilities	**1,857.83**	**1,858.31**
Net Assets	8,865.44	8,332.08
Group Share in %	44.94%	45.14%
Group Share in INR (Note 4.4.c)	3,985.07	3,756.32
Goodwill	1,699.94	1,707.51
Carrying Amount	5,685.01	5,463.83

b) Summarised Statement of Profit and Loss

₹ in crore

Aditya Birla Sun Life AMC Limited (Consolidated)	Year Ended 31st March 2025	Year Ended 31st March 2024
Revenue from Operations	1,684.78	1,353.19
Interest Income	39.08	20.54
Depreciation and Amortisation	72.72	67.51
Income Tax Expenses	305.66	219.51
Profit for the Year	905.97	755.73
Group Share in the Statement of Profit and Loss	407.34	376.74
Other Comprehensive Income/(Loss) for the Year	0.08	(0.40)
Group Share in Other Comprehensive Income for the Year	0.04	(0.18)
Total Comprehensive Income for the Year	906.05	755.34
Group Share in Total Comprehensive Income for the Year	407.38	376.56
Dividend Received	175.02	75.62

c) Contingent Liabilities in respect of Associates

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Group Share in Contingent Liabilities in respect of Associates not being included in Note 4.1.1	5.87	7.22

(B) Aditya Birla Health Insurance Co. Limited

(1) Name of the Entity	Principal Place of Business	ABCL's Proportion of Ownership Interest	Quoted Fair Value	ABCL₹s Proportion of Ownership Interest	Quoted Fair Value
		As at 31st March 2025	As at 31st March 2025	As at 31st March 2024	As at 31st March 2024
Aditya Birla Health Insurance Co. Limited	India	45.89%	#	45.89%	#

#Unlisted equity - No quoted price available

(i) Aditya Birla Health Insurance Co. Limited is registered with the Insurance Regulatory and Development Authority of India ("IRDAI") for conducting health insurance business, under Section 3 of the Insurance Act, 1938, as amended by the Insurance Laws (Amendment) Act, 2015.

(2) (a) Summarised Balance Sheet

₹ in crore

Aditya Birla Health Insurance Co. Limited	As at 31st March 2025	As at 31st March 2024
Current Assets		
Cash and Cash Equivalents	24.47	145.49
Other Assets	1,350.04	638.24
Total Current Assets	**1,374.51**	**783.73**
Total Non-Current Assets	**3,804.64**	**3,083.09**
Current Liabilities		
Financial Liabilities (excluding Trade Payables)	361.94	306.89
Other Liabilities	3,276.20	2,501.01
Total Current Liabilities	**3,638.14**	**2,807.90**
Non-Current Liabilities		
Financial Liabilities (excluding Trade Payables)	30.19	12.92
Other Liabilities	11.73	8.88
Total Non-Current Liabilities	**41.92**	**21.80**
Net Assets	1,499.09	1,037.12
Group Share in %	45.89%	45.89%
Group Share in INR	3,169.66	2,956.61
Carrying Amount	**3,169.66**	**2,956.61**

b) Summarised Statement of Profit and Loss

₹ in crore

Aditya Birla Health Insurance Co. Limited	31st March 2025	31st March 2024
Revenue from Operations	4,621.91	3,450.43
Interest Income	251.79	199.39
Interest Expenses	3.64	1.92
Depreciation and Amortisation	66.17	55.35
Profit/(Loss) for the Year	6.38	(181.85)
Group Share in the Statement of Profit and Loss	2.93	(83.48)
Other Comprehensive Income/(Loss) for the Year	55.12	15.20
Group Share in Other Comprehensive Income for the Year	25.29	6.98
Total Comprehensive Income/(Loss) for the Year	61.50	(166.65)
Group Share in Total Comprehensive Income/(Loss) for the Year	28.22	(76.50)

c) Commitments and Contingent Liabilities in respect of Joint Ventures

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Group Share in Commitments in respect of Joint Ventures not being included in Note 4.2	8.10	12.20
Group Share in Contingent Liabilities in respect of Joint Ventures not being included in Note 4.1.1	87.33	14.49

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

(C) Individually Immaterial Joint Ventures and Associates

(1) The Group also has interest in number of individually immaterial Joint Ventures and Associates that are accounted for using equity method of accounting. Below is the combined financial information with respect to those entities:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Aggregate Carrying Amount of individually immaterial Associates	92.33	934.14
Aggregate Carrying Amount of individually immaterial Joint Ventures	1,077.53	1,135.89

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Aggregate Amount of Group Share of:		
Joint Ventures:		
Profit/(Loss)	(115.55)	(234.45)
Other Comprehensive Income/(Loss)	19.04	(39.60)
Total Comprehensive Income/(Loss)	(96.51)	(274.05)
Associates:		
Profit/(Loss)	2.05	29.01
Other Comprehensive Income/(Loss)	(1.91)	14.07
Total Comprehensive Income/(Loss)	0.14	43.08

(2) Unrecognised Share of Profit/(Loss) of a Joint Venture as per Ind AS 112

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Unrecognised Share of Profit/(Loss) for the Year	-	-
Unrecognised Share Other Comprehensive Income/(Loss) for the Year	-	-
Cumulative Share of Profit/(Loss)	(74.25)	(74.25)
Cumulative Share of Other Comprehensive Income/(Loss)	(16.44)	(16.44)

(D) As per the Shareholders' Agreements, Aditya Birla Sun Life Trustee, Aditya Birla Wellness Limited and Aditya Birla Power Composite Limited cannot distribute their profits until they obtain consent from other Joint Venture partners.

(E) The Group holds, either directly or through its subsidiary, more than half of the Equity Shares holding in the following entities. However, as per the shareholders' agreement, the Group needs to jointly decide with other shareholders of the respective entity, on certain relevant activities. Hence, the same are being accounted as per equity method of accounting.

a) Aditya Birla Sun Life Trustee Company Private Limited

b) Aditya Birla Wellness Limited

c) Aditya Birla Power Composites Limited

3.1 Revenue from Operations (Note 4.6.1)

₹ in crore

				Year Ended 31st March 2025	Year Ended 31st March 2024
(A1)	**Sale of Products and Services (other than Financial Services)**				
		Sale of Manufactured Products	99,758.27		92,094.76
		Sale of Traded Products	6,752.54		3,495.82
		Sale of Services	44.63		19.67
				1,06,555.44	**95,610.25**
(A2)	**Sale of Financial Services**				
	(i)	Income from Life Insurance Premium (Gross)	18,504.63		15,048.15
		Less: Reinsurance Ceded	(595.96)		(535.94)
		Income from Life Insurance Premium (Net)		**17,908.67**	**14,512.21**
	(ii)	Income from Other Financial Services		**1,016.63**	**1,468.80**
(A3)	**Interest and Dividend Income of Financial Services**				
		a. Interest Income			
		Interest on Loans			
		On Financial Assets Measured at Amortised Cost	16,158.61		13,433.07
		Interest Income from Investments			
		On Financial Assets Measured at Fair Value through OCI	1,140.72		958.29
		On Financial Assets Measured at Amortised Cost	2,654.30		2,077.37
		On Financial Assets Classified at Fair Value through Profit or Loss	298.66		261.40
		Interest on Deposits with Banks			
		On Financial Assets Measured at Fair Value through OCI	-		3.15
		On Financial Assets Measured at Amortised Cost	93.14		128.09
		Interest on Deposits with Others			
		On Financial Assets Measured at Amortised Cost	206.47		144.51
		b. Dividend Income			
		On Financial Assets Measured at Fair Value through OCI	77.20		77.73
				20,629.10	**17,083.61**
(A4)	**Net Gain/(Loss) on Fair Value Changes of Financial Services Business**				
		Net Gain/(Loss) on Financial Instruments at Fair Value through Profit or Loss			
		On Trading Portfolio			
		Equity Investment at Fair Value through Profit or Loss	356.56		505.96
		Debt Instrument at Fair Value through Profit or Loss	448.22		280.53
		Net Gain/(Loss) on Financial Instruments at Fair Value through OCI			
		Debt Instrument at Fair Value through OCI	0.02		0.20
		Net Gain/(Loss) on Financial Instruments at Amortised Cost			
		Debt Instruments at Amortised Cost	6.78		10.23
		Others			
		Gain/(Loss) on Sale of Debt Instrument at Fair Value through OCI	283.22		(3.95)
		Gain/(Loss) on Sale of Investment	(202.78)		52.18
				892.02	**845.15**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

			Year Ended 31st March 2025	Year Ended 31st March 2024
	Income on derecognised (assigned) loans			
	Reversal of expected credit loss on Financial Instruments (net of bad debts recovery) of Housing Finance Business	-		7.42
	Income on derecognised (assigned) loans	176.41		51.56
			176.41	**58.98**
	Revenue From contract with Customers (A)		**1,47,178.27**	**1,29,579.00**
(B)	**Other Operating Revenues**			
	Export Incentives		80.56	82.64
	Insurance Claims		57.39	61.21
	Sundry Balances Written Back (Net)		113.06	162.43
	Government Grants {Note 4.12.1}		697.82	698.14
	Scrap Sales (Net)		208.06	229.47
	Other Miscellaneous Incomes		142.73	165.59
	Total (B)		**1,299.62**	**1,399.48**
REVENUE FROM OPERATIONS (A + B)			**1,48,477.89**	**1,30,978.48**
(C)	**Revenue from Contracts with Customers Disaggregated based on Geography (Geographical Segment)**			
	i) India (Country of Domicile)		1,41,236.88	1,24,101.98
	ii) Rest of the World		5,941.39	5,477.02
	Revenue from Contract with Customers		**1,47,178.27**	**1,29,579.00**
(D)	**Reconciling the Amount of Revenue Recognised in the Statement of Profit and Loss with the Contracted Price**			
	Gross Revenue		1,63,267.34	1,40,684.92
	Less: Discount, Incentives, Returns, Price Concession, etc.		(16,089.07)	(11,105.92)
	Net Revenue Recognised from Contracts with Customers		**1,47,178.27**	**1,29,579.00**

Notes:

(i) The amounts receivable from customers become due after expiry of credit period, which on an average is less than 180 days. There is no significant financing component in any transaction with the customers.

(ii) The Company provides, agreed upon performance warranty for Selected range of products. The amount of liability towards such warranty is immaterial.

(iii) The Group does not have any remaining performance obligation, as contracts entered for sale of goods are for a shorter duration. There are no contracts for sale of services wherein performance obligation is unsatisfied, to which transaction price has been allocated.

(E) Reconciliation of Revenue Recognised from Contract Liabilities:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Closing Contract Liabilities - Advances from Customers	**765.43**	**916.84**

The contract liabilities outstanding ₹ 916.84 crore (Previous Year ₹ 710.31 crore) at the beginning of the year, out of which ₹ 886.24 crore (Previous Year ₹ 685.04 crore) has been recognised as revenue during the year ended 31st March 2025, and balance amount has been refunded during the year.

3.2 Other Income

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Interest Income on:		
Investments	226.93	32.99
Interest on Income Tax Refund	109.94	210.74
Bank Accounts and Others (Measured at Amortised Cost)	168.42	301.53
Dividend Income from:		
Non-Current Investments (Measured at FVTOCI)	31.28	27.33
Investments - Mutual Funds (Measured at FVTPL)	0.81	0.16
Gain/(Loss) on Financial Instruments		
On Sale of Investments (Net) - Mutual Funds (Measured at FVTPL)	275.49	192.27
Fair Value Change of Investments Measured at FVTPL	354.22	382.15
Profit on Sale of Property, Plant and Equipment and Intangible Assets (Net)	36.45	3.81
Miscellaneous Income	255.51	113.12
	1,459.05	**1,264.10**

3.3 Cost of Materials Consumed

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Opening Stock	3,668.09	3,173.61
Add: Purchases and Incidental Expenses	27,224.88	22,937.35
Less: Sale of Raw Materials	12.07	14.22
Add: Transferred on Acquisition of subsidiary / Scheme on Composite Arrangement (Note 4.3.(a),(b),(c))	85.85	-
Add: Foreign Currency Translation Reserve	4.85	1.03
Less: Closing Stock	4,148.32	3,668.09
	26,823.28	**22,429.68**

3.4 Purchases of Stock-In-Trade

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Purchases of Stock-In-Trade	**5,858.11**	**3,157.17**

3.5 Changes in Inventories of Finished Goods, Work-in-Progress and Stock-in-Trade

₹ in crore

Particulars		Year Ended 31st March 2025	Year Ended 31st March 2024
Opening Stock			
Finished Goods	1,996.97		1,821.24
Stock-in-Trade	97.54		124.28
Work-in-Progress	1,703.66		1,592.29
Waste/Scrap	29.58		17.86
		3,827.75	**3,555.67**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Particulars		Year Ended 31st March 2025	Year Ended 31st March 2024
Less: Closing Stock			
Finished Goods	2,690.24		1,996.97
Stock-in-Trade	213.15		97.54
Work-in-Progress	1,929.78		1,703.66
Waste/Scrap	39.53		29.58
		4,872.70	**3,827.75**
(Increase)/Decrease in Stocks		(1,044.95)	(272.08)
Add/(Less): Change in Stock of Trial-Run Production		(74.55)	155.17
Add/(Less): Transferred on Acquisition of subsidiary /Scheme of Composite Arrangements (Note 4.3.(a),(b),(c))		285.87	-
Add/(Less): Exchange Translation Difference and others		19.39	(50.25)
		(814.24)	**(167.16)**

3.6 Employee Benefits Expenses

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Salaries, Wages and Bonus	8,572.67	7,072.57
Contribution to Provident Funds and Other Funds {Notes 4.8 (xviii) and (xix)}	391.58	327.60
Contribution to Gratuity Fund (Note 4.8.1)	144.95	117.70
Staff Welfare Expenses	426.39	304.71
Expenses on Employee Stock Options Scheme including SAR (Note 4.5)	185.93	140.60
	9,721.52	**7,963.18**

3.7 Finance Costs Relating to NBFC'S/ HFC'S Business

(Measured at Amortised Cost)

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Interest Expenses	9,638.15	7,573.54
Interest on Lease Liabilities	48.55	41.37
Other Borrowing Costs	11.40	7.80
	9,698.10	**7,622.71**

3.8 Other Finance Costs

(Measured at Amortised Cost)

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Interest Expenses	3,199.51	1,839.78
Finance Cost of Lease Liabilities	107.67	80.64
Other Borrowing Costs@	18.73	6.88
Unwinding of Discount on Mine Restoration Provision	23.91	20.54
Exchange (Gain)/Loss on Lease Liabilities and Foreign Currency Borrowings (Net)	11.76	4.32
	3,361.58	**1,952.16**
Less: Capitalised	559.30	297.44
	2,802.28	**1,654.72**
Borrowing costs are capitalised using rates based on specific borrowings ranging from 6.98% to 7.85% per annum. (Previous Year 6.93% to 7.85% per annum.)		
@Includes Interest on Income Tax	0.06	0.19

3.9 Depreciation and Amortisation Expenses

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Depreciation on Property, Plant and Equipment (Note 2.1)	5,254.98	4,032.78
Depreciation on Investment Property (Note 2.3)	0.44	0.43
Amortisation on Intangible Assets (Note 2.5)	738.12	607.99
Depreciation on Right-of-Use Assets (Note 2.2)	471.69	372.03
	6,465.23	**5,013.23**
Depreciation Transferred to Pre-Operative Expenses	(11.50)	(11.91)
	6,453.73	**5,001.32**

3.10 Other Expenses

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Consumption of Stores, Spare, Components and Incidental Expenses	2,049.96	1,986.52
Consumption of Packing Materials	2,810.21	2,228.40
Processing and Other Charges	491.82	306.61
Repairs to Machinery, Buildings and Other Assets	2,359.24	2,092.97
Advertisement, Sales Promotion and Other Selling Expenses	4,510.97	3,701.95
Impairment on financial instrument, Bad Debts and Allowance for Doubtful Debts and Advances (Net)	1,510.35	1,361.91
Insurance	359.04	357.21
Lease Rent	259.99	220.01
Rates and Taxes	328.46	332.74
Exchange Rate Difference (Net)	23.97	7.87
Miscellaneous Expenses	5,527.81	4,209.91
Less: Captive Consumption of Cement	(100.92)	(95.86)
	20,130.90	**16,710.24**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

3.11 Exceptional Items

₹ in crore

Particulars		Year Ended 31st March 2025	Year Ended 31st March 2024
(i)	Birla Advanced Knits Private Limited, a Joint Venture of the Company, engaged in manufacturing man made cellulose fibre knit fabrics stopped its operations as the business became non-viable due to loss of synergies and integrated operations consequent to discontinuation of textile business of joint venture partner. Accordingly, the Company has recognised a charge of ₹ 57.97 crore.	(57.97)	-
(ii)	ABREL SPV2 Limited, step down subsidiary of the Company has recognised provision towards liquidated damages.	(33.47)	-
(iii)	The Company has written-off one of its Capital Work-in-Progress, this is on account of prolonged litigation led delay in construction leading to non-suitability of structure, hence the management decided to dismantle the same.	(49.98)	-
(iv)	Stamp duty on Business Combination (Notes - 4.3.(a) and (d))	(88.08)	(72.00)
(v)	impairment on asset held for sale by UltraTech Cement Limited	(9.35)	-
(vi)	During previous year, Company had recognised charge of ₹ 497.36 crore as an Exceptional Item, representing provision towards its estimated exposure and advance against equity in AV Terrace Bay Inc, Canada (AVTB).	-	(497.36)
		(238.85)	**(569.36)**

3.12 Tax Expenses

₹ in crore

Particulars		Year Ended 31st March 2025	Year Ended 31st March 2024
A.	**Major components of income tax expenses for the Year**		
	Current Tax		
	Current income tax charge	2,247.08	3,506.93
	Short / (Write back) of tax relating to prior years	2.33	(93.07)
		2,249.41	**3,413.86**
	Deferred Tax		
	Deferred Tax Expense	819.32	360.30
		819.32	**360.30**
	Total Tax Expense	**3,068.73**	**3,774.16**
B.	**Reconciliation of Effective Tax Rate**		
	Applicable Tax Rate	25.17%	25.17%
	Income Not Considered for Tax Purpose	2.50%	0.89%
	Expenses Not Allowed for Tax Purpose	1.98%	1.58%
	Additional Allowances for Tax Purpose	0.01%	-1.21%
	Effect of losses absorption due to Scheme of Merger/ Demerger / Arrangement (Note 4.3)	-5.56%	-
	Taxes on Subsidiary Losses	0.78%	0.36%
	Effect of Changes in Tax Rate	0.05%	0.05%
	Tax Paid at Lower Rate	0.53%	-0.22%
	Provision for Tax of earlier years Written Back	0.01%	-0.45%
	Lower Jurisdiction Tax Rate	-0.05%	-0.30%
	Others	2.93%	1.68%
	Effective Tax Rate	**28.35%**	**27.55%**

3.13 Other Comprehensive Income

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
A. Items that will not be Reclassified to Profit and Loss		
Equity Instrument at Fair Value through Other Comprehensive Income	286.42	4,537.68
Remeasurement of Defined Benefit Plans	(2.44)	(22.31)
Share of Other Comprehensive Income of Associate and Joint Venture Companies accounted for using Equity Method of Accounting	(3.47)	(1.04)
Income Tax relating to items that will not be Reclassified to Profit or Loss	25.56	(599.30)
B. Items that will be Reclassified to Profit and Loss		
Debt Instrument at Fair Value through Other Comprehensive Income	78.30	53.88
Exchange Difference in translating the Financial Statements of Foreign Operations	64.02	42.52
Effective Portion of Derivative Instruments designated as Cash Flow Hedge	(63.00)	(28.20)
Share of Other Comprehensive Income of Associate and Joint Venture Companies accounted for using Equity Method of Accounting	45.94	(30.23)
Income Tax relating to items that will be Reclassified to Profit or Loss	(7.06)	9.47
	424.27	**3,962.47**

3.14 Earnings Per Share (EPS)

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
Net Profit for the Year Attributable to Equity Shareholders (₹ in crore)	3,705.68	5,624.49
Basic EPS:		
Weighted-Average Number of Equity Shares Outstanding (Nos.) of Face Value of ₹ 2/- each	66,89,78,684	66,15,68,570
Less: Weighted-Average Number of Equity Shares held by the Company under ESOP Trust (Nos.)	21,02,258	21,19,017
Weighted-Average Number of Equity Shares Outstanding (Nos.) for calculation of Basic EPS (Nos.)	**66,68,76,426**	**65,94,49,553**
Basic EPS (₹) {for Face Value of Shares of ₹ 2/- each}	**55.57**	**85.29**
Diluted EPS:		
Weighted-Average Number of Equity Shares Outstanding (Nos.)	66,68,76,426	65,94,49,553
Add: Weighted-Average Number of Potential Equity Shares on exercise of Options (Nos.)	7,58,622	10,56,194
Add: Weighted-Average Number of Equity Shares kept in Abeyance (Nos.)	65,010	65,010
Weighted-Average Number of Equity Shares Outstanding for calculation of Diluted EPS (Nos.)	**66,77,00,058**	**66,05,70,757**
Diluted EPS (₹) {for Face Value of Shares of ₹ 2/- each}	**55.50**	**85.15**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

4.1 Contingent Liabilities not Provided for in Respect of

4.1.1 Claims/Disputed Liabilities not acknowledged as Debts:

₹ in crore

Particulars	Brief Description of Matter	Year Ended 31st March 2025	Year Ended 31st March 2024
Customs Duty	Related to classification dispute, demand of duty on import of steam coal, caustic soda flakes and others	415.16	332.68
Sales Tax/Purchase Tax/ VAT/GST/Entry Tax	Related to stock transfer treated as inter-state sales, demand on freight component and levy of purchase tax on exempted supply, demand for non-submission of various forms, disallowance of input credit and others	1,563.36	1,184.91
Excise Duty/Cenvat Credit/Service Tax	Related to valuation matter (Rule 8 vs. Rule 4), denial of Cenvat Credit on ISD/GTA and others	1,636.12	1,860.45
Income Tax	Non-deduction of tax at source on payment to non-resident, various disallowances and others	99.29	59.70
Land Related Matters	Demand of higher compensation	279.83	281.81
Royalty on Limestone/ Marl/Shale	Based on fixed conversion factor on limestone, royalty rate differences on Marl and additional royalty on mines transfer	366.58	390.78
Electricity Duty/Energy Development Cess	Related to electricity duty, minimum power consumption, Energy Development Cess and denial of Electricity Duty exemption	435.01	286.79
Others	Related to Stamp Duty, claim raised by vendor/supplier, road tax matters, demand for fuel surcharge, water drawal charges by irrigation department, minimum Supply obligation and others	1,461.96	1,109.93

Cash outflows for the above are determinable only on receipt of judgements pending at various forums/authorities.

4.1.2 a. UTCL (including the erstwhile UltraTech Nathdwara Cement Limited & India Cements Limited) had filed appeals against the orders of the Competition Commission of India (CCI) dated 31st August 2016 (Penalty of ₹ 1,804.31 crore) and 19th January 2017 (Penalty of ₹ 68.30 crore). Upon the National Company Law Appellate Tribunal ("NCLAT") disallowing its appeals against the CCI order dated 31st August 2016, UTCL filed appeals before the Hon'ble Supreme Court which has, by its order dated 5th October 2018, granted a stay against the NCLAT order. Consequently, UTCL has deposited an amount of ₹ 180.43 crore equivalent to 10% of the penalty of ₹ 1,804.31 crore. UTCL backed by legal opinions, believes that it has a good case in the matters and accordingly no provision has been recognised in the financial statements.

b. In one of the case, UltraTech Cement Lanka Private Limited (UTCLPL) filed the appeal against the Director General of Customs and the Inquiring Officer Appointed in terms of the Customs Ordinance for the customs case No. PCAD/HQO/091/2016 initiated at the Sri Lankan customs, on the alleged basis that UTCLPL has not declared the unloading charges (stevedoring charges) paid to the Sri Lanka Ports Authority in relation to imported cement. UTCLPL has filed a case in the court of appeal, and the matter is scheduled for argument.

c. Competition Commission of India (CCI) has passed an Order, dated 16th March 2020, under Section 4 of the Competition Act, 2002, imposing a penalty of ₹ 301.61 crore in respect of the Viscose Staple Fibre turnover of the Company. The Company filed an appeal before the National Company Law Appellate Tribunal (NCLAT) and NCLAT, vide Order, dated 4th November 2020, stayed the recovery of the penalty amount during the pendency of the Appeal and directed the Company to deposit 10% of the penalty amount by 19th November 2020, which the Company has complied. The Appeal is pending before the NCLAT.

Without considering that an Appeal is already pending against the aforesaid Order, the CCI passed another Order, dated 3rd June 2021, levying a penalty of ₹ 3.49 crore for non-compliance with the Order passed on 16th March 2020. The Company filed Writ Petition before the Hon'ble Delhi High Court against the Order of the CCI. The CCI appeared before the Hon'ble Delhi High Court and assured that no precipitative steps shall be taken against the Company till the disposal of the matter.

The Company believes that it has strong grounds against both these said orders, on merit, and accordingly, no provision has been made in the accounts.

4.1.3 Corporate Guarantees Issued by Subsidiaries as under:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
a. To Financial Institutions/Government Authorities/Others for finance provided to Joint Ventures	1.70	1.70
b. Letter of Comfort Issued*	1,550.33	1,683.89

**includes Corporate Guarantees given to National Housing Bank by the ABCL on behalf of its subsidiary Aditya Birla Housing Finance Limited (ABHFL) of ₹ 3,500 crore up to 31st March 2025 (31st March 2024 ₹ 3,500 crore), against which the amount liable by ABHFL is ₹ 1,234.45 crore (31st March 2024 ₹ 1,607.52 crore). As per the terms of the Guarantee, on invocation, the Group's liability is capped at the outstanding amount. It includes Corporate Guarantees given by the Group on behalf of its clients of ₹ 315.88 crore as at 31st March 2025. (Previous Year 31st March 2024 ₹ 76.37 crore).*

4.2 ⏩ Capital, Financial and Other Commitments

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
4.2.1	**Capital Commitments**		
	Estimated Amount of Contracts remaining to be executed on capital account and not provided for (Net of Advances Paid)	7,941.35	7,936.36
4.2.2	**Financial and Other Commitments**		
(a)	**Financial Commitments**		
	Joint Ventures@	124.90	122.86
	@ As per the agreement with the Joint Ventures, the Company is committed to make additional contribution in proportion to their interest in Joint Ventures, if required. These commitments have not been recognised in the Consolidated Financial Statements.		
(b)	(i) Uncalled Liability on partly paid-up Investments of Insurance Business	263.88	149.81
(c)	The sanctioned but partially undisbursed amount of Aditya Birla Housing Finance Limited stands at ₹ 5,989.90 crore. (31st March 2024: ₹ 2,892.38 crore), whereas sanctioned but fully undisbursed amount stands at ₹ 3,711.26 crore (31st March 2024: ₹ 1,824.55 crore)		
(d)	Undisbursed commitments where Aditya Birla Finance Limited does not have an unconditional right to cancel the undrawn / unavailed / unused portion of the loan at any time during the subsistence of the loan- ₹ Nil.		

4.3 ⏩ Business Combination

(a) Composite Scheme of Arrangement of Cement Business of Kesoram Industries with Ultratech Cement Limited

i. The National Company Law Tribunal, Kolkata and Mumbai Benches ("NCLT") have approved the Composite Scheme of Arrangement between Kesoram Industries Limited ("Kesoram"/ "KIL"), UTCL and their respective shareholders and creditors, in compliance with sections 230 to 232 and other applicable provisions of the Companies Act, 2013 ("Scheme") by its Order dated 14th November, 2024 and 26th November 2024 respectively. The Scheme is made effective from 1st March 2025, and the Appointed date of the Scheme is 1st April 2024.

Upon the Scheme becoming effective and with effect from the Appointed Date, the Cement Business Division of Kesoram ("the Demerged Undertaking") as defined in the Scheme stands transferred to and vested in UTCL as a going concern.

Consequently, UTCL has included the financial statements/ information of the Demerged Undertaking in its standalone financial statements with effect from 1st April 2024 (which is deemed to be the acquisition date for purpose of Ind AS 103 – Business Combinations) to include the financial results/ information of the acquired Cement Business Division of KIL ("the Demerged Undertaking"). Therefore, financial statements for the year ended 31st March 2025 are not strictly comparable with the previous year's financial statement.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

The Assets of Cement Business of KIL consists of two integrated cement units at Sedam (Karnataka) and Basantnagar (Telangana) with a total installed capacity of 10.75 MTPA and 0.66 MTPA packing plant at Solapur, Maharashtra at a purchase consideration of ₹ 5,887.95 crore based on Appointed date of the Scheme i.e. 1st April 2024.

As per Ind AS 103 - Business Combinations, if effective date i.e. 1st March 2025 is considered as acquisition date, the purchase consideration increases by ₹ 226.50 crore.

The acquisition of the Demerged undertaking creates value for shareholders as the acquisition provides ready to use assets to create operational efficiencies and support UTCL to further strengthen its presence in the Western & the Southern markets. It also provide synergies in manufacture and distribution process and logistics alignment leading to economies of scale and creation of efficiency by reducing time to market and benefiting customers.

ii. The Fair Value of identifiable assets acquired, and liabilities assumed as on the acquisition date:

As per Ind AS 103 – Business Combinations, purchase consideration has been allocated on provisional basis of fair valuation determined by an independent valuer. Against the total enterprise value of ₹ 7,765.05 crore, UTCL has taken over borrowings of ₹ 2,037.59 crore from KIL.

After taking these liabilities into account, effective purchase consideration of ₹ 5,887.95 crore had been discharged on 13th March 2025, being the Record Date in terms of the Scheme by:

(a) Issue of 1 (one) equity share of UTCL of face value ₹ 10/- each for every 52 (Fifty- Two) equity shares of KIL of face value ₹ 10/- each to the shareholders of KIL. The Fair value of the shares issued is ₹ 5,824.44 crore which had been determined based on the last closing price prior to the Appointed Date.

(b) Issue of 54,86,608 (Fifty Four Lakh Eighty Six Thousand Six Hundred Eight) fully paid up 7.3% Non-Convertible Redeemable Preference Shares (RPS) of ₹ 100 each amounting to ₹ 54.87 crore for 90,00,000 5% Cumulative Non-Convertible Redeemable Preference Shares (NCRPS) of ₹ 100 each of KIL held by the preference shareholders of KIL. The RPS are redeemable after three months from the date of allotment.

(c) Issue of 8,64,275 (Eight Lakh Sixty Hour Thousand Two Hundred Seventy Five) fully paid up 7.3% Non-Convertible Redeemable Preference Shares (RPS) of ₹ 100 each amounting to ₹ 8.64 crore for 19,19,277 Zero % Optionally Convertible Redeemable Preference Shares (OCRPS) of ₹ 100 each of KIL held by the preference shareholders of KIL. The RPS are redeemable after three months from the date of allotment.

Pursuant to above transaction, Company's holding in UTCL has reduced from 57.27% to 56.11%.

iii. The Fair Value of identifiable assets acquired, and liabilities assumed as on the acquisition date:

₹ in crore

Particulars	As at Acquisition date
Property, Plant and Equipment	6,368.41
Capital Work-in- Progress	25.14
Intangible Assets	1,814.16
Other non-current financial assets	10.03
Other Non-Current Assets	11.63
Deferred Tax Assets	242.56
Inventories	238.33
Trade and Other receivables	441.66
Cash and Cash Equivalents	76.76
Other bank balances	83.73
Other Financial Assets and Loans	60.18
Other Current Assets	102.50
Total Assets acquired (A)	**9,475.09**

₹ in crore

Particulars	As at Acquisition date
Non-Current & Current Borrowing	2,037.59
Non-Current Provision	27.51
Non-Current Financial Liabilities	80.93
Deferred Tax Liability	1,209.88
Trade Payables	583.32
Other Financial Liabilities	90.65
Other Current Provisions	13.19
Other Current Liabilities	299.83
Total Liabilities assumed (B)	**4,342.90**
Total Fair Value of the Net Assets (A- B)	**5,132.19**

iv. Amount recognised as Goodwill:

₹ in crore

Particulars	Amount
Purchase Consideration	5,887.95
Less: Fair Value of Net Assets Taken over	5,132.19
Goodwill	**755.76**

This goodwill is attributed to the expected synergies in cement prices and in costs, as described in paragraph (i) above.

v. Acquired Receivables:

As on the date of acquisition, gross contractual amount of the acquired Trade and other Receivables was ₹ 441.66 crore against which no provision had been considered since fair value of the acquired receivables were equal to carrying value as on the date of acquisition.

vi. Contingent Liabilities:

UTCL has assumed all the contingent liabilities of the Demerged Undertaking as per the Scheme. Total contingent liability transferred to UTCL was ₹ 266.14 crore.

vii. Acquisition related costs:

Acquisition related costs of ₹ 13.92 crore had been recognised under Miscellaneous Expenses and Rates and Taxes in the Statement of Profit and Loss.

The stamp duty paid / payable on transfer of the assets amounting to ₹ 120.58 crore had been charged to the Statement of Profit and Loss and shown as an exceptional item.

viii. Impact of acquisition on the financial statements:

Since the acquisition date i.e 1st April 2024, UTCL has recognised Revenue from Operations of ₹ 2,890.03 crore and Profit/(Loss) Before Tax of ₹ (514.89) crore has been included in the statement of profit and loss.

(b) Acquisition of The India Cements Limited (ICEM) - Ind AS 103

i. On 24th December 2024, UTCL completed the acquisition of control over India Cements Limited (ICEM) through a step acquisition. Initially, on 27th June 2024, UTCL acquired a non-controlling stake of 7,05,64,656 equity shares representing 22.77% of the equity share capital of ICEM for a cash consideration of ₹ 1,942.86 crore. Subsequently on 24th December 2024 UTCL acquired an additional 10,13,91,231 equity shares representing 32.72% of the equity share capital of ICEM for a cash consideration of ₹ 3,954.26 crore; thereby UTCL's total shareholding increased to 17,19,55,887 equity shares representing 55.49% of ICEM's equity share capital, resulting in ICEM becoming a subsidiary of UTCL with effect from 24th December 2024. UTCL also has become the promoter of ICEM in accordance with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

As required under the Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 ("SEBI Takeover Regulations"), following the acquisition of control, UTCL was obligated to make a public open offer to the remaining shareholders of ICEM. The open offer was successfully completed on 21st January 2025, with a final acquisition of 8,05,73,273 equity shares representing 26% of the shares of ICEM under the open offer at price of ₹ 390/- per share.

Total shareholding of UTCL in ICEM post-acquisition of shares from public shareholders through open offer accumulates to 25,25,29,160 equity shares representing 81.49%. Total purchase consideration as per Ind AS 103 is ₹ 9,725.51 crore.

For the non-controlling stake of 22.77% acquired on 27th June 2024, UTCL did not execute significant influence or control over decision of ICEM so it was not being construed as an Associate company. Thus, UTCL measured this equity investment as per Indian Accounting Standard 109 – Financial Instruments (Ind AS 109) and at initial recognition, made an irrevocable election to present in Other Comprehensive Income (OCI) subsequent changes in its fair value.

As per Para 42 of Ind AS 103, since the Business combination was achieved in stages when UTCL acquired additional 32.72% controlling stake in ICEM on 24th December 2024; UTCL had remeasured its previously held equity interest of 22.77% in ICEM at its acquisition date fair value and recognised the resulting gain in OCI. Total accumulated fair value gain net of tax in OCI of ₹ 587.92 crore is transferred to retained earnings from OCI.

India Cements has a total capacity of 14.45 MTPA of grey cement. Of this, 12.95 MTPA is in the South and 1.5 MTPA is in Rajasthan. The acquisition of controlling stake in ICEM provides UTCL an opportunity to extend its footprint and presence in the highly fragmented, competitive and fast-growing Southern market in the country.

This will also create value for shareholders on account of operational efficiencies arising out of ready to use assets reducing time to markets, availability of land and mining leases leading to overall operating costs advantage.

Pursuant to completion of the Open Offer, the shareholding of the public shareholders in ICEM has fallen below the minimum public shareholding requirement as per Rule 19A of the SCRR read with SEBI (LODR) Regulations. UTCL will ensure that ICEM satisfies the minimum public shareholding set out in Rule 19A of the SCRR in compliance with applicable laws, within a period of 12 (twelve) months from the completion of the Open Offer.

The Consolidated financial statements include the financial results for ICEM w.e.f. 24th December 2024 and hence the figures for the year ended 31st March 2025 are not comparable with the previous corresponding period.

Pursuant to obtaining control, UTCL has accounted on provisional basis the fair value of the assets acquired and liabilities as at the acquisition date as per the requirements of Ind AS 103.

ii. The Fair Value of identifiable assets acquired, and liabilities assumed as on the acquisition date:

₹ in crore

Particulars	As at Acquisition date
Property, Plant and Equipment	11,603.22
Capital Work-in- Progress	178.55
Intangible Assets	2,657.79
Right of Use Assets	5.05
Other Non-current financial assets	201.16
Other Non-Current Assets	48.27
Inventories	442.37
Trade and Other receivables	527.66
Cash and Cash Equivalents	586.45

₹ in crore

Particulars	As at Acquisition date
Other bank balances	12.45
Other Financial Assets and Loans	288.60
Current Tax Assets	52.24
Other Current Assets	271.91
Assets Held for Disposal/Sale	183.57
Total Assets acquired (A)	**17,059.29**
Non-Controlling Interest in the books of ICEM	2.07
Non-Current & Current Borrowing	1,571.45
Lease Liabilities	6.56
Non-Current & Current Provision	171.30
Non-Current Liabilities	436.62
Deferred Tax Liability	1,281.00
Trade Payables	1,119.27
Other Financial Liabilities	69.96
Current tax liabilities (Net)	354.99
Other current liabilities	195.64
Total Liabilities assumed (B)	**5,208.86**
Total Fair Value of the Net Assets (A- B)	**11,850.43**

iii. Goodwill arising on acquisition has been determined as follows:

₹ in crore

Particulars	Amount
Purchase consideration:	
Fair Value of Purchase Consideration	7,096.62
Add: Fair Value of existing investment on the date of acquisition	2,628.89
Subtotal (A)	**9,725.51**
Non controlling Interest (B)	2,137.25
Fair Value of Net Assets acquired (C)	11,850.43
Goodwill (A+B-C)	**12.33**

As per Ind AS 103, purchase consideration has been allocated on the basis of fair valuation determined by an independent Valuer.

Remeasurement of previously held interest in ICEM:

₹ in crore

Particulars	Amount
Fair Value of previously held interest	2,628.89
Less: Carrying value of Investment on acquisition date	
Cost of acquisition on 27.06.2024	1,942.86
Gain recognised in OCI till 24.12.2024 (Investment measured at FVOCI)	686.03
Carrying value of Investment on acquisition date	**2,628.89**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

iv. Non controlling interest measured at Fair Value:

Particulars	Amount
No. of shares held by NCI	5,73,68,041
Closing rate as on 24.12.2024	372.55
Non Controlling interest (₹ in crore)	**2,137.25**

As per Ind As 113, the fair value for quoted instruments is the closing price on the measurement date from a recognised stock exchange.

v. Acquired Receivables:

As on the date of acquisition, gross contractual amount of the acquired Trade and other Receivables was ₹ 527.66 crore against which no provision had been considered since fair value of the acquired receivables were equal to carrying value as on the date of acquisition.

vi. Contingent Liabilities:

UTCL has assumed all the contingent liabilities of ICEM amounting to ₹ 556.09 crore.

vii. Acquisition related costs:

During the year ended 31st March 2025, acquisition related costs of ₹ 24.56 crore had been recognised under Miscellaneous Expenses and Rates and Taxes in the Statement of Profit and Loss.

viii. Impact of acquisition on the financial statements:

Since the acquisition date, Revenue from Operations of ₹ 1,277.90 crore and Profit after Tax of ₹ 14.62 crore has been included in the consolidated statement of profit and loss.

(c) Acquisition of Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C. (RAKWCT)

i. On 10th July 2024, UltraTech Cement Middle East Investments Limited (UCMEIL), a wholly owned subsidiary of UTCL has acquired 12,50,39,250 equity shares representing 25% of the equity share capital of RAKWCT under the partial conditional cash offer announced by UCMEIL on 27th May 2024. Together with the existing shareholding of 29.79% in RAKWCT, UCMEIL's aggregate shareholding in RAKWCT stands increased to 54.79%. Consequently, RAKWCT became a subsidiary of UCMEIL with effect from 10th July 2024.

Since the Business combination was achieved in stages, UCMEIL has remeasured its previously held equity interest of 29.79% in RAKWCT at its acquisition date fair value and recognised the resulting gain in Statement of Profit or Loss. Total accumulated loss in OCI of ₹ 26.12 crore is transferred to retained earnings from OCI. Pursuant to obtaining control, UCMEIL has accounted the fair value of the assets acquired and liabilities as at the acquisition date as per the requirements of Ind AS 103.

Further on 6th November 2024, UCMEIL increased its shareholding in RAKWCT with the acquisition of 5,77,74,407 equity shares representing 11.55% of the share capital of RAKWCT. Together with the existing shareholding in RAKWCT, UCMEIL's aggregate shareholding in RAKWCT stands increased to 66.34%.

The acquisition creates value for shareholders as the acquisition provides ready to use assets to create operational efficiencies and support UTCL to further strengthen its presence in the UAE & Indian markets.

It also provide synergies in manufacture and distribution process and logistics alignment leading to economies of scale and creation of efficiency by reducing time to market and benefiting customers.

ii. The Fair Value of identifiable assets acquired, and liabilities assumed as on the acquisition date:

₹ in crore

Particulars	As at Acquisition date
Property, Plant and Equipment	1,308.50
Capital Work-in- Progress	7.85
Intangible Assets	205.00
Other non-current financial assets	137.13
Inventories	224.35
Trade and Other receivables	135.98
Cash and Cash Equivalents	1.89
Other bank balances	5.99
Right of Use Assets	4.25
Other Financial Assets and Loans	589.49
Total Assets acquired (A)	**2,620.43**
Deferred Tax Liability	47.72
Trade Payables	128.50
Lease Liabilities	3.69
Other Current Liabilities	93.71
Total Liabilities assumed (B)	**273.62**
Total Fair Value of the Net Assets (A- B)	**2,346.81**

iii. Goodwill arising on acquisition has been determined as follows:

₹ in crore

Particulars	Amount
Purchase consideration:	
Fair Value of Purchase Consideration	2,876.05
Fair Value of Net Assets acquired	2,346.81
Goodwill (A-B)	**529.24**

iv. Gain on remeasurement of previously held interest in RAKWCT:

₹ in crore

Particulars	Amount
Fair Value of previously held interest (A)	**856.78**
Less: Carrying value of Investment on acquisition date	
Carrying value on 01.04.2024	874.31
Share of Profit and OCI upto 30.06.2024	1.38
Carrying value of Investment on acquisition date (B)	**875.69**
Gain on previously held interest in RAKWCT (A-B)	**(18.91)**

v. Non controlling interest measured at Fair Value:

₹ in crore

Particulars	Amount
Enterprise Value	2,875.86
% Held by NCI	33.66%
Non Controlling interest	**968.02**

vi. Acquired Receivables:

As on the date of acquisition, gross contractual amount of the acquired Trade and other Receivables was ₹ 139.38 crore against which no provision had been considered since fair value of the acquired receivables were equal to carrying value as on the date of acquisition.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

vii. Acquisition related costs:

During the year ended 31st March 2025, acquisition related costs of ₹ 6.42 crore had been recognised under Miscellaneous Expenses and Rates and Taxes in the Statement of Profit and Loss.

viii. Impact of acquisition on the financial statements:

Since the acquisition date, revenue of ₹ 489.53 crore and profit after tax of ₹ 46.77 crore has been included in the consolidated statement of profit and loss.

(d) Merger of UltraTech Nathdwara Cement Limited (UNCL) (a wholly-owned subsidiary of UTCL) and its wholly-owned subsidiaries viz. Swiss Merchandise Infrastructure Limited and Merit Plaza Limited

The National Company Law Tribunal ("NCLT"), Mumbai and Kolkata Benches have by its order dated 18th December 2023 and 03rd April 2024 approved the Scheme of Amalgamation ("Scheme") of UltraTech Nathdwara Cement Limited (UNCL) (a wholly-owned subsidiary of UTCL) and UTCL's wholly-owned subsidiaries viz. Swiss Merchandise Infrastructure Limited ("Swiss") and Merit Plaza Limited ("Merit") with UTCL. The Appointed date of the Scheme is 01st April 2023. The said scheme has been made effective from 20th April 2024. Consequently, the above mentioned wholly owned subsidiaries of UTCL stand dissolved without winding up.

Since the amalgamated entities are under common control, the accounting of the said amalgamation in UTCL₹s Standalone Financials has been done applying Pooling of Interest method as prescribed in Appendix C of Ind AS 103 'Business Combinations'. While applying Pooling of Interest method, UTCL has recorded all assets, liabilities and reserves attributable to the wholly owned subsidiaries at their carrying values as appearing in the consolidated financial statements of UTCL.

The aforesaid scheme has no impact on the Consolidated Financial Statements of the Group since the scheme of amalgamation was with UTCL and its wholly owned subsidiaries.

Consequent to the amalgamation of the wholly owned subsidiaries into the UTCL, UTCL has recognised Deferred Tax Assets on the unabsorbed Depreciation, business losses and other temporary differences since the scheme has been made effective from 20th April 2024. Costs related to amalgamation (including stamp duty on assets transferred) have been charged to Statement of Profit and Loss, shown under exceptional item during the year.

Pursuant to the Scheme of Amalgamation approved by the Hon'ble National Company Law Tribunal (NCLT) under Sections 230–232 of the Companies Act, 2013, erstwhile Aditya Birla Finance Limited ("ABFL"), a then wholly owned subsidiary of ABCL, amalgamated with ABCL with effect from the Appointed Date, i.e., 1st April 2024. The Scheme became effective upon filing of the certified order of the NCLT with the Registrar of Companies on 1st April 2025.

4.4 ⏩ Non-Current Assets/Disposal group held for Sale (Ind AS 105)

a. UTCL has identified certain assets which are not useful anymore as they are not productive and are not giving the desired results like Land, Diesel Generator Sets etc. which are available for sale in its present condition. UTCL is committed to plan the sale of asset and an active programme to locate a buyer and complete the plan have been initiated. UTCL expects to dispose off these assets in the due course.

b. UltraTech Cement Middle East Investments Limited (UCMEIL), wholly owned subsidiary of UTCL has identified one of the assets "Waste Heat Recovery System" (WHRS), which is not useful anymore as it is not productive and not giving the desired result. The realisable value after considering the impairment, scrap and dismantling cost is reclassified as assets for disposal. UCMEIL is committed to plan the sale of this asset, is in the process of discussion with vendors and contractors and expects the same to be disposed off within the due course.

c. During the year ended 31st March 2024, Aditya Birla Capital Limited ("ABCL") had sold 1,39,94,199 Equity Shares of Aditya Birla Sun Life AMC Limited ("ABSLAMC") representing 4.86% of the issued and paid-up equity share capital of the ABSLAMC and recognised gain amounting to ₹ 52.18 crore. To achieve the minimum shareholding requirement, the stake that needed to be diluted was disclosed by ABCL as held for sale. During the year ended 31st March 2025, ABCL had sold Further 3,90,728 Equity Shares of ABSLAMC, representing 0.14% of the issued and paid-up equity share capital of the ABSLAMC, in open market. ABCL has recognised gain amounting to ₹ 3.62 crore.

4.5 Share Based Payments

(i) Holding Company

4.5.1 20,58,865 Equity Shares of Face Value of ₹ 2 each (Previous year: 20,34,148 Equity Shares of Face Value of ₹ 2 each) are reserved for issue under Employee Stock Option Scheme, 2013 (ESOS-2013), Employee Stock Option Scheme, 2018 (ESOS-2018) and Employee Stock Option Scheme, 2022 (ESOS-2022).

a. Under the ESOS-2013, the Company has granted 9,64,960 Options and Restricted Stock Units (RSUs) to the eligible employees of the Company and its subsidiary, the details of which are given hereunder:

Particulars	Options			RSUs				
	Tranche I	Tranche III	Tranche IV	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V
No. of Options / RSUs Granted	6,27,015	1,21,750	30,440	93,495	40,420	31,010	16,665	4,165
Grant Date	18-Oct-2013	15-Jan-2016	02-Apr-2016	18-Oct-2013	21-Nov-2013	29-Jan-2014	15-Jan-2016	02-Apr-2016
Grant Price (₹ Per Share)#	529	686	757	2	2	2	2	2
Market Price on the Date of Grant (₹)#	529	686	757	529	522	686	757	757
Fair Value on the date of Grant of option (₹ per share)	199	274	291	520	498	495	687	750
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Intrinsic value for options vested before 1st April 2015 and Fair Value for options vested after 1st April 2015			Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	25% every year, commencing after one year from the date of grant			Bullet vesting at the end of three years from the date of grant				
Normal Exercise Period	5 years from the date of vesting			5 years from the date of vesting				

#The Grant Price and Market Price in respect of Tranches I, III and IV has been revised in the previous Financial Year post- demerger of Financial Service business of Grasim to ABCL, resulting in reduction of ₹ 14 per share from the earlier Exercise Price i.e. Face value of ABCL's share X 1.4 (share entitlement ratio).

b. Under the ESOS-2018, the Company has granted 30,88,085 Options and Restricted Stock Units (RSUs) to the eligible employees of the Company, the details of which are given hereunder:

Particulars	Options				
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V
No. of Options / RSUs Granted	10,77,312	26,456	53,480	2,54,141	68,784
Grant Date	17-Dec-2018	24-Dec-2019	13-Mar-2020	12-Feb-2021	12-Feb-2021
Grant Price (₹ Per Share)	847.20	742.35	559.85	1,235.45	1,235.45
Market Price on the Date of Grant (₹)	847.20	742.35	559.85	1,235.45	1,235.45
Fair Value on the date of Grant of option (₹ per share)	422.53	347.48	266.70	524.74	596.77
Method of Settlement	Equity			Equity	Equity
Method of Accounting	Fair Value			Fair Value	Fair Value
Graded Vesting Plan	25% every year, commencing after one year from the date of grant			Bullet vesting at the end of one years from the date of grant	25% every year, commencing after one year from the date of grant
Normal Exercise Period	5 years from the date of vesting				

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Particulars	Options					
	Tranche VI	Tranche VII	Tranche VIII	Tranche IX	Tranche X	Tranche XI
No. of Options / RSUs Granted	2,96,220	41,361	65,025	9,357	3,71,520	1,96,308
Grant Date	13-Aug-2021	01-Sep-2021	12-Nov-2021	24-May-2022	12-Aug-2022	14-Nov-2022
Grant Price (₹ Per Share)	1,492.30	1,500.40	1,844.35	1,457.40	1,600.05	1,708.45
Market Price on the Date of Grant (₹)	1,492.30	1,500.40	1,844.35	1,457.40	1,600.05	1,708.45
Fair Value on the date of Grant of option (₹ per share)	618.78	624.41	763.33	647.01	747.44	800.97
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	33% every year, commencing after one year from the date of grant					
Normal Exercise Period	5 years from the date of vesting					

Particulars	RSUs					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
No. of Options / RSUs Granted	2,06,320	66,179	5,066	28,393	13,172	36,243
Grant Date	17-Dec-2018	27-Mar-2019	24-Dec-2019	13-Mar-2020	12-Feb-2021	13-Aug-2021
Grant Price (₹ Per Share)	2	2	2	2	2	2
Market Price on the Date of Grant (₹)	847.20	836.70	742.35	559.85	1,235.45	1,492.30
Fair Value on the date of Grant of option (₹ per share)	832.64	822.29	726.19	547.29	1,210.08	1,451.10
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	Bullet vesting at the end of three years from the date of grant					
Normal Exercise Period	5 years from the date of vesting					

Particulars	RSUs					
	Tranche VII	Tranche VIII	Tranche IX	Tranche X	Tranche XI	Tranche XII
No. of Options / RSUs Granted	54,674	5,007	8,344	9,500	13,030	1,134
Grant Date	13-Aug-2021	01-Sep-2021	01-Sep-2021	12-Nov-2021	12-Nov-2021	24-May-2022
Grant Price (₹ Per Share)	2	2	2	2	2	2
Market Price on the Date of Grant (₹)	1,492.30	1,500.40	1,500.40	1,844.35	1,844.35	1,457.40
Fair Value on the date of Grant of option (₹ per share)	1,457.59	1,458.98	1,478.63	1,793.79	1,817.99	1,417.18
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	Graded 50% vesting each year over two years from the date of grant	Bullet vesting at the end of three years from the date of grant	Graded 50% vesting each year over two years from the date of grant	Bullet vesting at the end of three years from the date of grant	Graded 50% vesting each year over two years from the date of grant	Bullet vesting at the end of three years from the date of grant
Normal Exercise Period	5 years from the date of vesting					

Particulars	RSUs	
	Tranche XIII	Tranche XIV
No. of Options / RSUs Granted	1,43,764	37,295
Grant Date	12-Aug-2022	14-Nov-2022
Grant Price (₹ Per Share)	2	2
Market Price on the Date of Grant (₹)	1,600.05	1,708.45
Fair Value on the date of Grant of option (₹ per share)	1,572.04	1,678.65
Method of Settlement	Equity	Equity
Method of Accounting	Fair Value	Fair Value
Graded Vesting Plan	Bullet vesting at the end of three years from the date of grant	
Normal Exercise Period	5 years from the date of vesting	

c. Under the ESOS-2022, the Company has granted 10,22,487 Options and Performance Stock Units (PSUs) to the eligible employees of the Company, the details of which are given hereunder:

Particulars	Options					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
No. of Options / PSU Granted	4,88,004	6,383	4,700	2,684	3,31,762	20,492
Grant Date	10-Aug-2023	01-Nov-2023	24-Jan-2024	09-May-2024	09-Aug-2024	21-Nov-2024
Grant Price (₹ Per Share)	1,845.65	1,886.70	2,049.60	2,377.35	2,544.65	2,508.15
Market Price on the Date of Grant (₹)	1,845.65	1,886.70	2,049.60	2,377.35	2,544.65	2,508.15
Fair Value on the date of Grant of option (₹ per share)	846.56	875.35	934.77	1,092.39	1,143.63	1,164.83
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	33.33% every year, commencing after one year from the date of grant					
Normal Exercise Period	5 years from the date of vesting					

Particulars	PSUs					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
No. of Options / PSU Granted	68,943	796	586	670	94,972	2,495
Grant Date	10-Aug-2023	01-Nov-2023	24-Jan-2024	09-May-2024	09-Aug-2024	21-Nov-2024
Grant Price (₹ Per Share)	2	2	2	2	2	2
Market Price on the Date of Grant (₹)	1,845.65	1,886.70	2,049.60	2,377.35	2,544.65	2,508.15
Fair Value on the date of Grant of option (₹ per share)	1,813.94	1,854.34	2,014.56	2,344.01	2,510.06	2,506.84
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Graded Vesting Plan	Bullet vesting at the end of three years from the date of grant					
Normal Exercise Period	5 years from the date of vesting					

4.5.2 Under the Employee Stock Options Scheme - 2018 (ESOS-2018) and Employee Stock Options Scheme - 2022 (ESOS-2022) the Company has granted 2,26,407 SARs (Previous year: 2,03,603 SARs

a. Under the ESOS-2018, the Company has granted 2,10,880 SARs, the details are as under:

Particulars	SARs (Linked with the Company's market price)				SARs (Linked with Aditya Birla Capital Limited's market price)
	Tranche - I Options	Tranche - III Options	Tranche - V Options	Tranche - VI Options	
Number of SARs	1,01,754	26,378	13,248	19,354	13,065
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Vesting Plan	Graded Vesting - 25% every year	Bullet Vesting - 1 year from the date of Grant	Graded Vesting - over 3 year from Grant date	Graded Vesting - over 3 year from Grant date	Bullet Vesting - 1 year from the date of Grant
Exercise Period	3 years from the date of Vesting or 6 years from the date of grant whichever is earlier				3 years from the date of Vesting or 6 years from the date of grant whichever is earlier
Grant Date	17-Dec-2018	12-Feb-2021	17-Dec-2018	30-Apr-2023	12-Feb-2021
Grant Price (₹ Per Share)	847.20	1,235.45	1,492.30	1,600.05	10

Particulars	SARs (Linked with the Company's market price)					
	Tranche - I RSUs	Tranche - II RSUs	Tranche - IV RSUs	Tranche - V RSUs	Tranche - VI RSUs	Tranche - VII RSUs
Number of SARs	20,657	1,319	3,192	1,761	2,939	7,213
Method of Accounting	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value
Vesting Plan	Bullet Vesting-end of 3 year from grant date			Graded Vesting - over 2 year from Grant date	Bullet Vesting - end of 3 year from grant date	
Exercise Period	3 years from the date of Vesting or 6 years from the date of grant whichever is earlier					
Grant Date	17-Dec-2018	27-Mar-2019	27-Mar-2019	27-Mar-2019	24-May-2022	30-Apr-2023
Grant Price (₹ Per Share)	2	2	2	2	2	2

b. Under the ESOS-2022, the Company has granted 15,527 SARs, the details are as under:

Particulars	SARs (Linked with the Company's market price)		SARs (Linked with the Company's market price)	
	Tranche - I Options	Tranche - II Options	Tranche - I PSUs	Tranche - II PSUs
Number of SARs	11,414	1,211	1,494	1,408
Method of Accounting	Fair Value		Fair Value	
Vesting Plan	Graded Vesting-over 3 year from Grant date		Bullet Vesting-end of 3 year from grant date	
Exercise Period	3 years from the date of Vesting or 6 years from the date of grant whichever is earlier		3 years from the date of Vesting or 6 years from the date of grant whichever is earlier	
Grant Date	10-Aug-2023	09-Aug-2024	10-Aug-2023	09-Aug-2024
Grant Price (₹ Per Share)	1,845.65	2,544.65	2	2

4.5.3 Movement of Options and RSUs Granted along with Weighted Average Exercise Price (WAEP)

4.5.3.1 For options referred to in 4.5.1(a), (b), (c)

Particulars	Number of Options and RSUs			
	Current Year		Previous Year	
	Nos.	WAEP (₹)	Nos.	WAEP (₹)
Outstanding at the beginning of the year	20,34,148	1,221	20,36,941	1,049
Granted during the year	4,53,075	1,991	5,69,412	1,620
Exercised during the year	4,04,828	1,041	3,10,453	731
Lapsed during the year	23,530	1,051	2,61,752	1,330
Outstanding at the end of the year	20,58,865	1,428	20,34,148	1,221
Options: Unvested at the end of the year	11,46,923	1,520	12,25,324	1,353
Exercisable at the end of the year	9,11,942	1,313	8,08,824	1,022

The weighted average share price at the date of exercise for options was ₹ 1,070.20 per share (31st March 2024 ₹ 1,979.50 per share) and weighted average remaining contractual life for the share options outstanding as at 31st March 2025 was 0.87 years (31st March 2024 : 1.22 years).

4.5.3.2 For options referred to in 4.5.2

Particulars	Number of SARs			
	Current Year		Previous Year	
	Nos.	WAEP (₹)	Nos.	WAEP (₹)
Outstanding at the beginning of the year	69,449	1,034	1,24,393	718
Granted during the year	22,804	1,034	31,775	718
Lapsed during the year	608	1,034	-	-
Exercised during the year	49,809	1,099	86,719	1,958
Outstanding at the end of the year	41,836	1,148	69,449	1,034
Options: Unvested at the end of the year	27,874	1,131	27,586	1,139
Exercisable at the end of the year	13,962	1,180	41,863	964

4.5.4 Fair Valuation

The Fair Value of options has been done by an independent firm of Chartered Accountants on the date of grant using Black-Scholes Model and Binomial Model. The Key Assumptions in Black-Scholes Model and Binomial Model for calculating Fair Value as on the date of grant are:

4.5.4.1 For options referred to in 4.5.1(a), (b), (c)

ESOS-2013	Options			RSUs				
	Tranche I	Tranche III	Tranche IV	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V
Method used	Black - Scholes Model				Black - Scholes Model			
Risk-Free Rate	8.58%	7.87%	7.60%	8.66%	8.90%	9.00%	7.96%	7.78%
Option Life (Years)	Vesting Period (1 Year) + Average of Exercise Period			5.50	5.50	5.50	5.50	5.50
Expected Volatility *	24.01%	28.26%	27.96%	24.01%	23.76%	23.47%	28.52%	28.41%
Dividend Yield	1.03%	0.36%	0.52%	1.34%	1.40%	1.43%	0.34%	0.51%

The weighted-average Fair Value of the option and RSU, as on the date of grant, works out to ₹ 215 per stock option, ₹ 539 per RSU.

**Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ RSUs upto the date of grant.*

ESOS-2018	Options							
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI	Tranche VII	Tranche VIII
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.60%	6.74%	6.85%	5.59%	5.82%	6.06%	6.23%	6.31%
Option Life (Years)	Vesting Period (1 year) + Average of Exercise Period							
Expected Volatility *	32.06%	32.35%	32.78%	36.68%	36.68%	29.81%	28.79%	28.62%
Dividend Yield	0.52%	0.66%	0.66%	0.65%	0.65%	0.89%	0.89%	0.89%

ESOS-2018	Options		
	Tranche IX	Tranche X	Tranche XI
Method used	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.14%	7.05%	7.24%
Option Life (Years)	Vesting Period (1 year) + Average of Exercise Period		
Expected Volatility *	30.26%	33.27%	31.87%
Dividend Yield	0.89%	0.56%	0.56%

ESOS-2018	RSUs						
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI	Tranche VII
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.65%	7.48%	6.74%	6.85%	5.93%	6.33%	6.06%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period						
Expected Volatility *	32.06%	31.48%	32.35%	32.78%	36.68%	28.84%	29.81%
Dividend Yield	0.52%	0.52%	0.66%	0.66%	0.65%	0.89%	0.89%

ESOS-2018	RSUs						
	Tranche VIII	Tranche IX	Tranche X	Tranche XI	Tranche XII	Tranche XIII	Tranche XIV
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	6.22%	6.23%	6.31%	6.06%	7.26%	7.19%	7.30%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period						
Expected Volatility *	28.65%	28.79%	28.62%	30.05%	30.26%	30.49%	29.74%
Dividend Yield	0.89%	0.89%	0.89%	0.89%	0.89%	0.56%	0.56%

The weighted-average Fair Value of the option and RSU, as on the date of grant, works out to ₹ 549.92 per stock option, ₹ 1,184.86 per RSU.

**Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ RSUs upto the date of grant.*

ESOS-2022	Options					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.31%	7.54%	7.27%	7.29%	6.97%	6.95%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period					
Expected Volatility *	28.49%	28.32%	28.03%	27.99%	27.89%	27.27%
Dividend Yield	0.55%	0.55%	0.55%	0.45%	0.44%	0.44%

ESOS-2022	PSUs					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.34%	7.58%	7.35%	7.30%	7.03%	7.01%
Option Life (Years)	Bullet Vesting Period (3 years)					
Expected Volatility *	28.66%	28.64%	28.64%	28.84%	28.88%	28.52%
Dividend Yield	0.55%	0.55%	0.55%	0.45%	0.44%	0.44%

The weighted-average Fair Value of the option and PSU, as on the date of grant, works out to ₹ 971.07 per stock option, ₹ 2,219.64 per PSU.

**Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ PSUs upto the date of grant.*

4.5.4.2 For options referred to in 4.5.2

ESOS-2018	SARs (Linked with the Company's market price)				SARs (Linked with Aditya Birla Capital Limited's market price)
	Tranche - I Options	Tranche - III Options	Tranche - V Options	Tranche - VI Options	Tranche - IV Options
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.16%	7.19%	6.61%	6.57%	7.19%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period	Vesting Period (3 years) + Average of Exercise Period	Bullet Vesting Period (3 years)	Bullet Vesting Period (3 years)	Vesting Period (3 years) + Average of Exercise Period
Expected Volatility*	27.88%	20.02%	22.45%	21.28%	30.40%
Weighted average Fair Value of SARs on 31st March 2025	-	-	987.87	936.77	-

ESOS-2018	SARs (Linked with the Company's market price)					
	Tranche - I RSUs	Tranche - II RSUs	Tranche - IV RSUs	Tranche - V RSUs	Tranche - VI RSUs	Tranche - VII RSUs
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.11%	7.19%	6.59%	6.61%	6.62%	6.63%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period	Vesting Period (3 years) + Average of Exercise Period	Bullet Vesting Period (3 years)	Vesting Period (2 years) + Average of Exercise Period	Bullet Vesting Period (3 years)	Bullet Vesting Period (3 years)
Expected Volatility *	26.32%	19.58%	20.78%	22.45%	22.96%	23.74%
Weighted average Fair Value of SARs on 31st March 2025	-	-	2,609.26	2,609.20	1,829.55	2,305.61

** Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ RSUs upto the date of grant.*

ESOS-2022	SARs (Linked with the Company's market price)			
	Tranche - I Options	Tranche - II Options	Tranche - I PSUs	Tranche - II PSUs
Method used	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	6.59%	6.62%	6.62%	6.66%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period		Bullet Vesting Period (3 years)	
Expected Volatility*	20.80%	23.73%	24.50%	25.70%
Weighted average Fair Value of SARs on 31st March 2025	868.30	699.63	2,417.01	2,507.67

**Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ PSUs upto the date of grant.*

4.5.5 Details of Liabilities arising form company's cash settled share based payment transactions

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Other Non Current Financial Liability	-	0.00
Other Current Financial Liability	5.88	6.71
	5.88	**6.71**

4.5.6 Employee Stock Option expenses (including SARs) recognised in the statement of Profit and Loss ₹ 57.37 crore (Previous year: ₹ 36.73 crore) and recognised in pre-operative expense ₹ 2.75 crore (Previous Year: ₹ 8.30 crore).

(ii) Disclosure under Employee Stock Options Scheme of Subsidiary Companies:

(I) Ultratech Cement Limited

UTCL has granted 1,16,483 options (including Restricted Stock units) during the current year to its eligible employees in various ESOS Schemes, details are as under:

(A) Employee Stock Option Scheme (ESOS 2013) including Stock options and Restricted Stock Units (RSU):

Particulars	Tranche V		Tranche VI	
	RSU	Stock Options	RSU	Stock Options
Nos. of Options	5,313	15,042	10,374	29,369
Vesting Plan	100% on 13.04.2019	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 27.01.2020	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	13.04.2016	13.04.2016	27.01.2017	27.01.2017
Exercise Price (₹ per share)	10	3,167	10	3,681
Fair Value on the date of Grant of Option (₹ per share)	3,108	1,810	3,608	2,080
Method of Settlement	Equity	Equity	Equity	Equity

(B) Employee Stock Option Scheme (ESOS 2018) including Stock options, Restricted Stock Units (RSU) and Stock Appreciation Rights Scheme – 2018 (SAR 2018) including Stock options and RSU

Particulars	Tranche I (ESOS, 2018)		Tranche II (ESOS, 2018)		Tranche III (ESOS, 2018)	
	RSU	Stock Options	RSU	Stock Options	RSU	Stock Options
Nos. of Options	43,718	1,58,304	917	3,320	3,482	12,620
Vesting Plan	100% on 18.12.2021	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 23.12.2022	Graded Vesting-25% every year after 1 year from date of grant,subject to achieving performance targets	100% on 04.03.2023	Graded Vesting-25% every year after 1 year from date of grant,subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	18.12.2018	18.12.2018	23.12.2019	23.12.2019	04.03.2020	04.03.2020
Exercise Price (₹ per share)	10	4,009.30	10	4,120.45	10	4,299.90
Fair Value on the date of Grant of Option (₹ per share)	3,942	1,476	4,080	1,865	4,258	1,939
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Particulars	Tranche IV (ESOS, 2018)		Tranche V (ESOS, 2018)	
	RSU	Stock Options	RSU	Stock Options
Nos. of Options	594	2,152	564	2,040
Vesting Plan	100% on 21.10.2023	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 27.03.2024	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	21.10.2020	21.10.2020	27.03.2021	27.03.2021
Exercise Price (₹ per share)	10	4,544.35	10	6,735.25
Fair Value on the date of Grant of Option (₹ per share)	4,500	1,943	6,673	2,903
Method of Settlement	Equity	Equity	Equity	Equity

Particulars	Tranche VI (ESOS, 2018)			Tranche VII (ESOS, 2018)		
	RSU-FY22 Plan	RSU-FY21 Plan	Stock Options	RSU-FY22 Plan	RSU-FY21 Plan	Stock Options
Nos. of Options	7,299	11,570	63,684	3,838	4,700	33,525
Vesting Plan	100% on 22.07.2024	Graded Vesting - 50% every year after completion of 1 year form date of grant	Graded Vesting - 33% every year after 1 year from date of grant, subject to achieving performance targets	100% on 27.10.2024	Graded Vesting - 50% every year after completion of 1 year form date of grant	Graded Vesting - 33% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	22.07.2021	22.07.2021	22.07.2021	27.10.2021	27.10.2021	27.10.2021
Exercise Price (₹ per share)	10	10	7,424.70	10	10	7,269.10
Fair Value on the date of Grant of Option (₹ per share)	7,373	7,379	2,357	7,194	7,211	2,309
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity

Particulars	Tranche VIII (ESOS, 2018)		Tranche IX (ESOS, 2018)	
	RSU	Stock Options	RSU	Stock Options
Nos. of Options	48,089	99,879	4,733	39,963
Vesting Plan	100% on 22.07.2025	Graded Vesting - 33% every year after 1 year from date of grant	100% on 19.10.2025	Graded Vesting - 33% every year after 1 year from date of grant
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	22.07.2022	22.07.2022	19.10.2022	19.10.2022
Exercise Price (₹ per share)	10	6,130.70	10	6,346.75
Fair Value on the date of Grant of Option (₹ per share)	6,027	2,100	6,249	2,235
Method of Settlement	Equity	Equity	Equity	Equity

(C) Employee Stock Option Scheme (ESOS 2022) including Stock options and Performance Stock Units (PSU)

Particulars	Tranche I (ESOS, 2022)		Tranche II (ESOS, 2022)		Tranche III (ESOS, 2022)	
	PSU	Stock Options	PSU	Stock Options	PSU	Stock Options
Nos. of Options	13,857	1,17,423	382	3,243	30,067	81,591
Vesting Plan	100% on 21.07.2026	Graded Vesting: 33% every year after 1 year from date of grant	100% on 06.05.2027	Graded Vesting: 33% every year after 1 year from date of grant	100% on 19.07.2027	Graded Vesting: 33% every year after 1 year from date of grant
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	21.07.2023	21.07.2023	06.05.2024	06.05.2024	19.07.2024	19.07.2024
Exercise Price (₹ per share)	10	8,224.15	10	9,816.30	10	11,647.25
Fair Value on the date of Grant of Option (₹ per share)	8,078	2,775	9,559	3,166	11,386	3,776
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity

Particulars	Tranche IV (ESOS, 2022)	
	PSU	Stock Options
Nos. of Options	125	1,075
Vesting Plan	100% on 28.10.2027	Graded Vesting: 33% every year after 1 year from date of grant
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	28.10.2024	28.10.2024
Exercise Price (₹ per share)	10	10,995.20
Fair Value on the date of Grant of Option (₹ per share)	10,604	3,461
Method of Settlement	Equity	Equity

Particulars	Tranche I (SAR, 2018)		Tranche II (SAR, 2018)		
	RSU	Stock Options	RSU-FY22 Plan	RSU-FY21 Plan	Stock Options
Nos. of Options	1,084	3,924	159	320	1,398
Vesting Plan	100% on 18.12.2021	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 22.07.2024	Graded Vesting - 50% every year after completion of 1 year form date of grant	Graded Vesting - 33% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	3 Years from the date of Vesting	3 Years from the date of Vesting	3 Years from the date of Vesting	3 Years from the date of Vesting	3 Years from the date of Vesting
Grant Date	18.12.2018	18.12.2018	22.07.2021	22.07.2021	22.07.2021
Exercise Price (₹ per share)	10	4,009.30	10	10	7,424.70
Fair Value on the date of Grant of Option (₹ per share)	3,946	1,539	6,837	7,160	1,387
Method of Settlement	Cash	Cash	Cash	Cash	Cash

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Particulars	Tranche III (SAR, 2018)	
	RSU	Stock Options
Nos. of Options	793	2,001
Vesting Plan	100% on 22.07.2025	Graded Vesting: 33% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	3 Years from the date of Vesting	3 Years from the date of Vesting
Grant Date	22.07.2022	22.07.2022
Exercise Price (₹ per share)	10	6,130.70
Fair Value on the date of Grant of Option (₹ per share)	7,536	2,774
Method of Settlement	Cash	Cash

(D) Movement of Options Granted including RSU along with weighted average exercise price (WAEP):

Particulars	As at 31st March 2025		As at 31st March 2024	
	Nos.	WAEP (₹)	Nos.	WAEP (₹)
Outstanding at the beginning of the year	4,99,348	5,154.95	4,41,622	4,408.85
Granted during the year	1,16,483	8,535.76	1,31,280	7,357.12
Exercised during the year	(71,579)	4,498.98	(46,120)	4,001.16
Forfeited during the year	(13,148)	3,521.35	(27,434)	5,622.21
Outstanding at the end of the year	5,31,104	6,025.29	4,99,348	5,154.95
Options exercisable at the end of the year	2,26,968	5,916.94	1,79,204	4,818.67

The weighted average share price at the date of exercise for options was ₹ 11,047.17 per share (31st March 2024 ₹ 8,817.54 per share) and weighted average remaining contractual life for the share options outstanding as at 31st March 2025 was 4.50 years (31st March 2024: 4.46 years).

The weighted average remaining contractual life for SAR is 1.09 years (31st March 2024 2.06 years).

The exercise price for outstanding options and SAR is ₹ 10 per share for RSU's and ranges from ₹ 2,955.00 per share to ₹ 11,647.25 per share for options.

(E) Fair Valuation:

1,16,483 share options were granted during the year. Weighted Average Fair value of the options granted during the year is ₹ 5,746.70 per share (31st March 2024 ₹ 3,334.54 per share).

The fair value of option has been done by an independent firm of Chartered Accountants on the date of grant using the Black-Scholes Model / Binomial Model.

The Key assumptions in the Black-Scholes Model for calculating fair value as on the date of grant:

(a)	**For ESOS 2013:**		
1	Risk Free Rate	-	7.6% (Tranche V), 6.7% (Tranche VI)
2	Option Life	-	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*	-	Tranche–V: 0.60, Tranche–VI: 0.61
4	Expected Growth in Dividend	-	Tranche-V: 5%,Tranche-VI: 5%

(b)	**For ESOS 2018:**		
1	Risk Free Rate	-	7.47% (Tranche I); 5.69% (Tranche VI); 5.62% (Tranche VII)); 7.04% (Tranche VIII); 7.36% (Tranche IX)
2	Option Life	-	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU under FY21 plan – Vesting Period (2 years) + Average of exercise period
			For other RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*	-	Tranche-I: 0.24; Tranche-VI: 0.25 ; Tranche-VII & VIII: 0.26; Tranche IX: 0.27
4	Dividend Yield	-	Tranche -I: 0.46%; Tranche – VI : 0.19%, Tranche VII: 0.20%, Tranche VIII & IX: 0.30%
(c)	**For ESOS- SAR 2018:**		
1	Risk Free Rate	-	5.31% (Tranche II); 7.15% (Tranche III)
2	Option Life	-	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU under FY21 plan- Vesting Period (2 years) + Average of exercise period
			For other RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*	-	Tranche-II: 0.25, Tranche-III: 0.26
4	Dividend Yield	-	Tranche- II: 0.19%, Tranche-III: 0.26%
(d)	**For ESOS 2022:**		
1	Risk Free Rate	-	7.07% (Tranche I) ; 7.24% (Tranche II) ; 7.10% (Tranche III) ; 6.86% (Tranche IV)
2	Option Life	-	(a) For Options - Vesting period (1 Year) +1/2 Exercise Period (b) For PSU - Vesting Period (3 years) + 1/2 Exercise Period
3	Expected Volatility*	-	Tranche-I: 0.25; Tranche-II: 0.24; Tranche-III: 0.24; Tranche-IV: 0.24
4	Dividend Yield	-	Tranche- I: 0.43%; Tranche- II: 0.85%; Tranche- III: 0.73%; Tranche- IV: 0.78%

**Expected volatility on UTCL's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ RSU's up to the date of grant.*

The Key assumptions in the Binomial Tree Model for calculating fair value as on the date of grant:

(a)	**For ESOS – SAR - 2018:**		
1	Risk Free Rate	-	7.08% (Tranche I);
2	Option Life	-	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*	-	Tranche-I: 0.25,
4	Dividend Yield	-	Tranche -I: 0.46%
(b)	**For ESOS 2018:**		
1	Risk Free Rate	-	6.78% (Tranche II), 6.72% (Tranche III), 5.84% (Tranche IV & V)
2	Option Life	-	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*	-	Tranche-II: 0.26, Tranche- III: 0.26, Tranche-IV & V: 0.26
4	Dividend Yield	-	Tranche -II & III: 0.27%; Tranche IV & V: 0.27%

**Expected volatility on UTCL's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/ RSU's up to the date of grant.*

(F) Details of Liabilities arising from UTCL's cash settled share based payment transactions:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Other Financial liabilities- Non current	0.46	0.15
Other Financial liabilities- Current	0.81	0.11
Total carrying amount of liabilities	**1.27**	**0.26**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

(II) Aditya Birla Capital Limited

DISCLOSURE UNDER EMPLOYEE STOCK OPTIONS SCHEME

A) Stock Options Scheme 2017

At the Annual General Meeting held on 19th July 2017, the shareholders of ABCL approved the grant of not more than 3,22,86,062 Equity Shares by way of grant of Stock Options ("ESOPs") and Restricted Stock Units ("RSUs"). The Scheme allows the Grant of Stock Options to employees of ABCL, and its group company(ies) including its Holding Company, Subsidiary Company(ies) and Associate Company(ies) (whether working in India or outside India) that meet the eligibility criteria. Each Stock Option confers a right upon the Grantee to apply for 1 (one) Equity Share.

Granted during the Financial Year - 2023-2024 are given hereunder:

Features	LTIP 2	LTIP 1	LTIP 1
Instrument	**ESOP**	**RSU**	**PRSU**
Plan Period	2023-2026	2023-2024	2023-2025
Quantum of Grant	20,07,180	1,14,962	6,45,669
Vesting Period	50% vesting in first year and 50% in second year from the Date of Grant	100% vesting in one year from the Date of Grant	100% vesting in second year from the Date of Grant
Vesting Condition(s)	75% of annual planning & budget targets	Continued Employment	60% of Cumulative planning & budget targets
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	02.08.2023	02.08.2023	02.08.2023
Grant/Exercise Price (₹ Per Share)	124.15	10.00	10.00

Granted during the Financial Year - 2022-2023 are given hereunder:

Features	LTIP 2	LTIP 1	LTIP 1
Instrument	**ESOP**	**RSU**	**RSU**
Plan Period	2022-2025	2022-2023	2022-2023
Quantum of Grant	11,73,306	13,94,915	1,65,434
Vesting Period	Equal vesting over 3 years from the Date of Grant	100% Vesting at the end of one year from the Date of Grant	100% vesting at the end of third year from the Date of Grant
Vesting Condition(s)	Continued employment	Continued employment	Continued employment
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	01.08.2022	01.08.2022	15.03.2023
Grant/Exercise Price (₹ Per Share)	106.35	10.00	10.00

Granted during the Financial Year - 2021-2022 are given hereunder:

Features	LTIP 2	LTIP 2
Instrument	**ESOP**	**ESOP**
Plan Period	2021-2025	2021-2025
Quantum of Grant	2,69,352	1,40,352
Vesting Period	Equal vesting in 4 years from the Date of Grant	Equal vesting in 4 years from the Date of Grant
Vesting Condition(s)	75% of the Profit Before Tax achievement against annual performance target immediately preceding the Date of Vesting	75% of the Profit Before Tax achievement against annual performance target immediately preceding the Date of Vesting
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	14.05.2021	30.09.2021
Grant/Exercise Price (₹ Per Share)	119.40	114.15

Granted during the Financial Year - 2020-2021 are given hereunder:

Features	LTIP 2	LTIP 3
Instrument	**ESOP**	**ESOP**
Plan Period	2021-2022	2021-2022
Quantum of Grant	1,10,424	1,40,439
Vesting Period	One year from the Date of Grant	One year from the Date of Grant
Vesting Condition(s)	75% of the Profit Before Tax achievement against annual performance target	75% of the Profit Before Tax achievement against annual performance target
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	05.02.2021	05.02.2021
Grant/Exercise Price (₹ Per Share)	90.40	90.40

Granted during the Financial Year - 2019-2020 are given hereunder:

Features	LTIP 2	LTIP 2	LTIP 3	LTIP 3	LTIP 2	LTIP 3
Instrument	**ESOP**	**ESOP**	**ESOP**	**RSU**	**ESOP**	**RSU**
Plan Period	2019-2023	2019-2023	2019-2024	2019-2021	2020-2024	2020-2023
Quantum of Grant	5,60,376	3,07,020	4,41,704	7,686	7,98,768	5,23,810
Vesting Period	25% p.a. (4 years)	25% p.a. (4 years)	20% p.a. (5 years)	100% (2 years)	25% p.a. (4 years)	100% (3 years)
Vesting Condition(s)	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning & budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning & budget targets	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning & budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning & budget targets	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning & budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning & budget targets	Continued employment	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning & budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning & budget targets	Continued employment
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	02.08.2019	18.10.2019	18.10.2019	18.10.2019	25.02.2020	25.02.2020
Grant / Exercise Price (₹ Per Share)	82.40	76.40	76.40	10.00	87.05	10.00

Granted during the Financial Year - 2018-2019 are given hereunder:

Features	LTIP 3	LTIP 3
Instrument	**ESOP**	**RSU**
Plan Period	2018-2023	2018-2020
Quantum of Grant	16,23,834	3,00,000
Vesting Period	20% (5 years)	100% (2 years)
Vesting Condition(s)	75% of the Profit Before Tax achievement against annual performance target	Continued employment
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	09.04.2018	09.04.2018
Grant / Exercise Price (₹ Per Share)	115.00	10.00

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Granted during the Financial Year - 2017-2018 are given hereunder:

Features	LTIP 1	LTIP 2	LTIP 3	
Instrument	**RSU**	**ESOP**	**RSU**	**ESOP**
Plan Period	2017-2019	2017-2021	2017-2019	2017-2022
Quantum of Grant	43,43,750	1,15,57,872	13,98,886	1,25,04,992
Vesting Period	100% (2 years)	25% p.a. (4 years)	100% (2 years)	20% p.a. (5 years)
Vesting Condition(s)	Continued employment	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning & budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning & budget targets	Continued employment	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning & budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning & budget targets
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	11.08.2017	11.08.2017	11.08.2017	11.08.2017
Grant/Exercise Price (₹ Per Share)	10.00	115.00	10.00	115.00
Value of Equity Shares as on the Date of Grant of Original Option (₹ Per Share)	139.00	139.00	139.00	139.00

Details of Activities in the Plan as on 31st March 2025

Features	LTIP 1	LTIP 2		LTIP 3
Instrument	**RSU**	**ESOP**	**RSU**	**ESOP**
Options/RSUs Outstanding at beginning of the year	19,17,944	67,62,112	9,16,403	1,14,70,812
Granted during the year	-	-	-	-
Exercised during the year	(7,34,902)	(24,36,218)	-	(29,66,431)
Lapsed/ Expired during the year	(1,08,130)	(42,054)	-	-
Options/RSUs Outstanding at the end of the year	10,74,912	42,83,840	9,16,403	85,04,381
Options/RSUs unvested at the end of the year	-	14,59,708	6,45,669	-
Options/RSUs exercisable at the end of the year	10,74,912	28,24,132	2,70,734	85,04,381

Details of Activities in the Plan as at 31st March 2024

Features	LTIP 1	LTIP 2	LTIP 3	
Instrument	**RSU**	**ESOP**	**RSU**	**ESOP**
Options/RSUs Outstanding at beginning of the year	19,78,782	1,01,95,506	2,70,734	1,24,01,881
Granted during the year	1,14,962	-	6,45,669	20,07,180
Exercised during the year	(1,48,050)	(32,41,794)	-	(29,26,310)
Lapsed/ Expired during the year	(27,750)	(1,91,600)	-	(11,939)
Options/RSUs Outstanding at the end of the year	19,17,944	67,62,112	9,16,403	1,14,70,812
Options/RSUs unvested at the end of the year	2,80,396	20,46,378	6,45,669	24,48,884
Options/RSUs exercisable at the end of the year	16,37,548	47,15,734	2,70,734	90,21,928

Fair Valuation

The Fair Value of the options used to compute proforma Net Profit and Earnings Per Share has been done by an Independent Valuer on the date of grant using Black-Scholes-Merton Formula. The Key Assumptions and the Fair Value are as:

Features	LTIP 1	LTIP 2	LTIP 3	
Instrument	**RSU**	**ESOP**	**RSU**	**ESOP**
Risk-Free Interest Rate	6.5% to 7.4%	6.2% to 7.0%	6.5% to 7.2%	6.5% to 7.6%
Option Life (Years)	3.5 to 5.5	3.5 to 6.5	4.5	3.5 to 7.5
Expected Volatility	38.5% to 41.8%	36.2% to 46.5%	35.4% to 41.6%	37.0% to 46.5%
Expected Dividend Yield (%)	-	-	-	-
Weighted-Average Fair Value per Option (₹)	98.5 to 188.4	41.5 to 119.4	131.6 to 189.1	73.1 to 119.9

B) Stock Option and Performance Stock Unit Scheme 2022

The shareholders of ABCL, vide a special resolution passed through Postal Ballot on 16th October 2022, approved the Scheme titled "Aditya Birla Capital Limited Employee Stock Options and Performance Stock Unit Scheme 2022" ("ABCL Scheme 2022") for granting Employee Stock Options ("Options") and Employee Performance Stock Units ("PSUs") (collectively referred to as the, ("Stock Options") exercisable into not more than 4,10,71,270 Equity Shares. ABCL Scheme 2022 allows the grant of Stock Options to employees of UTCL, and its group company(ies) including its Holding Company, Subsidiary Company(ies) and Associate Company(ies) (whether working in India or outside India) that meet the eligibility criteria. Each Stock Option confers a right upon the Grantee to apply for 1 (one) Equity Share.

Granted during the Financial Year - 2024-2025 are given hereunder:

Features	LTIP 2	LTIP 1	LTIP 2	LTIP 1
Instrument	**ESOP**	**RSU**	**ESOP**	**RSU**
Plan Period	2024-2027	2024-2027	2025-2028	2025-2028
Quantum of Grant	1,35,495	18,34,524	86,651	42,811
Vesting Period	50% vesting in first year and 50% in second year from the Date of Grant	100% vesting in third year from the Date of Grant	50% vesting in first year and 50% in second year from the Date of Grant	100% vesting in third year from the Date of Grant
Vesting Condition(s)	75% of annual planning & budget targets	60% of Cumulative planning & budget targets	75% of annual planning & budget targets	60% of Cumulative planning & budget targets
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	30.10.2024	30.10.2024	03.02.2025	03.02.2025
Grant/Exercise Price (₹ Per Share)	204.50	10.00	176.60	10.00

Pursuant to the Scheme, the Nomination, Remuneration and Compensation Committee of the Board of Directors of ABCL at its Meeting held on 31st March 2025 has approved the following Grant of Stock Options to the eligible employees of the Amalgamating Company (erstwhile ABFL) under ABCL Scheme 2022 in lieu of the Options granted by the Amalgamating Company.

Instrument	Stock Options	Stock Options	Stock Options	Stock Options	Stock Options
Quantum of Grant	**56,62,070**	**2,62,607**	**15,768**	**56,927**	**16,708**
Grant/Exercise Price (₹ Per Share)	93.20	116.70	116.70	116.70	174.20
Date of Original Grant by Amalgamating Company	05.11.2022	30.09.2023	01.11.2023	30.01.2024	14.10.2024
Vesting Period	50% Vested on 05.11.2024 50% Vesting on 05.11.2025	50% Vested on 30.09.2025 50% Vesting on 30.09.2026	50% Vested on 01.11.2025 50% Vesting on 01.11.2026	50% Vested on 30.01.2026 50% Vesting on 30.01.2027	50% Vested on 14.10.2026 50% Vesting on 14.10.2027
Exercise Period	5 years from the date of original grant by Amalgamating Company				

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Granted during the Financial Year - 2023-2024 are given hereunder:

Features	LTIP 1	LTIP 2
Instrument	**RSU**	**ESOP**
Plan Period	2023-2027	2023-2027
Quantum and date of Grant	1,35,481 1,59,291 16,40,750 10,35,219	3,37,331 3,26,435 2,04,428 10,68,855
Vesting Period	100% vesting at the end of third year from the Date of Grant	50%:50% vesting at the end of second and third year from the Date of Grant
Vesting Condition(s)	Continued Employment & Rating of Delivered Full Performance (DFP) & above in the year of vesting. 60% of Cumulative Aggregate PBT for 3 years	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning & budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning & budget targets
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	11.05.2023 02.08.2023 03.11.2023 01.02.2024	11.05.2023 02.08.2023 03.11.2023 01.02.2024
Grant/Exercise Price (₹ Per Share)	10.00	170.90 - 196.10

Granted during the Financial Year - 2022-2023 are given hereunder:

Instrument	PSU	ESOP	PSU	ESOP
Plan Period	**2022-2025**	**2022-2025**	**2022-2025**	**2022-2025**
Quantum of Grant	59,53,984 3,01,081 1,05,649	1,27,75,439	8,51,231	3,28,321
Vesting Period	100% vesting at the end of third year from the Date of Grant	50%:50% vesting at the end of second and third year from the Date of Grant	50%:50% vesting at the end of second and third year from the Date of Grant	50%:50% vesting at the end of second and third year from the Date of Grant
Vesting Condition(s)	Continued Employment & Rating of DFP & above in the year of vesting. 60% of Cumulative Aggregate PBT for 3 years	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning & budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning & budget targets	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning & budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning & budget targets	Employees of ABCL: 75% of the consolidated PBT achievement against Annual planning & budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning & budget targets
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	07.11.2022 02.02.2023 15.03.2023	07.11.2022	02.02.2023	15.03.2023
Grant/Exercise Price (₹ Per Share)	10.00	124.20	136.50	145.00

Details of Activities in the Plan as on 31st March 2025 and 31st March 2024

Particulars	31st March 2025		31st March 2024	
	RSU	ESOP	RSU	ESOP
Options/RSUs Outstanding at beginning of the year	88,13,708	1,47,92,938	63,60,714	1,39,54,991
Granted during the year	18,77,335	62,36,226	29,70,741	19,37,049
Exercised during the year	(13,235)	(8,38,152)	-	-
Lapsed/ Expired during the year	(9,36,768)	(12,12,175)	(5,17,747)	(10,99,102)
Options/RSUs Outstanding at the end of the year	97,41,040	1,89,78,837	88,13,708	1,47,92,938
Options/RSUs unvested at the end of the year	97,41,040	1,08,76,760	88,13,708	1,47,92,938
Options/RSUs exercisable at the end of the year	-	81,02,077	-	-

Fair Valuation

The Fair Value of the options used to compute proforma net profit and earnings per share have been done by an independent valuer on the date of grant using Black-Scholes Merton Formula. The key assumptions and the Fair Value are as:

Features	LTIP 1	LTIP 2
Instrument	RSU	ESOP
Risk-Free Interest Rate (%)	7.3%-7.6%	7.3%-7.6%
Option Life (Years)	5.5	4.5 to 5.5
Expected Volatility	40.4% to 41.8%	37.4% to 42.7%
Expected Dividend Yield (%)	-	-
Weighted-Average Fair Value per Option (₹)	117.60 to 197.70	57.20 to 100.00

C) Aditya Birla Sun Life Insurance Limited (ABSLI)

The Nomination and Remuneration Committee of ABCL has approved the following grants to employees of ABCL that meet the eligibility criteria in accordance with the Stock Option Scheme. Details of grants are given as under:

Features	LTIP 1
Instrument	ESOP
Plan Period	2024-2026
Quantum of Grant	77,91,236.00
Method of Accounting	Fair Value
Vesting Period	100% (2 Years)
Graded Vesting Period	
1st Year	50%
2nd Year	50%
Vesting Condition(s)	Continued employment and rating of DFP and above in previous year of vesting/ payout
Vesting Condition - Business	75% of unit P&B PBT
Exercise Period	5 Years from Date of Grant
Grant Date	1st February 2024
Grant/ Exercise Price (Per Share)	63.00
Value of Equity Shares as on the Date of Grant of Original Option (Per Share)	87.88

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Details of Activities in the Plan as on 31st March 2025

Features	LTIP 1
Instrument	**ESOP**
Options/ RSUs Outstanding at the beginning of the Year	75,43,826
Granted during the Year	-
Exercised during the Year	-
Lapsed during the Year	6,62,168
Options/ RSUs Outstanding at the end of the Year	68,81,658

During the year, ABCL has granted 3,51,499 Equity Shares by way of grant of Stock Options ("ESOPs") on 16th October 2024 identified as LTIP 2. The Scheme allows the Grant of Stock Options to employees of ABCL that meet the eligibility criteria. Each option comprises one underlying Equity Share.

Features	LTIP 2
Instrument	**ESOP**
Plan Period	2025 -2027
Quantum of Grant	3,51,499
Method of Accounting	Fair Value
Vesting Period	100% (2 years)
Graded Vesting Period	
1st Year	50%
2nd Year	50%
Vesting Condition(s)	Continued Employment & Rating of DFP & above in the previous year of vesting/payout
Vesting Condition – Business	75% of unit P&B PBT
Exercise Period	5 Years From Date of Grant
Grant Date	16th October 2024
Grant/Exercise Price (Per Share) INR	78.57
Value of Equity Shares as on the Date of Grant of Original Option (Per Share) -INR	76

Details of Activities in the Plan as on 31st March 2025

Features	LTIP 2
Instrument	**ESOP**
Options/RSUs Outstanding at the beginning of the year	3,51,499
Granted during the year	0
Exercised during the year	0
Lapsed during the year	0
Options/RSUs Outstanding at the end of the year	3,51,499

Details of Activities in the Plan as on 31st March 2024

Features	LTIP 1
Instrument	**ESOP**
Options/ RSUs Outstanding at the beginning of the Year	-
Granted during the Year	75,43,826
Exercised during the Year	-
Lapsed during the Year	-
Options/ RSUs Outstanding at the end of the Year	75,43,826

D) Aditya Birla Housing Finance Limited (ABHFL)

Features of the ESOP's granted by ABHFL

Grant date	21-Oct-22	27-Jan-23	27-Apr-23	27-Jul-23	26-Oct-23	15-Oct-24
Conversion	On exercise, 1 ESOP converts to 1 equity share of ABHFL	On exercise, 1 ESOP, converts to 1 equity share of ABHFL	On exercise, 1 ESOP, converts to 1 equity share of ABHFL	On exercise, 1 ESOP, converts to 1 equity share of ABHFL	On exercise, 1 ESOP, converts to 1 equity share of ABHFL	On exercise, 1 ESOP, converts to 1 equity share of ABHFL
Vesting Period	3 Years	3 Years	3 Years	3 Years	3 Years	3 Years
Vesting Conditions	On fulfillment of the ESOP plan, 50% at the end of year 2 and 3	On fulfillment of the ESOP plan, 50% at the end of year 2 and 3	On fulfillment of the ESOP plan, 50% at the end of year 2 and 3	On fulfillment of the ESOP plan, 50% at the end of year 2 and 3	On fulfillment of the ESOP plan, 50% at the end of year 2 and 3	On fulfillment of the ESOP plan, 50% at the end of year 2 and 3
Exercise Period	5 Years from the Grant Date	5 Years from the Grant Date	5 Years from the Grant Date	5 Years from the Grant Date	5 Years from the Grant Date	5 Years from the Grant Date
Exercise price (in ₹) per ESOP	37.20	37.20	42.50	42.50	42.50	47.20
No. of Options granted	15,49,598	1,83,379	53,544	1,60,203	33,667	18,698
Weighted Average Fair value per share	34.60	36.50	42.50	44.60	47.20	61.10
Settlement	Settlement in equity shares of ABHFL	Settlement in equity shares of ABHFL	Settlement in equity shares of ABHFL	Settlement in equity shares of ABHFL	Settlement in equity shares of ABHFL	Settlement in equity shares of ABHFL

Details of Activities in the Plan as on 31st March 2025

Instrument	ESOP
Options/ RSUs Outstanding at the beginning of the Year	18,48,562
Granted during the Year	74,340
Exercised during the Year	-
Cancelled/ Lapsed during the Year	-
Options/ RSUs Outstanding at the end of the Year	19,22,902

Details of Activities in the Plan as on 31st March 2024

Instrument	ESOP
Options/ RSUs Outstanding at the beginning of the Year	17,32,977
Granted during the Year	2,47,414
Exercised during the Year	-
Cancelled/ Lapsed during the Year	1,31,829.00
Options/ RSUs Outstanding at the end of the Year	18,48,562

E) Aditya Birla Money Limited

Stock Options granted under ABML – Employee Stock Option Scheme – 2014

Summary of Stock Options granted under ABML ESOP Scheme – 2014 is as under	As at 31st March 2024
Options Granted on 2nd December, 2015	25,09,341
Options Outstanding as on 1st April 2023	53,845
No. of Options Granted during the Year	Nil
Method of Accounting	Intrinsic Value
Vesting Plan	25% every year
Exercise Period	Within 5 years from the Date of Vesting of respective options
Grant/Exercise Price (₹ per Share)	₹ 34.25

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Summary of Stock Options granted under ABML ESOP Scheme – 2014 is as under	As at 31st March 2024
Market Price as on the Date of the Grant	₹ 34.25(previous day closing price on the Recognised Stock Exchange)
Options reinstated during the year	59,892
Options Forfeited/Lapsed during the Year	57,418
Options Exercised during the Year	56,319
Options Outstanding as at 31st March 2024	Nil

The vesting period in respect of the options granted under ABML ESOP Scheme – 2014 is as follows:

Sr. No	Vesting Date	% of Options that shall vest
1	12 months from the date of grant	25% of the grant
2	24 months from the date of grant	25% of the grant
3	36 months from the date of grant	25% of the grant
4	48 months from the date of grant	25% of the grant

ABML has granted options to the eligible employees at an exercise price of ₹ 34.25 per share being the latest market price as per SEBI ESOP Regulations. In view of this, there being no intrinsic value (being the excess of the market price of share under ESOP over the exercise price of the option), on the date of grant, the ABML is not required to account the accounting value of option as per SEBI ESOP Regulations.

The key assumptions are as under:

Risk-Free Interest Rate (%)	8.13%
Expected Life (No. of Years)	5 years
Expected Volatility (%)	54.26%
Dividend Yield	-
Weighted-Average Fair Value per Option	₹ 34.25

F) ABCL Incentive Plan 2017

The Scheme titled as "ABCL Incentive Scheme for Stock Options and Restricted Stock Units – 2017 (ABCL Incentive Scheme)" was approved by the shareholders through postal ballot on 10th April, 2017. The Nomination, Remuneration and Compensation Committee of ABCL at its meeting held on 15th January 2018, granted 14,65,927 ESOPs and 2,52,310 Restricted Stock Units (RSUs) (Collectively called as "Stock Options") to the eligible grantees pursuant to the Composite Scheme of Arrangement between erstwhile Aditya Birla Nuvo Limited (now merged with Grasim Industries Limited), Grasim Industries Limited and Aditya Birla Capital Limited. The Stock Options allotted under the Scheme are convertible into equal number of Equity Shares.

The vesting conditions and the vesting dates under the ABCL Incentive Scheme shall follow the same vesting conditions, as applicable to the Grantees under the corresponding Grasim Employee Benefit Schemes 2006 and 2013.

Particulars	ABCL Incentive Scheme	
	Options	RSUs
Plan Period	As per Grasim Employee Benefits Schemes 2006 and 2013.	
Quantum of Grant	14,65,927	2,52,310
Method of Accounting	Fair Value	Fair Value
Vesting Period	The Options and RSUs shall deemed to have been vested from the original date of grant under the Grasim ESOP Schemes 2006 and 2013, and shall be subject to a minimum vesting period of one year from the date of original grant and would vest not earlier than one year and not later than five years from the date of grant of Options and RSUs or such other period as may be determined by the Nomination, Remuneration and Compensation Committee.	
Vesting Condition(s)	Achievement of threshold level of budgeted annual performance target	
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	15th January 2018	15th January 2018
Grant / Exercise Price (₹ Per Share)	10.00	10.00

Re-granted during the Financial Year - 2020-2021 are given hereunder:

Particulars	Options
Plan Period	2021-2022
Quantum of Grant	25,585
Method of Accounting	Fair Value
Vesting Period	One year from the Date of Grant
Vesting Condition(s)	Achievement of threshold level of budgeted annual performance target
Exercise Period	5 years from the Date of Vesting
Grant Date	05.03.2021
Grant/Exercise Price (₹ Per Share)	10.00

Details of Activities in the Plan

Particulars	ABCL Incentive Scheme			
	31st March 2025		31st March 2024	
	Options	RSUs	Options	RSUs
Options/RSUs Outstanding at the beginning of the year	15,324	3,418	15,324	3,418
Granted during the year	-	-	-	-
Exercised during the year	-	-	-	-
Lapsed/ Expired during the year	-	-	-	-
Options/RSUs Outstanding at the end of the year	15,324	3,418	15,324	3,418

4.6 Operating Segments

4.6.1 For management purposes, details of Products/Services included in each of the Segments are as under:

Cellulosic Fibres	-	Cellulosic Staple Fibre (CSF) and Cellulosic Fashion Yarn (CFY)
Chemicals	-	Chlor Alkali, Specialty Chemicals and Chlorine Derivatives.
Building materials	-	Cement, Paints and B2B E-Commerce businesses
Financial Services	-	Non-Bank Financial Services, Life Insurance Services, Asset Management (AMC), Housing Finance, Equity Broking, Wealth Management, Asset Reconstruction Company (ARC) and Health Insurance
Others	-	This segment represents remaining businesses of the Group, which are not part of the above segments, which mainly represents Textiles, Insulators and Renewable Power business.

4.6.2 Segment Measures

The Chief Operating Decision Maker ("CODM") primarily uses Earnings Before Interest, Tax, Depreciation and Amortisation ("EBITDA") as performance measure to assess segment's performance, and periodically receives information about the Segment's Revenue, Assets and Liabilities.

(i) Segment Profit and Loss:

Segment's performance is measured based on Segment EBITDA for all the Segments, except for the 'Financial Services' Segment, where finance cost is considered as part of its operations.

(ii) Segment Revenue:

For all the segments, the segment revenue is measured in the same way as measured in the Statement of Profit and Loss.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

(iii) Segment Assets

Segment assets are allocated based on the operations of the segment. However, certain assets like 'Tax Assets' are not considered to be segment assets, since these are being monitored at corporate level, accordingly, forms part of corporate/unallocated assets.

(iv) Segment Liabilities:

Segment liabilities are allocated based on the operations of the segment. Certain liabilities identified below are not considered to be part of segment liabilities, since those liabilities are managed at corporate level, accordingly, forms part of corporate/unallocated liabilities:

Segment Liabilities exclusions: 'Tax Liabilities' and 'Borrowings', except in case of 'Financial Services' Segment, where Borrowings form part of its operations.

Information about Operating Segments for the year ended 31st March 2025:

₹ in crore

	Cellulosic Fibres	Chemicals	Building Materials	Financial Services	Others	Inter Segment / Eliminations	Total
REVENUE							
Sales (As reported)	15,883.69	7,470.75	81,265.99	40,622.82	3,234.64	-	1,48,477.89
Sales (Inter-Segment)	13.77	1,177.07	128.14	28.14	53.38	(1,400.50)	-
Total Revenue (Note 3.1)	**15,897.46**	**8,647.82**	**81,394.13**	**40,650.96**	**3,288.02**	**(1,400.50)**	**1,48,477.89**
RESULTS							
Segment Results (EBITDA)	**1,523.59**	**1,207.65**	**12,011.73**	**4,649.98**	**418.88**	**-**	**19,811.83**
Unallocated Corporate Income/ (Expenses) (Net)							211.30
Earnings Before Interest, Tax, Depreciation and Amortisation							**20,023.13**
Finance Costs							(2,802.28)
Depreciation and Amortisation							
- Allocated to Segments	**(632.98)**	**(482.19)**	**(4,459.52)**	**(583.95)**	**(265.33)**	**-**	**(6,423.97)**
- Unallocated	-	-	-	-	-	-	(29.76)
Profit Before Exceptional Items and Tax							**10,767.12**
Exceptional Items (Note 3.11)							
- Allocated to Segments	(57.97)	-	(97.43)	-	(33.47)	-	(188.87)
- Unallocated							(49.98)
Profit Before Tax and Share in Profit/ (Loss) of Equity Accounted Investees							**10,528.27**
Share in Profit/(Loss) of Joint Ventures and Associates (Allocable to Operating Segments)	**(135.60)**	**(1.87)**	**(4.17)**	**405.72**	**1.80**	**-**	**265.88**
Share in Profit/(Loss) of Joint Ventures and Associates (Unallocable)	-	-	-	-	-	-	30.91
Profit Before Tax							**10,825.06**
Current Tax							2,249.41
Deferred Tax							819.32
Profit for the Year before Non-Controlling Interest							**7,756.33**
Less: Non-Controlling Interest							(4,050.65)
Profit for the Year							**3,705.68**

₹ in crore

	Cellulosic Fibres	Chemicals	Building Materials	Financial Services	Others	Inter Segment / Eliminations	Total
OTHER INFORMATION							
Segment Assets	**13,573.25**	**9,070.40**	**1,47,654.68**	**2,86,590.28**	**16,106.65**	**(239.19)**	**4,72,756.07**
Investments in Associates/Joint Ventures (allocable to Operating Segments)	**786.87**	**-**	**46.53**	**8,867.25**	**2.29**	**-**	**9,702.94**
Investments in Associates/Joint Ventures (Unallocable)	-	-	-	-	-	-	321.57
Unallocated Corporate Assets							17,755.12
Total Assets							**5,00,535.70**
Segment Liabilities	**3,415.15**	**1,793.55**	**29,804.22**	**2,46,319.47**	**1,723.35**	**(288.18)**	**2,82,767.56**
Unallocated Corporate Liabilities							59,955.31
Total Liabilities							**3,42,722.87**
Additions to Non-Current Assets	**395.53**	**854.22**	**12,064.99**	**675.96**	**4,268.02**	**-**	**18,258.72**
Unallocated Corporate Capital Expenditure							13.34
Total Additions Non-Current Assets							**18,272.06**
Significant Non-Cash Expenses other than Depreciation and Amortisation							
- Allocated to Segments	**89.00**	**-**	**120.58**	**-**	**-**	**-**	**209.58**
- Unallocated							-

(i) Finance cost exclude finance cost of ₹ 9,698.10 crore relating to financial services business, since it is considered as an expense for deriving segment result.

(ii) Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

Information about Operating Segments for the year ended 31st March 2024:

₹ in crore

	Cellulosic Fibres	Chemicals	Building Materials	Financial Services	Others	Inter Segment / Eliminations	Total
REVENUE							
Sales (As reported)	14,937.59	7,174.94	71,903.95	33,968.75	2,993.25	-	1,30,978.48
Sales (Inter-Segment)	11.23	1,038.36	48.82	39.40	93.57	(1,231.38)	(0.00)
Total Revenue (Note 3.1)	**14,948.82**	**8,213.30**	**71,952.77**	**34,008.15**	**3,086.82**	**(1,231.38)**	**1,30,978.48**
RESULTS							
Segment Results (EBITDA)	**1,722.04**	**1,054.02**	**13,163.61**	**4,114.49**	**444.70**	**-**	**20,498.86**
Unallocated Corporate Income/ (Expenses) (Net)							337.67
Earnings Before Interest, Tax, Depreciation and Amortisation							**20,836.53**
Finance Costs							(1,654.72)
Depreciation and Amortisation							
- Allocated to Segments	(618.24)	(445.00)	(3,180.67)	(521.66)	(208.14)	-	(4,973.71)
- Unallocated	-	-	-	-	-	-	(27.61)
Profit Before Exceptional Items and Tax							**14,180.49**
Exceptional Items (Note 3.11)	(497.36)	-	(72.00)	-	-	-	(569.36)
Profit Before Tax and Share in Profit/ (Loss) of Equity Accounted Investees							**13,611.13**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

	Cellulosic Fibres	Chemicals	Building Materials	Financial Services	Others	Inter Segment / Eliminations	Total
Share in Profit of Joint Ventures and Associates (Allocable to Operating Segments)	**(272.73)**	**0.64**	**23.02**	**291.63**	**(6.67)**	**-**	**35.89**
Share in Profit/(Loss) of Joint Ventures and Associates (Unallocable)							52.79
Profit Before Tax							**13,699.81**
Current Tax							3,413.86
Deferred Tax							360.30
Profit for the Year before Non-Controlling Interest							**9,925.65**
Less: Non-Controlling Interest							(4,301.16)
Profit for the Year							**5,624.49**
OTHER INFORMATION							
Segment Assets	**13,732.88**	**8,743.04**	**1,10,353.60**	**2,40,489.72**	**11,361.72**	**(374.11)**	**3,84,306.85**
Investment in Associates/Joint Ventures (Allocable to Operating Segments)	**876.52**	**31.69**	**860.41**	**8,422.79**	**0.94**	**-**	**10,192.35**
Investment in Associates/Joint Ventures (Unallocable)	-	-	-	-	-	-	290.46
Unallocated Corporate Assets							17,749.42
Total Assets							**4,12,539.08**
Segment Liabilities	**4,036.51**	**1,725.32**	**25,559.28**	**2,03,011.87**	**1,720.59**	**(26.30)**	**2,36,027.27**
Unallocated Corporate Liabilities							37,573.44
Total Liabilities							**2,73,600.71**
Additions to Non-Current Assets	**519.34**	**757.24**	**14,017.53**	**802.90**	**5,058.86**	**-**	**21,155.87**
Unallocated Corporate Capital Expenditure							44.18
Total Additions Non-Current Assets							**21,200.05**
Significant Non-Cash Expenses other than Depreciation and Amortisation (Allocable)	**436.00**	**-**	**-**	**-**	**-**	**-**	**436.00**

(i) Finance cost exclude finance cost of ₹ 7,622.71 crore relating to financial services business, since it is considered as an expense for deriving segment result.

(ii) Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

4.6.3 Geographical Segments

The Company's operating facilities are located in India.

₹ in crore

		Year Ended 31st March 2025	Year Ended 31st March 2024
(a)	**Segment Revenues**		
	India (Country of Domicile)	1,42,536.50	1,25,501.46
	Rest of the World	5,941.39	5,477.02
	Total	**1,48,477.89**	**1,30,978.48**
(b)	**Addition to Non-Current Assets**		
	India (Country of Domicile)	18,272.06	21,192.86
	Rest of the World	-	7.19
	Total	**18,272.06**	**21,200.05**

4.6.4 The Carrying Amount of Non-Current Operating Assets by location of Assets:

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Non-Current Assets$		
India (Country of Domicile)	1,54,877.60	1,20,086.86
Rest of the World	4,707.99	2,686.20
Total	**1,59,585.59**	**1,22,773.06**

$Non-current assets exclude Financial Assets, Equity Accounted Investees, Deferred Tax Assets and Non-Current Tax Assets

4.6.5 Information about Major Customers

No Single customer represents 10% or more of the Group's total Revenue for the year ended 31st March 2025 and the year ended 31st March 2024.

4.7 Related Party Transactions

4.7.1 Related Parties with whom Transactions have taken place during the Year (including previous year):

Parties	Relationship
AV Group NB Inc., Canada	Joint Venture
Birla Jingwei Fibres Company Limited	Joint Venture
Domsjo Fabriker AB	Subsidiary of Joint Venture
AV Terrace Bay Inc., Canada	Joint Venture
Aditya Birla Power Composites Limited	Joint Venture
Bhubaneswari Coal Mining Limited	Joint Venture
Amelia Coal Mining Limited	Subsidiary of Joint Venture
Bhaskarpara Coal Company Limited	Joint Venture
Aditya Birla Wellness Private Limited	Joint Venture
Birla Advanced Knits Private Limited	Joint Venture
Aditya Birla Health Insurance Co. Limited	Joint Venture
Aditya Birla Science and Technology Company Private Limited	Associate
Aditya Birla Idea Payment Bank Limited - Liquidated w.e.f. 27th January 2025	Associate
Renew Surya Uday Private Limited- upto 30th June 2024	Associate
Aditya Birla Sun Life AMC Limited	Associate
Coromandel Sugars Limited (w.e.f. 24th December, 2024 till 28th March 2025)	Associate
Greenyana Sunstream Private Limited- upto 30th June 2024	Associate
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C, UAE - upto 9th July 2024	Associate
Dr. Santrupt Misra - Non-Executive Director- upto 28th December 2023	Key Management Personnel
Shri Sushil Agrawal - Non-Executive Director - w.e.f. 8th February 2024	Key Management Personnel
Dr. Thomas M. Connelly, Jr. - Independent Director -upto 22nd August 2024	Key Management Personnel
Shri Adesh Kumar Gupta- Independent Director	Key Management Personnel
Shri Cyril Shroff - Independent Director -upto 22nd August 2024	Key Management Personnel
Shri N. Mohan Raj - Independent Director	Key Management Personnel
Shri Raj Kumar- Non-Executive Director- upto 20th August 2024	Key Management Personnel
Shri V. Chandrasekaran- Independent Director	Key Management Personnel
Smt. Anita Ramachandran - Independent Director	Key Management Personnel
Shri Pavan Jain - CFO	Key Management Personnel
Smt. Rajashree Birla - Non-Executive Director	Key Management Personnel
Shri Kumar Mangalam Birla - Non-Executive Director	Key Management Personnel

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Parties	Relationship
Shri HariKrishna Agrawal - Managing Director - upto 31st March 2025	Key Management Personnel
Ms. Ananyashree Birla - Non-Executive Director	Key Management Personnel
Shri Aryaman Vikram Birla - Non-Executive Director	Key Management Personnel
Shri Yazdi Piroj Dandiwala - Independent Director	Key Management Personnel
Shri Ashvin Dhirajlal Parekh - Independent Director - w.e.f. 23rd August 2024	Key Management Personnel
Shri Haigreve Khaitan -Independent Director - w.e.f. 26th September 2024	Key Management Personnel
Shri Mukkavilli Jagannath - Independent Director - w.e.f. 26th September 2024	Key Management Personnel
Century Rayon Employees' Provident Fund Trust No.1	Post-Employment Benefit Plan
Century Rayon Employees' Provident Fund Trust No.2	Post-Employment Benefit Plan
Jayshree Provident Fund Institution	Post-Employment Benefit Plan
Grasim Industries Limited- Employees Gratuity Fund	Post-Employment Benefit Plan
Grasim Industries Limited-Employees Provident Fund	Post-Employment Benefit Plan
UltraTech Cemco Provident Fund	Post-Employment Benefit Plan
Ultratech Provident Fund	Post-Employment Benefit Plan
The India Cements Employees Provident Fund, Chilamkur w.e.f. 24th December 2024	Post-Employment Benefit Plan
The India Cements Employees Provident Fund, Yerraguntla w.e.f. 24th December 2024	Post-Employment Benefit Plan
Grasim (Senior Executive & Officers) Superannuation Scheme	Post-Employment Benefit Plan
Aditya Birla Management Corporation Private Limited#	Other Related Parties in which Directors are interested
AB General Electoral Trust	Other Related Parties in which Directors are interested
Aditya Birla Health Services Private Limited	Other Related Parties in which Directors are interested
Applause Entertainment Private Limited - w.e.f. 8th February 2024	Other Related Parties in which Directors are interested
Birla Carbon India Private Limited- upto 28th December 2023	Other Related Parties in which Directors are interested
Birla Management Centre Services Private Limited- upto 31st July 2024 (It is not Related party from 28th December 2023 to 14th March 2024)	Other Related Parties in which Directors are interested
Birla Group Holdings Private Limited	Other Related Parties in which Directors are interested
Chaitanya India Fin Credit Private Limited - w.e.f. 23rd November 2023	Other Related Parties in which Directors are interested
Cyril Amarchand Mangaldas & Co. - upto 22nd August 2024	Other Related Parties in which Directors are interested
Khaitan & Co LLP - w.e.f. 26th September 2024	Other Related Parties in which Directors are interested
Khaitan & Co. Kolkata - w.e.f. 26th September 2024	Other Related Parties in which Directors are interested
Khaitan & Co. Mumbai - w.e.f. 26th September 2024	Other Related Parties in which Directors are interested
Mulla & Mulla & Craigie Blunt & Caroe	Other Related Parties in which Directors are interested
Svatantra Microfin Pvt. Ltd.	Other Related Parties in which Directors are interested
G.D. Birla Medical Research & Education Foundation	Other Related Parties in which Directors are interested

#The Company is a member of Aditya Birla Management Corporation Private Limited (ABMCPL), a company limited by guarantee formed for the purpose of its members to mutually avail and share common facilities, expertise and other support on an arm's length basis.

Terms and Conditions of Transaction with Related Parties:

The transactions with related parties are made in the normal course of business and on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year end are unsecured and interest-free (except for loans and investments in short term instruments) and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables. The below transactions are as per the approval of the Audit Committee. The Group has not recorded any impairment of receivables relating to amounts owed by related parties. This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

4.7.2 Disclosure of Related Party Transactions:

₹ in crore

Particulars		Year Ended 31st March 2025	Year Ended 31st March 2024
(a)	**Revenue from Contract with Customers**		
	Birla Jingwei Fibres Company Limited	13.33	31.93
	Aditya Birla Sun Life AMC Limited*	177.47	80.63
	Aditya Birla Power Composites Limited	17.79	7.85
	Birla Management Centre Services Private Limited	-	0.01
	Amelia Coal Mining Limited	11.59	1.47
	G.D. Birla Medical Research & Education Foundation	-	0.05
	Aditya Birla Management Corporation Private Limited	2.86	3.24
	Aditya Birla Health Insurance Co. Limited	80.85	57.24
	Birla Advanced Knits Private Limited	1.14	0.37
	Birla Carbon India Private Limited	-	0.07
	Total	**305.03**	**182.86**
	**Includes dividend received of ₹ 175.02 crore (Previous Year ₹ 75.62 crore) which gets reduced from share of Profit of equity accounted Investees.*		
(b)	**Interest and Other Income**		
	Aditya Birla Wellness Private Limited	-	0.41
	Aditya Birla Sun Life AMC Limited	9.33	7.65
	Aditya Birla Science and Technology Company Private Limited	1.75	1.96
	Birla Advanced Knits Private Limited	3.84	2.07
	AV Terrace Bay Inc., Canada	-	0.01
	AV Group NB Inc., Canada	0.01	0.33
	Birla Jingwei Fibres Company Limited	0.15	0.16
	Aditya Birla Management Corporation Private Limited	9.50	9.63
	Aditya Birla Power Composites Limited	4.58	4.10
	Aditya Birla Health Insurance Co. Limited	10.66	8.91
	Chaitanya India Fin Credit Private Limited	3.94	-
	Coromandel Sugars Limited	17.79	-
	Aditya Birla Idea Payment Bank Limited	3.32	-
	Applause Entertainment Private Limited	13.54	-
	Svatantra Microfin Private Ltd.	0.25	-
	Bhubaneswari Coal Mining Limited	0.07	-
	Birla Carbon India Private Limited	-	0.04
	Total	**78.73**	**35.27**
(c)	**Contribution to General Electoral Trust:**		
	AB General Electoral Trust	300.00	-
	Total	**300.00**	**-**
(d)	**Loans Provided**		
	Birla Advanced Knits Private Limited	45.00	39.50
	Aditya Birla Power Composites Limited	5.00	10.00
	Azure Jouel Private Limited	120.00	-
	Applause Entertainment Private Limited	375.00	-
	Total	**545.00**	**49.50**
(e)	**Repayment Against Loans Provided**		
	Birla Advanced Knits Private Limited	34.50	5.00
	Aditya Birla Power Composites Limited	1.50	10.00
	Applause Entertainment Private Limited	500.00	-
	Aditya Birla Science and Technology Company Private Limited	24.45	2.42
	Azure Jouel Private Limited	210.00	-
	Total	**770.45**	**17.42**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Particulars		Year Ended 31st March 2025	Year Ended 31st March 2024
(f)	**Purchase of Goods and Services**		
	AV Group NB Inc., Canada	1,004.76	896.30
	Domsjo Fabriker AB	660.55	579.16
	Aditya Birla Wellness Private Limited	1.33	1.23
	Aditya Birla Sun Life AMC Limited	6.37	3.73
	Aditya Birla Science and Technology Company Private Limited	44.83	42.15
	Aditya Birla Power Composites Limited	0.03	0.22
	Birla Group Holdings Private Limited	0.08	0.06
	Aditya Birla Management Corporation Private Limited	898.21	733.67
	Birla Carbon India Private Limited	-	0.03
	Birla Management Centre Services Private Limited	16.46	25.00
	Birla Advanced Knits Private Limited	0.03	-
	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C, UAE	15.49	105.20
	Cyril Amarchand Mangaldas & Co.	0.04	1.16
	Aditya Birla Health Insurance Co. Limited	1.91	4.70
	Bhubaneswari Coal Mining Limited	-	0.16
	Renew Surya Uday Private Limited	10.62	39.56
	Mulla & Mulla & Craigie Blunt & Caroe	0.03	0.07
	Greenyana Sunstream Private Limited	2.72	8.34
	Aditya Birla Health Services Private Limited	0.28	-
	Khaitan & Co LLP	0.03	-
	Khaitan & Co. Kolkata	0.07	-
	Khaitan & Co. Mumbai	0.02	-
	Total	**2,663.86**	**2,440.74**
(g)	**Investments in Equity Shares (including application money paid towards securities)**		
	Aditya Birla Health Insurance Co. Limited	183.54	-
	Aditya Birla Wellness Private Limited	7.14	-
	AV Terrace Bay Inc., Canada	204.90	123.24
	Total	**395.58**	**123.24**
(h)	**Contribution to Post-Employment Benefit Plans**		
	Grasim Industries Limited-Employees Provident Fund	37.71	27.87
	Jayshree Provident Fund Institution	6.81	6.40
	Century Rayon Employees Provident Fund Trust 1	9.27	8.55
	Century Rayon Employees Provident Fund Trust 2	2.07	2.03
	Grasim Industries Limited- Employees Gratuity Fund	15.18	1.28
	Grasim (Senior Executive & Officers) Superannuation Scheme	1.18	1.18
	The India Cements Employees Provident Fund, Chilamkur	0.02	-
	The India Cements Employees Provident Fund, Yerraguntla	0.02	-
	UltraTech Cemco Provident Fund	78.12	70.43
	Total	**150.38**	**117.74**
(i)	**Deposits Given / (Received) (Net)**		
	Aditya Birla Health Insurance Co. Limited	(1.31)	(0.54)
	Aditya Birla Sun Life AMC Limited	(0.86)	(0.16)
	Total	**(2.17)**	**(0.70)**
(j)	**Reimbursement/(Recovery) of Expenses:**		
	Aditya Birla Sun Life AMC Limited	(60.96)	(58.91)
	Aditya Birla Wellness Private Limited	(0.16)	(0.31)
	Aditya Birla Power Composites Limited	0.58	(0.11)
	Aditya Birla Management Corporation Private Limited	2.37	(2.77)
	Birla Advanced Knits Private Limited	-	(0.01)

₹ in crore

Particulars		Year Ended 31st March 2025	Year Ended 31st March 2024
	Aditya Birla Health Insurance Co. Limited	(33.04)	(34.63)
	Aditya Birla Science and Technology Company Private Limited	10.27	7.75
	Birla Group Holdings Private Limited	0.18	0.20
	Birla Management Centre Services Private Limited	15.01	48.82
	AV Terrace Bay Inc., Canada	0.16	0.76
	Bhubaneswari Coal Mining Limited	0.16	-
	Total	**(65.43)**	**(39.21)**
(k)	**Provision against Advance against Equity**		
	AV Terrace Bay Inc., Canada	-	61.36
	Total	**-**	**61.36**
(l)	**Investment in NCDs**		
	Chaitanya India Fin Credit Private Limited	**33.36**	**-**
(m)	**Receipt on redemption of Investment in NCDs**		
	Chaitanya India Fin Credit Private Limited	**33.72**	**-**
(n)	**Purchases/(Sales) of Property, Plant and Equipment/Intangible Assets:**		
	Aditya Birla Science and Technology Company Private Limited	0.01	-
	Aditya Birla Health Insurance Co. Limited	0.14	-
	Aditya Birla Management Corporation Private Limited	(0.27)	0.01
	Total	**(0.12)**	**0.01**
(o)	**Finance Costs**		
	Aditya Birla Health Insurance Co. Limited	1.86	-
	Total	**1.86**	**-**
(p)	**Payments to Key Management Personnel**		
	Managerial Remuneration Paid *	24.47	15.83
	Commission to Non-Executive Directors (KMPs)	2.50	3.70
	Sitting Fees to Directors	0.48	0.50
	Total	**27.45**	**20.03**
	**Based on the recommendation of the Nomination, Remuneration and Compensation Committee, all decisions relating to the remuneration of the Directors are taken by the Board of Directors of the Company, in accordance with shareholders' approval, wherever necessary.*		
	Compensation of Key Management Personnel of the Company*		
	Short-Term Employee Benefits	14.91	10.17
	Post-Retirement Benefits	2.47	0.38
	Share-Based Payments	7.09	5.28
		24.47	**15.83**
	**Expenses towards gratuity and leave encashment provisions are determined actuarially on an overall Company basis at the end of each year, and, accordingly, have not been considered in the above information. However, current year numbers include amount of full and final settlement of managing director.*		

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Outstanding Balances

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
(a)	**Other Current and Non-Current Liabilities (Financial and Non-Financial)**		
	Century Rayon Employees Provident Fund Trust 1	2.85	3.26
	Century Rayon Employees Provident Fund Trust 2	0.72	0.59
	Grasim Industries Limited- Employees Gratuity Fund	-	2.26
	Jayshree Provident Fund Institution	1.65	0.99
	Bhubaneswari Coal Mining Limited	-	0.19
	Birla Management Centre Services Private Limited	-	0.05
	Aditya Birla Wellness Private Limited	-	0.19
	Aditya Birla Health Insurance Co. Limited	38.12	9.37
	UltraTech Cemco Provident Fund	22.05	20.08
	Birla Jingwei Fibres Company Limited	0.26	-
	Aditya Birla Sun Life AMC Limited	2.70	-
	Aditya Birla Management Corporation Private Limited	18.93	10.27
	Total	**87.28**	**47.25**
(b)	**Borrowing including inter corporate Borrowings/NCD**		
	UltraTech Provident Fund	8.00	-
	Century Rayon Employees Provident Fund Trust 1	4.30	-
	Century Rayon Employees Provident Fund Trust 2	0.90	-
	Total	**13.20**	**-**
(c)	**Trade Payables**		
	AV Group NB Inc., Canada	54.66	49.95
	Domsjo Fabriker AB	18.69	35.82
	Aditya Birla Sun Life AMC Limited	1.64	3.06
	Aditya Birla Health Insurance Co. Limited	3.25	-
	Aditya Birla Wellness Private Limited	0.61	0.25
	Aditya Birla Management Corporation Private Limited	22.22	1.22
	Birla Management Centre Services Private Limited	0.79	3.79
	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C, UAE	-	24.57
	Renew Surya Uday Private Limited	-	35.84
	Greenyana Sunstream Private Limited	-	0.60
	Aditya Birla Power Composites Limited	0.44	-
	Aditya Birla Health Services Private Limited	0.03	-
	Amelia Coal Mining Limited	0.73	-
	Bhubaneswari Coal Mining Limited	0.02	-
	UltraTech Provident Fund	0.04	-
	Aditya Birla Science and Technology Company Private Limited	0.59	0.33
	Total	**103.71**	**155.43**
(d)	**Trade Receivables**		
	Birla Jingwei Fibres Company Limited	0.15	4.45
	Birla Advanced Knits Private Limited	-	0.06
	Aditya Birla Power Composites Limited	11.47	10.15
	Aditya Birla Management Corporation Private Limited	0.19	0.01
	Aditya Birla Sun Life AMC Limited	20.13	16.78
	Aditya Birla Wellness Private Limited	-	0.03
	Amelia Coal Mining Limited	0.06	-
	Aditya Birla Health Insurance Co. Limited	30.00	-
	Grasim Industries Limited- Employees Gratuity Fund	4.16	-
	Total	**66.16**	**31.48**

₹ in crore

Particulars		As at 31st March 2025	As at 31st March 2024
(e)	**Loans, Security Deposits and other Current Assets (Financial and Non-Financial) [Current and Non-Current]**		
	Aditya Birla Science and Technology Company Private Limited	-	24.45
	Grasim Industries Limited- Employees Gratuity Fund	-	2.80
	Birla Management Centre Services Private Limited	-	0.67
	Aditya Birla Power Composites Limited	12.83	-
	Bhaskarpara Coal Company Limited	-	-
	Amelia Coal Mining Limited	-	0.31
	Aditya Birla Management Corporation Private Limited	6.24	33.86
	Aditya Birla Health Insurance Co. Limited	0.39	38.77
	Applause Entertainment Private Limited	-	125.00
	Azure Jouel Private Limited	-	90.00
	Birla Advanced Knits Private Limited	46.23	36.07
	Birla Group Holdings Private Limited	7.37	7.37
	Aditya Birla Sun Life AMC Limited	1.71	-
	AV Terrace Bay Inc., Canada	-	0.76
	Total	**74.77**	**360.06**
(f)	**Investment in Equity Accounted Investments (Note 2.6)**		
	Joint Ventures	4,247.19	4,092.50
	Associates	5,777.32	6,390.31
	Total	**10,024.51**	**10,482.81**
(g)	**Investment in NCDs / Loans given**		
	Chaitanya India Fin Credit Private Limited	24.16	23.51
	Total	**24.16**	**23.51**
(h)	**Preference Shares**		
	Joint Ventures	91.13	87.67
	Total	**91.13**	**87.67**
(i)	**Corporate Guarantees**		
	Bhaskarpara Coal Company Limited	1.70	1.70
	Total	**1.70**	**1.70**

4.8 Retirement Benefits

4.8.1 Defined Benefit Plans as per Actuarial Valuation:

a) Gratuity (Funded):

The Group operates approved gratuity plan through a trust for its employees. The gratuity plan provides a lump sum payment to vested employees at retirement, death, incapacitation or termination of service, whichever is earlier, of an amount equivalent to 15 to 30 days' salary for each completed year of service as per rules framed in this regard. Vesting occurs upon completion of five continuous years of service in accordance with Indian law. In case of majority of employees, the Group's scheme is more favourable as compared to the obligation under the payment of Gratuity Act, 1972.

The present value of obligation is determined based on actuarial valuation using the Projected Unit Credit Method as prescribed by the Ind AS-19 'Employee Benefits', which recognises each period of service as giving rise to additional unit of employee benefit entitlement and measure each unit separately to build up final obligation.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Inherent Risk:

The plan is defined benefit in nature, which is sponsored by the Group, and, hence, it underwrites all the risks pertaining to the plan. In particular, this exposes the Group to actuarial risk such as adverse salary growth, changes in demographic experience, inadequate return on underlying plan assets. This may result in an increase in cost of providing these benefits to employees in future. Since the benefits are lump sum in nature, the plan is not subject to any longevity risk.

b) Pension:

The Group provides pension to few retired employees as approved by the Board of Directors of the Company.

Inherent Risk:

The plan is of a defined benefit in nature, which is sponsored by the Group, and, hence, it underwrites all the risks pertaining to the plan. In particular, there is a risk for the Group that any adverse increase in salary increases for serving employees/pension increase for pensioners or adverse demographic experience can result in an increase in the cost of providing these benefits to employees in future. In this case, the pension is paid directly by the Group (instead of pension being bought out from an insurance company) during the lifetime of the pensioners/beneficiaries and, hence, the plan carries the longevity risks.

c) Post-Retirement Medical Benefits:

The Group provides post-retirement medical benefits to certain ex-employees, who were transferred under the Scheme of Arrangement for acquiring Larsen & Toubro cement business, and eligible for such benefits from earlier Company.

4.8.1.1 Gratuity and Pension:

(₹ in crore)

		Gratuity				Pension and Post- Retirement Medical Benefits			
		Funded	Others	Funded	Others	Pension	Post-Retirement Medical Benefits	Pension	Post-Retirement Medical Benefits
		As at 31st March 2025		As at 31st March 2024		As at 31st March 2025		As at 31st March 2024	
(i)	**Reconciliation of Present Value of the Obligation:**								
	Opening Defined Benefit Obligation	1,769.41	34.39	1,585.84	29.60	33.50	0.50	33.74	0.51
	Adjustments of:								
	Transferred on Acquisition of Subsidiary / Composite Scheme of Arrangement (Note 4.3)	111.22	24.79	-	-	33.30	-	-	-
	Current Service Cost	148.73	4.98	130.68	2.98	-	-	-	-
	Past Service Cost	-	-	0.03	-	-	-	-	-
	Interest Cost	125.39	2.57	112.06	1.49	4.00	0.03	2.44	0.04
	Actuarial Loss/(Gain)	26.89	2.83	71.73	1.40	(0.88)	-	3.29	(0.01)
	Liabilities Assumed on Acquisition/(Settled on Divestiture)	(0.40)	-	1.88	-	-	-	-	-
	De-recognised on account of divestment of Subsidiary (Note 4.12.4)	(5.95)	-	-	-	-	-	-	-
	Opening Liabilities transferred from Unfunded to Funded	0.91	(0.91)	-	-	-	-	-	-
	Foreign Currency Fluctuation	-	(2.70)	-	0.50	-	-	-	-
	Benefits Paid	(158.04)	(7.44)	(132.81)	(1.58)	(13.55)	(0.04)	(5.97)	(0.04)
	Closing Defined Benefit Obligation	2,018.16	58.50	1,769.41	34.39	56.37	0.49	33.50	0.50

(₹ in crore)

		Gratuity				Pension and Post- Retirement Medical Benefits			
		Funded	Others	Funded	Others	Pension	Post-Retirement Medical Benefits	Pension	Post-Retirement Medical Benefits
		As at 31st March 2025		As at 31st March 2024		As at 31st March 2025		As at 31st March 2024	
(ii)	**Reconciliation of Fair Value of the Plan Assets:**								
	Opening Fair Value of the Plan Assets	1,808.85	-	1,739.22	-	-	-	-	-
	Adjustments of:								
	Transferred on Acquisition of Subsidiary / Composite Scheme of Arrangement (Note 4.3)	57.42	-	-	-	36.59	-	-	-
	Return on Plan Assets	127.42	-	123.61	-	-	-	-	-
	Actuarial Gain/(Loss)	9.96	-	42.11	-	(4.79)	-	-	-
	De-recognised on account of divestment of Subsidiary (Note 4.12.4)	(8.01)	-	-	-	-	-	-	-
	Contributions by the Employer	103.74	-	31.45	-	-	-	-	-
	Benefits Paid	(129.61)	-	(127.53)	-	-	-	-	-
	Closing Fair Value of the Plan Assets	1,969.78	-	1,808.85	-	31.80	-	-	-
(iii)	**Net Liabilities/(Assets) recognised in the Balance Sheet:**								
	Present Value of the Defined Benefit Obligation at the end of the year	2,018.16	58.50	1,769.41	34.39	56.37	0.49	33.50	0.50
	Fair Value of the Plan Assets	1,969.78	-	1,808.85	-	31.80	-	-	-
	Amount not recognised due to Asset Ceiling	-	-	-	-	-	-	-	-
	Net Liabilities/(Assets) recognised in the Balance Sheet	48.38	58.50	(39.44)	34.39	24.57	0.49	33.50	0.50
(iv)	**Amount recognised in Salary and Wages under Employee Benefits Expense in the Statement of Profit and Loss:**								
	Current Service Cost	148.73	4.98	130.68	2.98	-	-	-	-
	Past Service Cost	-	-	0.03	-	-	-	-	-
	Interest on Defined Benefit Obligations (Net)	125.39	2.57	112.24	1.49	4.00	0.03	2.44	0.04
	Expected Return on Plan Assets	(127.42)	-	(123.61)	-	-	-	-	-
	Net Cost	146.70	7.54	119.34	4.47	4.00	0.03	2.44	0.04
	Capitalised as Pre-Operative Expenses in respect of Projects and other Adjustments	(1.15)	-	(1.31)	-	-	-	-	-
	Amount Recovered from Joint Venture Companies	(0.60)	-	(0.33)	-	-	-	-	-
	Net Charge to the Statement of Profit and Loss	144.95	7.55	117.70	4.47	4.00	0.03	2.44	0.04

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

(₹ in crore)

		Gratuity				Pension and Post- Retirement Medical Benefits			
		Funded	Others	Funded	Others	Pension	Post-Retirement Medical Benefits	Pension	Post-Retirement Medical Benefits
		As at 31st March 2025		As at 31st March 2024		As at 31st March 2025		As at 31st March 2024	
(v)	**Amount recognised in Other Comprehensive Income (OCI) for the Year:**								
	Changes in Financial Assumptions	55.78	2.55	24.79	0.10	8.00	0.01	0.22	0.01
	Changes in Demographic Assumptions	(82.13)	(1.01)	6.90	-	-	-	-	-
	Experience Adjustments	52.61	1.29	40.43	1.30	(8.89)	(0.01)	3.07	(0.02)
	Actual return on Plan Assets less Interest on Plan Assets	(9.96)	-	(42.11)	-	(4.79)	-	-	-
	Adjustment to recognise the asset ceiling impact	-	-	(2.68)	-	-	-	-	-
	Less: Amount recovered from Joint Venture Companies	(0.48)	-	(0.46)	-	-	-	-	-
	Recognised in OCI for the year	15.82	2.83	26.87	1.40	(5.68)	-	3.29	(0.01)
(vi)	**Maturity Profile of Defined Benefit Obligation:**								
	Within next 12 months (next annual reporting period)	255.91	8.35	216.31	4.46	5.49	0.06	7.32	0.06
	Between 1 and 5 years	724.39	14.58	602.49	8.48	15.66	0.23	20.88	0.23
	Between 6 and 9 years	711.99	24.50	648.70	20.02	11.05	0.19	12.51	0.20
	10 years and above	2,268.26	63.58	2,368.45	39.72	6.74	0.26	8.11	0.29
(vii)	**Quantitative Sensitivity Analysis for Significant Assumptions:**								
	Increase/(Decrease) on Present Value of Defined Benefit Obligation at the end of the year								
	100 bps Increase in Discount Rate	(210.19)	(4.47)	(146.52)	(2.60)	28.53	(0.02)	(0.87)	(0.02)
	100 bps Decrease in Discount Rate	228.30	5.10	161.35	2.95	25.41	0.03	0.92	0.03
	100 bps Increase in Salary Escalation Rate	226.41	5.00	155.30	2.48	-	-	-	-
	100 bps Decrease in Salary Escalation Rate	(209.20)	(4.46)	(141.86)	(2.53)	-	-	-	-
	Increase in Life Expectancy by 1 year	-	-	-	-	0.89	-	0.99	-
	Decrease in Life Expectancy by 1 year	-	-	-	-	(0.78)	-	(0.86)	-
(viii)	**The Major Categories of Plan Assets as a % of Total Plan:**								
	Government of India Securities	2%	N.A.	2%	N.A.	N.A.	N.A.	N.A.	N.A.
	Corporate Bonds	0%	N.A.	1%	N.A.	N.A.	N.A.	N.A.	N.A.
	Insurer Managed Funds	94%	N.A.	95%	N.A.	N.A.	N.A.	N.A.	N.A.
	Others	4%	N.A.	2%	N.A.	N.A.	N.A.	N.A.	N.A.
	Total	**100%**	**N.A.**	**100%**	**N.A.**	**N.A.**	**N.A.**	**N.A.**	**N.A.**

(₹ in crore)

		Gratuity				Pension and Post- Retirement Medical Benefits			
		Funded	Others	Funded	Others	Pension	Post-Retirement Medical Benefits	Pension	Post-Retirement Medical Benefits
		As at 31st March 2025		As at 31st March 2024		As at 31st March 2025		As at 31st March 2024	
(ix)	**Principal Actuarial Assumptions:**								
	Discount Rate	6.49%-7.01%	4.55% - 11%	7.10% - 7.21%	4.55%-12.00%	7.1% - 7.2%	7.20%	7.1% - 7.2%	7.20%
	Salary Escalation Rate	2.00%-10.00%	2.5%- 11%	7.00%-10.00%	2.50%-11.00%	-	-	-	-
	Mortality Tables	Indian Assured Lives Mortality (2006-08)/ Indian Assured Lives Mortality (2012-14)	UK Mortality table AM92 [UK] & GA 1983 Mortality Table	Indian Assured Lives (2012-14) mortality tables	GA 1983 Mortality table / UK Mortality Table AM92 [UK]	IALM (2006-08) Ultimate/ S1PA Mortality Table Adjusted Suitably	IALM (2006-08) Ultimate/ S1PA Mortality Table Adjusted Suitably	S1PA annuity rates adjusted suitably	S1PA annuity rates adjusted suitably
	Retirement Age:								
	Management	60 Yrs.	58-60 Yrs.	60 Yrs.	58-60 Yrs.	60 Yrs.	-	-	-
	Non-Management	58 Yrs.		58 Yrs.			-	-	-
(x)	**Weighted Average Duration of Defined Benefit obligation:**	7.37 to 25 Yrs.	6.38 - 9.70 yrs.	4 to 23 Yrs.	3-12 Yrs.	4 Yrs. to 5.3 Yrs.	5.2 Yrs.	4 Yrs. to 5.4 Yrs.	5.2 Yrs.

(xi) Basis Used to determine Discount Rate:

Discount rate is based on the prevailing market yields of Indian Government securities as at the Balance Sheet date, applicable to the period over which the obligation is expected to be settled.

(xii) Asset - Liability Matching Strategy:

The money contributed by the Company to the fund to finance the liabilities of the plan has to be invested.

The trustees of the plan are required to invest the funds as per the prescribed pattern of investments laid out in the Income Tax rules for such approved schemes. Due to the restrictions in the type of investments that can be held by the fund, it is not possible to explicitly follow an asset-liability matching strategy to manage risk actively.

There is no compulsion on the part of the Company to fully pre - fund the liability of the Plan. The Company's philosophy is to fund the benefits based on its own liquidity and tax position, as well as level of underfunding of the Plan.

(xiii) Salary Escalation Rate:

The estimates of future salary increase are considered taking into account inflation, seniority, promotion, increments and other relevant factors.

(xiv) Sensitivity Analysis:

Sensitivity Analysis has been calculated to show the movement in defined benefit obligation in isolation, and assuming there are no other changes in the market condition at the accounting date. There have been no changes from the previous periods in the methods and assumptions used in preparing the sensitivity analysis.

(xv) The best estimate of the expected contribution for the next year amounts to ₹ 101.89 crore (Previous Year ₹ 25.14 crore).

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

(xvi) Compensated Absences:

The obligation for compensated absences is recognised in the same manner as gratuity, amounting to charge of ₹ 128.89 crore (Previous Year ₹ 116.77 crore).

(xvii) Other Long-term Employee Benefits:

Amount recognised as expense for other long-term employee benefits is ₹ 1.71 crore (Previous Year ₹ 1.42 crore).

(xviii) The details of the Company's Defined Benefit Plans in respect of the Company managed Provident Fund Trust

Amount recognised as expense and included in the Note 3.6 as ""Contribution-Company owned Provident Fund"" is ₹ 130.53 crore (Previous Year ₹ 109.82 crore) and amount recognised as pre-operative expenses and included in note 2.1.5 as "Contribution- Company owned Provident Fund" is ₹ 3.49 crore (Previous Year ₹ 5.46 crore)

The actuary has provided for a valuation and based on the below provided assumption there is no interest shortfall as at 31st March 2025 (31st March 2024 : Nil).

(₹ in crore)

Sr. No.	Particulars	As at 31st March 2025	As at 31st March 2024
(i)	**Change in defined benefit obligation**		
	Balance at the beginning of the year	**4,174.62**	**3,744.86**
	Adjustment of:		
	Current Service Cost	130.66	117.40
	Employee Contribution	214.13	193.89
	Benefits Paid/Settlements/Withdrawals (incl. Transfer In/Out)	(334.70)	(302.18)
	Actuarial (Gains)/Losses	99.40	132.43
	Interest cost	322.01	288.22
	Balance at the end of the year	**4,606.12**	**4,174.62**
(ii)	**Change in Fair Value of Assets**		
	Balance at the beginning of the year	**4,213.96**	**3,762.45**
	Employer Contribution	127.83	115.28
	Employee Contribution	214.13	193.89
	Benefits Paid/Settlements/Withdrawals (incl. Transfer In/Out)	(335.25)	(304.81)
	Actuarial (Gains)/Losses	109.09	167.35
	Expected Return on Plan Assets	299.92	279.80
	Balance at the end of the year	**4,629.68**	**4,213.96**
(iii)	**Net Asset / (Liability) recognised in the Balance Sheet**		
	Present value of Defined Benefit Obligation	(4,606.12)	(4,174.62)
	Fair Value of Plan Assets	4,629.68	4,213.96
	Surplus/(Deficit) available	**23.56**	**39.34**
(iv)	**Assumptions used in determining the Present Value Obligation of interest rate guarantee under the Deterministic Approach**		
	- Discount Rate for the term of the Obligations	6.80%	7.1%-7.2%
	- Discount Rate for the remaining term of maturity of Investment Portfolio	6.73% - 8.01%	7.18%
	- Average Historic Yield on Investment Portfolio	7.90%-8.31%	7.92%- 8.52%
	- Guaranteed Interest Rate	8.25%	8.25%

(xix) Defined Contribution Plans:

(₹ in crore)

Particulars	As at 31st March 2025	As at 31st March 2024
Amount recognised as an expense and included in Note 3.6 as "Contribution to Provident and Other Funds"	261.05	217.78
Amount recognised as pre-operative expense and included in Note 2.1.5 as "Contribution to Provident and Other Funds"	0.99	0.89
Total Contribution to Provident and Other Funds	**262.04**	**218.67**

4.9 Financial Instruments - Disclosure, Accounting Classifications and Fair Value Measurements (Ind As 107)

A. Disclosure of Financial Instruments:

a. Equity Instruments (Other than Joint Ventures and Associates)

These investments have to be fair valued either through OCI or Profit and Loss. Investments in the Company have been designated on initial recognition to be measured at FVTOCI as these are strategic investments and are not intended for sale. However, few of the equity instruments held by the Subsidiary Companies have been designated to be measured at FVTPL as these investments are held for trading.

b. Debentures and Bonds

Investments in Debentures or Bonds meet the contractual cash flow test as required by Ind AS 109: Financial Instruments. However, the business model of the Company and generally is such that it does not hold these investments till maturity (except Financial Service business) as the Company intends to sell these investments as and when need arises.

c. Mutual Funds and Preference Shares Designated at FVTPL

Preference Shares and Mutual Funds have been measured at FVTPL as these financial assets do not pass the contractual cash flow test as required by Ind AS 109: "Financial Instruments", for being measured at amortised cost or FVTOCI, hence, classified at FVTPL.

B. Classification and Measurement of Financial Assets and Liabilities

₹ in crore

	As at 31st March 2025		As at 31st March 2024	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial Assets at Amortised Cost				
Trade Receivables	9,158.96	9,158.96	6,981.20	6,981.20
Loans (including Loans related to NBFC/HFC Business)	1,52,649.81	1,52,649.81	1,22,921.08	1,22,921.08
Investments of Insurance Business	40,632.89	42,303.40	32,462.36	33,168.09
Other Investments	461.82	461.82	128.85	128.85
Cash and Bank Balances	7,905.42	7,905.42	4,648.76	4,648.76
Other Financial Assets	5,624.59	5,624.59	4,681.32	4,681.32
Re-insurance Assets	1,641.76	1,641.76	1,363.92	1,363.92
Other Investments: Fixed Deposits with financial institutions with original maturity less than twelve months	54.67	54.67	350.00	350.00

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

	As at 31st March 2025		As at 31st March 2024	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial Assets at Fair Value through Other Comprehensive Income				
Investments of Insurance Business	17,305.20	17,305.20	14,308.44	14,308.44
Other Investments	13,719.96	13,719.96	13,069.97	13,069.97
Financial Assets at Fair Value through Profit and Loss				
Investments of Insurance Business (including Investments of Assets Held to Cover Linked Liabilities)	42,429.04	42,429.04	40,043.99	40,043.99
Other Investments	15,868.01	15,868.01	18,459.08	18,459.08
Hedging Instruments measured at Fair value through Profit or Loss				
Derivative Assets	1,376.07	1,376.07	880.92	880.92
Total	**3,08,828.20**	**3,10,498.71**	**2,60,299.89**	**2,61,005.62**
Financial Liabilities at Amortised Cost				
Non-Current Borrowings	1,23,927.09	1,23,537.99	86,116.47	85,591.10
Current Borrowings	59,721.60	59,721.60	48,985.74	48,985.74
Lease Liabilities	2,676.87	2,676.87	2,052.84	2,052.84
Policyholders Liabilities	98,350.53	98,350.53	85,388.47	85,388.47
Trade Payables	15,438.09	15,438.09	15,357.06	15,357.06
Other Financial Liabilities	16,622.04	16,622.04	14,126.86	14,126.86
Hedging Instruments measured at Fair value through Profit or Loss				
Derivative Liabilities	121.42	121.42	116.22	116.22
Total	**3,16,857.64**	**3,16,468.54**	**2,52,143.66**	**2,51,618.29**

C. Fair Value Measurements (Ind AS 113)

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments based on the input that is significant to the fair value measurement as a whole:]

Level 1: This hierarchy uses quoted (unadjusted) prices in active markets for identical assets or liabilities. The fair value of all Equity Shares, which are traded in the stock exchanges is valued using the closing price at the reporting date.

Level 2: Category includes financial assets and liabilities measured using a valuation technique based on assumptions that are supported by prices from observable current market transactions. These include assets and liabilities for which pricing is obtained via pricing services, but where prices have not been determined in an active market, financial assets with fair values based on broker quotes and assets that are valued using the Group's own valuation models whereby the material assumptions are market observable. The majority of the Group's over-the-counter derivatives and several other instruments not traded in active markets fall within this category.

Level 3: Category includes financial assets and liabilities measured using valuation techniques based on non-market observable inputs. Valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data. However, the fair value measurement objective remains the same, that is, to estimate an exit price from the perspective of the Group. The main asset classes in this category are unlisted equity investments as well as unlisted funds.

For assets and liabilities, which are measured at fair value as at Balance sheet date, the classification of fair value calculation by category is summarised below:

₹ in crore

Quantitative Disclosures Fair Value Measurement Hierarchy for Assets and Liabilities	Level 1	Level 2	Level 3	Total
As at 31st March 2025				
Financial Assets:				
1) Measured at Fair Value through Other Comprehensive Income				
- Investments of Insurance Business	6,831.11	10,466.58	7.51	17,305.20
- Other Investments in Debentures or Bonds	-	260.55	-	260.55
- Other Investments in Equity Instruments (other than Joint Ventures and Associates)	11,765.65	-	1,693.76	13,459.41
2) Measured at Fair Value through Profit and Loss				
- Investments of Insurance Business [including Investments of Assets Held to Cover Linked Liabilities]	32,927.20	9,455.13	46.71	42,429.04
- Other Investments in Mutual Funds, Debentures or Bonds and Private Equity Investment Funds	717.55	14,408.48	129.80	15,255.83
- Other Investments in Equity Instruments (other than Joint Ventures and Associates)	-	-	454.45	454.45
- Other Investments in Limited Liability Partnership	-	-	26.60	26.60
- Other Investments in Preference Shares	-	-	131.13	131.13
3) Hedging Instruments				
- Derivative Assets	-	1,376.07	-	1,376.07
Financial Liabilities:				
1) Measured at Amortised Cost				
- Non-Current Borrowings	-	53,836.42	69,701.57	1,23,537.99
- Policyholders Liabilities	37,948.93	-	60,401.60	98,350.53
2) Hedging Instruments				
- Derivative Liabilities	-	121.42	-	121.42
As at 31st March 2024				
Financial Assets:				
1) Measured at Fair Value through Other Comprehensive Income				
- Investments of Insurance Business	6,420.21	7,887.35	0.88	14,308.44
- Other Investments in Debentures or Bonds	-	169.17	-	169.17
- Other Investments in Equity Instruments (other than Joint Ventures and Associates)	11,467.39	-	1,433.41	12,900.80
2) Measured at Fair Value through Profit and Loss				
- Investments of Insurance Business [including Investments of Assets Held to Cover Linked Liabilities]	30,420.45	9,623.54	-	40,043.99
- Other Investments in Mutual Funds, Debentures or Bonds and Private Equity Investment Funds	430.65	17,038.20	573.66	18,042.51
- Other Investments in Equity Instruments (other than Joint Ventures and Associates)	-	-	244.00	244.00
- Other Investments in Limited Liability Partnership	-	-	26.60	26.60
- Other Investments in Preference Shares	-	-	145.97	145.97
3) Hedging Instruments				
- Derivative Assets	-	880.92	-	880.92

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Quantitative Disclosures Fair Value Measurement Hierarchy for Assets and Liabilities	Level 1	Level 2	Level 3	Total
Financial Liabilities:				
1) Measured at Amortised Cost				
- Non-Current Borrowings	-	36,655.43	48,935.67	85,591.10
- Policyholders Liabilities	36,066.96	-	49,321.51	85,388.47
2) Hedging Instruments				
- Derivative Liabilities	-	116.22	-	116.22

The Management assessed that cash and bank balances, trade receivables, loans, trade payables, borrowings (cash credits, commercial papers, foreign currency loans, working capital loans) and other financial assets and liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

The fair value of loans, security deposits and investments in preference shares was calculated based on cash flows discounted using a current lending rate. They are classified as Level 3 fair value hierarchy due to inclusion of unobservable inputs including counter party credit risk.

During the year ended 31st March 2025 and 31st March 2024, there was no transfer between Level 1 and Level 2 fair value measurement.

4.9.1 Key Inputs for Level 1 and Level 2 Fair Valuation Technique:

1. Mutual Funds: Based on Net Asset Value of the Scheme (Level 2)
2. Debentures or Bonds: Based on market yield for instruments with similar risk/maturity, etc. (Level 2)
3. Listed Equity Investments (other than Joint Ventures and Associates): Quoted Bid Price on Stock Exchange (Level 1)
4. Derivative Liabilities: (Level 2)
   - (i) the fair value of interest rate swaps is calculated as per the present value of the estimated future cash flows based on observable yield curves and an appropriate discount factor.
   - (ii) the fair value of forward foreign exchange contracts is calculated as per the present value determined using forward exchange rates and interest rate curve of the respective currencies.
   - (iii) the fair value of foreign currency swap is calculated as per the present value determined using forward exchange rates, currency basis spreads between the respective currencies, interest rate curves and an appropriate discount factor.
   - (iv) the fair value of foreign currency option contracts is determined using the Black-Scholes Valuation Model.
   - (v) the fair value of commodity swaps is calculated as per the present value determined using the forward price and interest rate curve of the respective currency.

4.9.2 Description of Significant Unobservable Inputs Used for Financial Instruments (Level 3)

The following table shows the valuation techniques and inputs used for financial instruments:

Investments in Preference Shares	Discounted Cash Flow Method using risk adjusted discount rate
Equity Investments - Unquoted (other than Joint Ventures and Associates)	Discounted Cash Flow Method using risk adjusted discount rate
Private Equity Investment Funds and Partnership Firms (LLP)	Price to Book Value Method
Long-Term Borrowings	Discounted Cash Flow Method using risk adjusted discount rate
Other Financial Instruments	Discounted Cash Flow Method using risk adjusted discount rate and expected gross recoveries

4.9.2.1 Relationship of Unobservable Inputs to Level 3 Fair Values (Recurring)

A. Equity Investments - Unquoted (Significant unobservable input being the average cost of borrowings to arrive at discount rate):

A 100 bps increase/decrease in the net worth, the carrying value of the shares would increase/decrease by ₹ 16.39 crore (as at 31st March 2024: increase / decrease by ₹ 14.08 crore using Weighted Average Cost of Capital (WACC) or discount rate used while all other variables were held constant).

B. Preference Shares (Significant unobservable input being the average cost of borrowings to arrive at discount rate):

A 100 bps increase/decrease in the discount rate used while all the other variables were held constant, the carrying value of the shares would decrease by ₹ 2.01 crore or increase by ₹ 2.00 crore (as at 31st March 2024: decrease by ₹ 2.04 crore or increase by ₹ 2.06 crore).

C. Financial Services Business

(i) Financial Assets related to Insurance Business

The significant unobservable inputs used in the fair value measurements categorised within Level 3 of the fair value hierarchy, together with a quantitative sensitivity analysis as at 31st March 2025 and 31st March 2024 are as shown below:

Financial Assets/Liabilities Related to Insurance Business (Investment in CDSL Insurance Repository)	Valuation Technique	Significant Unobservable Inputs	Range	Sensitivity of the Input to the Fair Value (₹ crore)
As on 31st March 2025				
Private Equity Investment Funds	Price to Book Value Method	Valuation at 10% discount compare to peer group	0.45	6.58
Private Equity Investment Funds		Valuation at par with peer group	0.50	7.31
Private Equity Investment Funds		Valuation at 10% Premium compare to peer group	0.55	8.04
As on 31st March 2024				
Private Equity Investment Funds	Price to Book Value Method	Valuation at 10% discount compare to peer group	0.45	6.34
Private Equity Investment Funds		Valuation at par with peer group	0.50	7.05
Private Equity Investment Funds		Valuation at 10% Premium compare to peer group	0.55	7.75

Financial Assets/Liabilities Related to Insurance Business (Investment in National Stock Exchange of India Limited)	Valuation Technique	Significant Unobservable Inputs	Range	Sensitivity of the Input to the Fair Value (₹ crore)
As on 31st March 2025				
Private Equity Investment Funds	Price to Book Value Method	Valuation at 10% discount compare to peer group	8.10	3,923.00
Private Equity Investment Funds		Valuation at par with peer group	9.00	4,359.00
Private Equity Investment Funds		Valuation at 10% Premium compare to peer group	9.90	4,795.00
As on 31st March 2024				
Private Equity Investment Funds	Price to Book Value Method	Valuation at 10% discount compare to peer group	7.20	2,979.00
Private Equity Investment Funds		Valuation at par with peer group	8.00	3,310.00
Private Equity Investment Funds		Valuation at 10% Premium compare to peer group	8.80	3,641.00

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

The table summarises the valuation techniques together with the significant unobservable inputs used to calculate the fair value of the ABCL's Level 3 assets and liabilities.

Relationships between unobservable inputs have not been incorporated in this summary.

₹ in crore

Financial Assets related to other business	Level 3 assets 31st March 2025	Valuation Technique	Significant unobservable inputs
Equity Shares	29.97	Net worth of investee company	Instrument Price
Others (Security Receipts)	129.80	Discounted Projected Cash Flow	Expected Gross Recoveries & Discount rates

₹ in crore

Financial Assets related to other business	Level 3 assets 31st March 2024	Valuation Technique	Significant unobservable inputs
Equity Shares	3.97	Net worth of investee company	Instrument Price
Others (Security Receipts)	573.67	Discounted Projected Cash Flow	Expected Gross Recoveries & Discount rates

Sensitivity of fair value measurements to changes in unobservable market data

Financial Assets	31st March 2025		31st March 2024	
	Favourable changes (+5%)	Unfavourable changes (-5%)	Favourable changes (+5%)	Unfavourable changes (-5%)
Equity Shares	1.50	(1.50)	0.20	(0.20)
Others (Security Receipts, Alternate Funds, etc.)	6.49	(6.49)	28.68	(28.68)

4.9.3 The following table shows a reconciliation from the opening balances to the closing balances for Level 3 fair values:

₹ in crore

Particulars	31st March 2025	31st March 2024
Opening Balances	3,788.44	2,778.75
Add: Purchase of Investments during the year	355.19	134.95
Add : Transferred on Acquisition of subsidiary (Note 4.3.b)	7.59	-
Add: Fair Value gain/(loss) recognised in Other Income in the Statement of Profit and Loss	(83.32)	53.56
Add: Fair Value gain recognised in OCI	235.38	735.22
Add: Movement of Re-insurance Assets	277.84	88.98
Less: Sale/(Redemption) of Investments	(449.40)	(3.02)
Closing Balances	**4,131.72**	**3,788.44**

4.10 ▸▸ Financial Risk Management Objectives (Ind AS 107)

A Financial Risk Management and its Policies for Insurance Business

Risk Management Framework

Insurance Business has an Enterprise Risk Management (ERM) framework covering procedures to identify, assess and mitigate the key business risks. Aligned with the business planning process, the ERM framework covers all business risks including strategic risk, operational risks, investment risks and insurance risks. The key business risks identified are approved by the Board's Risk Management Committee and monitored by the Risk Management team thereafter. Insurance Business also has in place an Operational Risk Management (ORM) framework that supports excellence in business processes, system and facilitates matured business decisions to move to a proactive risk assessment, and is in the process of implementing the key operational risk components.

Insurance business recognises that information is a critical business asset, and that our ability to operate effectively and succeed in a competitive market depends on our ability to ensure that business information is protected adequately through appropriate controls and proactive measures. Accordingly, Insurance business has an information security framework that ensures all the information assets are safeguarded by establishing comprehensive management processes throughout the organisation.

Insurance Business Investments Function is governed by the Investment Committee and the Asset Liability Management Committee, appointed by the Board of Directors. Investment Policy and Operating Guidelines laid down by the Board provide the framework for management and mitigation of the risks associated with investments. Asset Liability Policy and various Asset Liability Management (ALM) strategies are adopted to ensure adequate Asset Liability Management. These policies are reviewed at frequent intervals by the respective Board Committees and approved by the Board.

Insurance Business has a robust Business Continuity Framework to ensure resumption of time sensitive activities within the defined time frame at defined levels. Insurance Business is certified against ISO 22301 (Globally accepted standard on Business Continuity).

Insurance Business through its risk management policies has set up systems to continuously monitor its experience with regard to other parameters that affect the value of benefits offered in the products. Such parameters include policy lapses, premium persistency, maintenance expenses and investment returns.

ERM encompasses the following areas:

Governed by risk policies and operating guidelines approved by the Board Committee/Sub Committee of the Board

1. Risk identification
2. Risk response and risk management strategy
3. Risk monitoring, communication and reporting

a. Risk Policies

The following risk policies govern and implement effective risk management practices: Product Design and Pricing Policy, Underwriting and Liability Management Policy, Re-insurance Ceded Policy, Capital Management Policy, Investment Policies, Dealing Room Policy, Broker Empanelment Policy, Valuation Policy, Information Security Policies, Internet and E-mail Usage Policy, Logical Access Security Policy, External Access Security Policy, Physical Access Security Policy, Business Continuity Policy, Operational Risk Management Policy, Fraud Reporting and Investigating Policy, Asset-Liability Management Policy, Outsourcing Policy and Anti-Money Laundering Policy.

b. Capital Management Objectives and Policies

Insurance Business has established the following capital management objectives, policies and approach to managing the risks that affect its capital position:

i) To maintain the required level of stability of the Company, thereby providing a degree of security to policyholders

ii) To allocate capital efficiently and support the development of business by ensuring that returns on capital employed meet the requirements of its capital providers and shareholders

iii) To retain financial flexibility by maintaining strong liquidity and access to a range of capital markets

iv) To align the profile of assets and liabilities taking account of risks inherent in the business

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

v) To maintain financial strength to support new business growth and to satisfy the requirements of the policyholders, regulators and stakeholders

vi) To maintain strong credit ratings and healthy capital ratios, in order to support its business objectives and maximise shareholders value

Insurance Business has met all of these requirements throughout the financial year. In reporting, financial strength, capital and solvency are measured using the rules prescribed by the Insurance Regulatory Authority of India (IRDAI). These regulatory capital tests are based upon required levels of solvency, capital and a series of prudent assumptions in respect of the type of business written. The company's Capital Management Policy for its Insurance and Non–Insurance Business is to hold sufficient capital to cover the statutory requirements based on the IRDAI directives.

c. Regulatory Framework

Regulators are primarily interested in protecting the rights of policyholders and monitor them closely to ensure that the Insurance Business is satisfactorily managing affairs for their benefits. At the same time, regulators are also interested in ensuring that the Company maintains an appropriate solvency position to meet unforeseeable liabilities arising from economic shocks or natural disasters. The operations of the Company are subject to regulatory requirements within the jurisdictions in which it operates.

Insurance and Financial Risk

The principal risk the group faces under insurance contracts is that the actual claims and benefit payments or the timing thereof, differ from expectations. This is influenced by the frequency of claims, severity of claims, actual benefits paid and subsequent development of long–term claims. Therefore, the objective of the group is to ensure that sufficient reserves are available to cover these liabilities.

The risk exposure is mitigated by diversification across a large portfolio of insurance contracts and geographical areas. The variability of risks is also improved by careful selection and implementation of underwriting strategy guidelines, as well as the use of reinsurance arrangements.

1. Life insurance contracts and investment contracts with and without Discretionary Participation Feature (DPF)

Ind AS 104 requires products offered by the Insurance Company to classify them in Insurance Contract and Investment Contract. Each contract needs to be classified in insurance contract and investment contract based on the risk they carry.

A contract would be an insurance contract and investment contracts with DPF if the benefit payable on death is higher by:

at least 5% of the fund value at any time during the life on the contract for unit linked products, or

at 5% of the premium at any time during the life of the contract for other than unit linked products

All other contracts are categorised as Investment Contracts.

For contracts with DPF, the participating nature of these contracts results in a significant portion of the insurance risk being shared with the insured party. For contracts without DPF, group charges for death and disability risks on a quarterly basis. Under these contracts group has the right to alter these charges to take account of death and disability experience, thereby mitigating the risks to the group.

The main risks that the Group is exposed to are as follows:

i) **Persistency Risk –** risk of loss arising due to policyholder experiences (lapses and surrenders) being different than expected

ii) **Mortality Risk –** risk of loss arising due to policyholder death experience being different than expected

iii) **Morbidity Risk –** risk of loss arising due to policyholder health experience being different than expected

iv) **Longevity Risk –** risk of loss arising due to the annuitant living longer than expected

v) **Investment Return Risk –** risk of loss arising from actual returns being different than expected

vi) **Expense Risk –** risk of loss arising from expense experience being different than expected

vii) **Product and Pricing Risk –** risk of loss due to incorrect pricing or not adhering to the product regulations or higher payouts due to ambiguity in terms and conditions

viii) **Reinsurance Risk –** The Company enters into reinsurance agreements in order to mitigate insurance risk. However, this leads to default risk from the reinsurer at the time of claim payment or also concentration risk if all the risk is insured to one reinsurer.

ix) **Concentration Risk –** The Company faces concentration risk by selling business to specific geography or by writing only single line business, etc.

Control Measures

The actuarial department has set up systems to continuously monitor the Company's experience with regard to parameters like policy lapses, premium persistency, maintenance expenses and investment returns. The underwriting team, with actuarial guidance, has set in place processes and procedures to review proposal. Many products offered by the Company also have an investment guarantee. The Company has set aside additional reserves to cover this risk.

Further, the possible financial effect of adverse mortality and morbidity experience has been reduced by entering into reinsurance agreements with multiple reinsurers. The Company has entered into a separate agreement with reinsurers to cover the catastrophic risks under individual and group business.

A further element of managing risk is to limit the exposure to individual segments of the population. In essence, being over-represented in any population segment will increase the variance of the Company's experience, and so there are advantages to diversifying across all relevant population segments, at least until data is available to confirm which segments can be expected to have relatively favorable experience. At the present stage in the Company's development, the focus is on building new distribution and so geographical diversification is actively taking place. In future, the actuarial team will need to be alert to assess potential risk aggregations.

The Company has a Board approved risk management policy covering underwriting, claims and reserving for policy liabilities. The Company has a detailed claims processing manual in place. Complicated and large claims are referred to the Company's Claims Review Committee.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Insurance Contracts Liabilities: Change in Liabilities

₹ in crore

Particulars	Year Ended 31st March 2025				Year Ended 31st March 2024			
	With DPF	Linked Business	Others	Total	With DPF	Linked Business	Others	Total
Gross Liability at the beginning of the Year	9,320.89	24,335.52	27,131.27	60,787.68	7,825.05	20,805.63	20,889.57	49,520.24
Reclassified as Insurance Contracts	10,447.85	-	1,061.68	11,509.53	-	-	-	-
Add/(Less)								
Premium	4,242.48	3,476.69	10,938.89	18,658.06	1,554.92	2,607.28	8,732.28	12,894.48
Unwinding of the Discount / Interest Credited	1,136.04	1,465.18	2,897.35	5,498.57	707.27	5,303.08	1,931.34	7,941.69
Insurance Liabilities Released	(2,425.72)	(4,272.31)	(3,543.58)	(10,241.61)	(460.31)	(4,032.86)	(2,663.75)	(7,156.92)
Undistributed Participating Policyholders surplus (FFA)	-	13.22	10.15	23.37	-	-	61.61	61.61
Others (Expense overrun, Contribution from S/H and Profit/ Loss)	259.29	(283.81)	(2,730.65)	(2,755.17)	(306.04)	(347.60)	(1,819.80)	(2,473.44)
Gross Liability at the end of the Year	**22,980.82**	**24,734.49**	**35,765.11**	**83,480.43**	**9,320.89**	**24,335.53**	**27,131.25**	**60,787.67**
Recoverable from Reinsurance	4.13	27.69	1,609.94	1,641.76	4.18	23.15	1,336.59	1,363.92
Net Liability	**22,976.69**	**24,706.80**	**34,155.17**	**81,838.67**	**9,316.71**	**24,312.38**	**25,794.66**	**59,423.75**

Investment Contracts Liabilities

₹ in crore

Particulars	Year Ended 31st March 2025				Year Ended 31st March 2024			
	With DPF	Linked Business	Others	Total	With DPF	Linked Business	Others	Total
At the beginning of the Year	10,447.85	11,971.92	1,075.07	23,494.84	8,649.62	10,013.53	624.16	19,287.30
Reclassified as Insurance Contracts	(10,447.85)	-	(1,061.68)	(11,509.53)	-	-	-	-
Additions								
Premium	-	1,980.47	0.24	1,980.71	2,288.40	1,603.55	473.69	4,365.64
Interest and Bonus Credited to Policyholders	-	1,016.93	0.49	1,017.42	442.49	1,339.03	58.53	1,840.05
Deductions								
Withdrawals/Claims	-	1,370.40	-	1,370.40	1,209.79	824.38	-	2,034.17
Fee Income and Other Expenses	-	18.27	4.43	22.70	-	14.84	15.10	29.94
Others Profit and Loss	-	77.48	2.52	80.00	(277.14)	142.91	66.21	(68.02)
Others (includes DAC, DOF and Profit/Loss)	-	-	-	-	-	2.06	-	2.06
At the end of the Year	**-**	**13,503.17**	**7.17**	**13,510.34**	**10,447.85**	**11,971.92**	**1,075.07**	**23,494.84**

Reinsurance Assets

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
At the beginning of the year	1,363.94	1,274.95
Add/(Less)		
Premium	595.96	535.94
Unwinding of the Discount /Interest credited	94.66	79.25
Insurance Liabilities Released	(536.97)	(379.12)
Others (Experience Variations)	124.17	(147.08)
At the end of the year	**1,641.76**	**1,363.94**

Deferred Acquisition Cost

₹ in crore

Particulars	Year Ended 31st March 2025	Year Ended 31st March 2024
As at 1st April	**0.59**	**1.38**
Expenses Deferred	-	-
Amortisation	(0.59)	(0.79)
As at 31st March	**-**	**0.59**

Deferred origination fees

₹ in crore

Particulars	Amount
As at 1st April 2023	**0.69**
Expenses deferred	-
Amortisation	(0.38)
As at 31st March 2024	**0.31**
Amortisation	(0.31)
As at 31st March 2025	**-**

Key Assumptions

The assumptions play vital role in calculating insurance liabilities for the group. Material judgement is required in determining the liabilities and in the choice of assumptions. Best estimate assumptions in use are based on historical and current experience, internal data, some judgement and as per guidance notes/actuarial practice standards. However for the purpose of valuation an additional level of prudence has been kept on all the best estimate assumptions known as MfAD (margin for adverse deviation). The Company keeps adequate MfAD, as prescribed in APS 7, issued by the Institute of Actuaries of India (IAI), in all assumptions over the best estimate value.

Best Estimate Assumptions are further evaluated on a continuous basis in order to ensure realistic and reasonable valuations.

Assumptions can vary by type of product, duration, gender etc if the experience of any category is significantly different and data is credible for the respective category.

The key assumptions to which the estimation of liabilities is particularly sensitive are, as follows:

i) Mortality and Morbidity Rates

Assumptions are based on historical experience and for new products based on industry/reinsurers data. An appropriate, but not excessive, allowance may be made for expected future improvements. Assumptions may vary by type of product, distribution channel, gender, etc.

An increase in mortality/morbidity rates will usually lead to a larger number/amount of claims (and claims could occur sooner than anticipated), which will increase the liability and reduce profits for the shareholders.

ii) Longevity

Assumptions are based on standard industry and national tables, adjusted when appropriate to reflect the group's own risk experience. An appropriate, but not excessive, prudent allowance is made for expected future improvements. Assumptions are normally differentiated by gender, underwriting class and contract type. An increase in longevity rates will lead to an increase in the number of annuity payments to be made, which will increase the liability and reduce profits for the shareholders.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

iii) Investment Return and Discount Rate

The weighted average rate of return is derived based on a model portfolio, that is assumed to back liabilities, consistent with the long–term asset allocation strategy. These estimates are based on current market returns as well as expectations about future economic and financial developments.

An increase in investment return would lead to an increase in profits for the shareholders.

Life insurance liabilities are determined as the sum of the discounted value of the expected benefits and future administration expenses directly related to the contract, less the discounted value of the expected theoretical premiums that would be required to meet these future cash outflows. Discount rates are based on investment strategy of the group, current industry risk rates, adjusted for the group's own risk exposure.

A decrease in the discount rate will increase the value of the insurance liability and therefore reduce profits for the shareholders.

iv) Expenses and Inflation

Operating expenses assumptions reflect the projected costs of maintaining and servicing in–force policies and associated overhead expenses. The current level of expenses is taken as an appropriate expense base, adjusted for expected expense inflation, if appropriate.

An increase in the level of expenses would result in an increase in expenditure, thereby reducing profits for the shareholders.

v) Lapse, Surrender and Partial Withdrawal Rates

Lapses relate to the termination of policies due to non–payment of premiums. Surrenders relate to the voluntary termination of policies by policyholders. Policy termination assumptions are determined using statistical measures based on the group's experience, and usually vary by product type, policy duration and sales trends.

An increase in lapse rates, early in the life of the policy would tend to reduce profits for shareholders, but later increases are broadly neutral in effect.

The best estimate assumptions that have the greatest effect on the Statement of Financial Position and the Statement of Profit and Loss of the Company are listed below.

Portfolio Assumptions by Type of Business Impacting Net liabilities	Mortality Rates		Investment Return		Lapse and Surrender Rates	
	31st March 2025	31st March 2024	31st March 2025	31st March 2024	31st March 2025	31st March 2024
Insurance						
With DPF	75% - 275% of IALM2012-14	75.00% - 275.00% of IALM2012-14	7.15% p.a.	7.15% p.a.	PY1 : 9% - 21% PY2 : 3% PY3 + : 2%	PY1 : 9.00% - 25.00% PY2 : 2.00% PY3 + : 1.00% - 2.00% (varying by product)
Linked Business	40-100% of IALM2012-14	55.00% of IALM2012-14	a) 9.00% p.a. for assets backing linked liabilities b) 6.85% p.a. for asset backing non-unit liabilities	a) 9.00% p.a. for assets backing linked liabilities b) 6.90% p.a. for asset backing non-unit liabilities	PY1 : 10%-35% PY2 : 3.5% - 35% PY3+: 2.5% -20% (varying by product and duration)	PY1 : 10%-35% PY2 : 5% - 35% PY3+: 3% -20% (varying by product and duration)
Others	20.07%-450% of IALM2012-14	19.40%-407.00% of IALM2012-14	6.51%-7.58% p.a.	6.53%-7.53% p.a.	PY1 : 0%-40% PY2 : 0% - 15% PY3+: 0% -12% (varying by product and duration)	PY1 : 0%-40% PY2 : 0% - 15% PY3+: 0% -12% (varying by product and duration)

Portfolio Assumptions by Type of Business Impacting Net Liabilities	Partial Withdrawal		Renewal Per Policy Expense Assumptions		Inflation	
	31st March 2025	31st March 2024	31st March 2025	31st March 2024	31st March 2025	31st March 2024
Insurance						
With DPF	N/A	N/A	Max 862.43 Per policy	Max 782.25 Per policy	0.05	0.05
Linked Business	0% - 3% p.a.	0% - 3% p.a.	862.43 Per policy	782.25 Per policy	0.05	0.05
Others	N/A	N/A	Max 862.43 Per policy (varies by product)	Max 782.25 Per policy (varies by product)	0.05	0.05

*Commission scales have been allowed in accordance with the product filing with IRDA.

Sensitivity Analysis

The following analysis is performed for reasonably possible movements in key assumptions with all other assumptions held constant, showing the impact on gross liabilities. The correlation of assumptions will have a significant effect in determining the ultimate liabilities, but to demonstrate the impact due to changes in assumptions, assumptions had to be changed on an individual basis. It should be noted that movements in these assumptions are non–linear. The method used for deriving sensitivity information and significant assumptions made did not change from the previous period. The sensitivities are same as shared with Regulators during annual reporting.

₹ in crore

Sensitivity Parameters	Current Year			Previous Year		
	Insurance	Investment with DPF	Investment without DPF	Insurance	Investment with DPF	Investment without DPF
Lapses Increased by 10%	70,346.46	12,141.94	13,509.99	60,078.70	10,447.88	12,907.88
Lapses Decreased by 10%	72,162.95	12,141.94	13,510.79	61,425.81	10,447.88	13,197.31
Mortality Increased by 10%	72,326.47	12,141.94	13,520.90	60,989.17	10,447.88	13,103.50
Mortality Decreased by 10%	70,162.53	12,141.94	13,499.68	60,477.78	10,447.88	12,993.62
Expenses Increased by 10%	71,616.51	12,141.94	13,694.77	60,949.41	10,447.88	13,094.95
Expenses Decreased by 10%	70,833.52	12,141.94	13,362.03	60,505.17	10,447.88	12,999.51
Interest Rate Increased by 100 bps	71,171.42	12,141.94	13,312.09	60,659.68	10,447.88	13,032.70
Interest Rate Decreased by 100 bps	71,376.55	12,141.94	13,727.02	60,795.40	10,447.88	13,061.86
Inflation Rate Increased by 100 bps	71,585.88	12,141.94	13,718.26	60,996.86	10,447.88	13,105.15
Inflation Rate Decreased by 100 bps	70,926.09	12,141.94	13,377.81	60,507.25	10,447.88	12,999.95

Financial Risks:

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss to other party by failing to discharge an obligation. Group is subject to credit risk in connection with issuers of securities held in our investment portfolio, reinsurers. Losses may occur when a counterparty fails to make timely payments pursuant to the terms of the underlying contractual arrangement or when the counterparty's credit rating or risk profile otherwise deteriorates. Credit risk can occur at multiple levels, as a result of broad economic conditions, challenges within specific sectors of the economy, or from issues affecting individual companies. Events that result in defaults, impairments or downgrades of the securities in our investment portfolio would cause the Group to record realised or unrealised losses and increase our provisions for asset default, adversely impacting earnings.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Governance structure, in the form of Investment Committee, and well defined investment policies and processes are in place to ensure that the risks involved in investments are identified and acceptable levels are defined. Stringent investment norms and approval structure ensures healthy portfolio while delivering the expected performance. All Regulatory and Internal norms are built in the Investment system, which monitors the Investment limits and exposure norms on real-time basis. Group uses systems like MSCI Barra One to evaluate and monitor risks.

The Policyholders' funds are invested in accordance with regulatory norms, Investment policy, fund objective of unit linked funds and risk profile of the respective fund in fixed income segment, majority of the investment is made in the government securities having sovereign rating and debt securities issued by reputed corporate having appropriate rating as per Investment Committee.

Derivative financial instrument: The settlement risk the Company is exposed to is mitigated by an adequate amount of margin money.

Industry Analysis

As on 31st March 2025

₹ in crore

Particulars		Infrastructure	Financial and Insurance	Government	IT Services	Manufacturing	Others	Total
1	**FVTOCI Financial Assets**							
	Policyholders							
	Debt	519.08	5,408.62	-	160.73	300.36	15.30	6,404.09
	Government Securities	-	-	5,182.05	109.77	-	26.04	5,317.86
	Others	-	466.15	283.07	-	-	-	749.22
	Shareholders							
	Debt	503.52	2,322.56	-	74.36	345.96	5.44	3,251.84
	Equity	-	67.13	-	6.60	-	-	73.73
	Government Securities	-	-	1,399.73	21.25	-	26.04	1,447.02
	Others	-	31.51	29.92	-	-	-	61.43
2	**Financial Assets at FVTPL**							
	Policyholders							
	Debt	833.37	4,836.35	-	142.67	528.11	-	6,340.50
	Equity	3,189.64	6,713.52	-	2,765.65	8,858.42	1,255.70	22,782.93
	Government Securities	-	-	11,478.15	-	-	-	11,478.15
	Mutual Fund Units	-	528.63	-	-	-	-	528.63
	Others	-	243.76	591.58	-	-	230.13	1,065.47
	Shareholders							
	Debt	-	35.33		-	-	2.11	37.44
	Equity	-	157.03	-	-	-	-	157.03
	Government Securities	-	-	8.00	-	-	-	8.00
	Mutual Fund Units	-	30.88	-	-	-	-	30.88
3	**Amortised Cost Financial Assets**							
	Policyholders							
	Debt	1,612.86	6,163.20	-	92.60	216.68	15.15	8,100.49
	Government Securities	-	-	32,025.08	55.56	-	-	32,080.64
	Others	-	-	542.51	-	-	-	542.51
	Total Credit Risk Exposure	**6,658.47**	**27,004.67**	**51,540.09**	**3,429.19**	**10,249.53**	**1,575.91**	**1,00,457.86**

As on 31st March 2024

₹ in crore

Particulars	Infrastructure	Financial and Insurance	Government	IT Services	Manufacturing	Others	Total
1 FVTOCI Financial Assets							
Policyholders							
Debt	382.81	4,154.21	-	174.81	270.74	30.67	5,013.24
Government Securities	-	-	4,989.94	82.73	-	26.04	5,098.71
Others	-	109.91	221.78	-	-	-	331.69
Shareholders							
Debt	359.62	1,906.91	-	63.06	175.68	10.62	2,515.89
Equity	-	30.77	-	-	-	-	30.77
Government Securities	-	-	1,244.61	20.96	-	26.04	1,291.61
Others	-	10.68	15.87	-	-	-	26.55
2 Financial Assets at FVTPL							
Policyholders							
Debt	1,037.43	4,819.99	-	170.80	754.81	31.08	6,814.11
Equity	3,141.30	5,962.65	-	3,141.99	8,127.41	1,103.90	21,477.25
Government Securities	-	-	10,016.32	-	-	-	10,016.32
Mutual Fund Units	-	590.47	-	-	-	-	590.47
Others	-	340.05	603.06	-	-	66.56	1,009.67
Shareholders							
Debt	-	44.22	-	-	-	-	44.22
Equity	-	74.55	-	-	-	-	74.55
Government Securities	-	-	7.80	-	-	-	7.80
Mutual Fund Units	-	9.60	-	-	-	-	9.60
3 Amortised Cost Financial Assets							
Policyholders							
Debt	1,555.79	6,049.27	-	97.89	216.59	20.29	7,939.83
Government Securities	-	-	24,259.22	55.56	-	-	24,314.78
Others	-	-	260.68	-	-	-	260.68
Total Credit Risk Exposure	**6,476.95**	**24,103.28**	**41,619.29**	**3,807.81**	**9,545.23**	**1,315.18**	**86,867.74**

Credit exposure by credit rating

As on 31st March 2025

₹ in crore

Particulars	UNR	SOVEREIGN	AAA	AA+	AA-	AA	Others	Total
1 FVOCI Financial Assets								
Policyholders								
Debt	-	-	5,360.36	895.55	-	148.18	-	6,404.09
Government Securities	-	5,182.06	135.80	-	-	-	-	5,317.86
Others	287.04	283.07	179.11	-	-	-	-	749.22
Shareholders								-
Debt	-	-	2,346.06	715.43	67.20	122.11	1.04	3,251.84
Equity	73.73	-	-	-	-	-	-	73.73
Government Securities	-	1,399.73	47.29	-	-	-	-	1,447.02
Others	31.51	29.92	-	-	-	-	-	61.43

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Particulars	UNR	SOVEREIGN	AAA	AA+	AA-	AA	Others	Total
2 Financial Assets at FVTPL								
Policyholders								
Debt	-		5,495.81	547.07	82.50	215.12	-	6,340.50
Equity	22,148.50	-	371.72	241.85	-	20.86	-	22,782.93
Government Securities	-	11,478.15	-	-	-	-	-	11,478.15
Mutual Fund Units	507.76	-	3.18	-	-	-	17.69	528.63
Others	61.32	591.58	182.44	-	-	-	230.13	1,065.47
Shareholders								
Debt	-	-	37.44	-	-	-	-	37.44
Equity	56.61	-	-	84.78	-	15.64	-	157.03
Government Securities	-	8.00	-	-	-	-	-	8.00
Mutual Fund Units	30.88	-	-	-	-	-	-	30.88
3 Amortised Cost Financial Assets								
Policyholders								
Debt	-	-	7,342.88	396.68	290.51	57.45	12.97	8,100.49
Government Securities	-	32,025.08	55.56	-	-	-	-	32,080.64
Others	-	542.51	-	-	-	-	-	542.51
Total Credit Risk Exposure	**23,197.35**	**51,540.10**	**21,557.65**	**2,881.36**	**440.21**	**579.36**	**261.83**	**1,00,457.86**

As on 31st March 2024

₹ in crore

Particulars	UNR	SOVEREIGN	AAA	AA+	AA-	AA	Others	Total
1 FVOCI Financial Assets								
Policyholders								
Debt	-	-	4,197.72	573.83	-	241.68	-	5,013.23
Government Securities	-	4,989.94	108.77	-	-	-	-	5,098.71
Others	67.77	221.79	42.12	-	-		-	331.68
Shareholders								-
Debt	-	-	1,887.74	287.88	51.86	269.10	19.31	2,515.89
Equity	30.77	-	-	-	-	-	-	30.77
Government Securities	-	1,244.61	47.00	-	-	-	-	1,291.61
Others	10.67	15.88	-	-	-	-	-	26.55
2 Financial Assets at FVTPL								
Policyholders								
Debt	-	-	5,946.77	480.99	15.56	370.79	-	6,814.11
Equity	20,868.04	-	343.43	244.98	-	20.79	-	21,477.25
Government Securities	-	10,016.32	-	-	-	-	-	10,016.32
Mutual Fund Units	590.47	-	-	-	-	-	-	590.47
Others	78.91	603.06	261.14	-	-	-	66.57	1,009.67
Shareholders	-	-	-	-	-	-	-	
Debt	-	-	44.22	-	-	-	-	44.22
Equity	-	-	-	58.96	-	15.59	-	74.55
Government Securities	-	7.80	-	-	-	-	-	7.80
Mutual Fund Units	-	-	3.12	-	-	-	6.48	9.60
3 Amortised Cost Financial Assets								
Policyholders								
Debt	-	-	7,436.17	240.85	104.81	134.00	24.00	7,939.83
Government Securities	-	24,259.22	55.56	-	-	-	-	24,314.78
Others	-	260.68	-	-	-	-	-	260.68
Total Credit Risk Exposure	**21,646.64**	**41,619.31**	**20,373.76**	**1,887.48**	**172.23**	**1,051.95**	**116.36**	**86,867.73**

It is the Group's policy to maintain accurate and consistent risk ratings across its credit portfolio. This enables the Management to focus on the applicable risks and the comparison of credit exposures across all lines of business, geographic regions and products. The rating system is supported by a variety of financial analytics combined with processed market information to provide the main inputs for the measurement of counterparty risk. All internal risk ratings are tailored to the various categories, and are derived in accordance with the Group's rating policy. The attributable risk ratings are assessed and updated regularly.

The Group manages its product mix to ensure that there is no significant concentration of credit risk.

Expected Credit Loss

In accordance with Ind AS 109, the Company applies Expected Credit Loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

a) Financial assets that are measured at amortised cost; and

b) Financial assets (debt) that are measured as at Fairvalue.

ECL has been calculated on Non-ULIP portfolio as ULIP portfolio is marked-to-market. For recognition of impairment loss on financial assets and risk exposure, the group determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss.

Loss Given Default (LGD) of 75% has been assumed across all securities.

ECL allowance (or reversal) recognised during the period is recognised as an expense/income in the Statement of Profit and Loss.

The Group does not have any purchased or originated credit-impaired (POCI) financial assets, i.e., financial assets which are credit impaired on purchase/origination.

On other items, as per simplified approach, the Group makes provision on agent receivable, security deposit and other creditors as per our policy basis the ageing of corresponding assets and liability.

ECL Allowance computed, basis above, during the period under consideration is as follows:

₹ in crore

Movement of Allowances	Year Ended 31st March 2025	Year Ended 31st March 2024
Financial Assets		
As at 1st April	**15.44**	**12.47**
Provided during the year	22.87	3.92
Amounts Written off	(1.34)	(0.95)
As at 31st March	**36.97**	**15.44**

Liquidity Risk

Liquidity risk is the possibility that the Group will not be able to fund all cash outflow commitments as they fall due. The Group's primary funding obligations arise in connection with the payment of policyholder benefits sources of available cash flow include general fund premiums and investment related inflows (such as maturities, principal repayments, investment income and proceeds of asset sales).

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

An asset-liability mismatch occurs when the financial terms of a company's assets and liabilities do not correspond. These can lead to non-payment/deferment of claims, expenses, etc. Through effective cash management and capital planning, the Company ensures that it is properly funded and maintain adequate liquidity to meet obligations. Based on the Company's historical cash flows and liquidity management processes, we believe that the cash flows from our operating activities will continue to provide sufficient liquidity for us to satisfy debt service obligations and to pay other expenses as they fall due. A governance structure, in form of the ALM Committee, and well defined Asset-Liability Management framework require periodic monitoring of the Asset-Liability position of the Company. BSLI's Asset-Liability Management Techniques aims to manage the volume, mix, maturity, rate sensitivity, quality and liquidity of assets and liabilities as a whole so as to attain a predetermined acceptable risk/reward ratio. Further, the NAV guarantee products use proprietary monitoring mechanisms to ensure adequate ALM.

Maturity Profiles

For insurance contract liabilities and reinsurance assets, maturity profiles are determined based on estimated timing of net cash outflows from the recognised insurance liabilities. Unearned premiums have been excluded from the analysis as they are not contractual obligations. Unit-linked liabilities are repayable or transferable on demand, and are included in the up-to-a-year column. Repayments, which are subject to notice, are treated as if notice were to be given immediately.

The group maintains a portfolio of highly marketable and diverse assets that can be easily liquidated in the event of an unforeseeable interruption of cash flow.

The group manages its product mix to ensure that there is no significant concentration of credit risk.

The table below summarises the expected utilisation or settlement of assets and liabilities.

Maturity Analysis on Expected Maturity Bases

As on 31st March 2025

₹ in crore

Particulars	Less Than 12 Months	1 to 5 years	More than 5 years	Total
Financial Liabilities				
Other Financial Liabilities	2,236.54	-	5.10	2,241.64
Lease Liability	58.27	188.10	74.72	321.09
Life Insurance Contract Liabilities and Restricted Surplus	3,582.44	30,204.09	64,564.00	98,350.53
Subordinated Liabilities	-	-	1,299.30	1,299.30
Trade and Other Payables	746.42	-	-	746.42

As on 31st March 2024

₹ in crore

Particulars	Less Than 12 Months	1 to 5 years	More than 5 years	Total
Financial Liabilities				
Other Financial Liabilities	1,613.45	-	3.68	1,617.13
Lease Liability	13.19	125.65	51.36	190.19
Life Insurance Contract Liabilities and Restricted Surplus	2,832.29	16,800.28	65,755.90	85,388.47
Subordinated Liabilities	-	-	749.69	749.69
Trade and Other Payables	599.10	-	-	599.10

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Group is exposed to financial and capital market risks – the risk that the fair value or future cash flows of an insurance contract or financial instrument will fluctuate because of changes or volatility in market prices. Market risk includes equity market and interest rate risks.

Market risk governance practices are in place, including independent monitoring and review and reporting to senior management and the Risk Management Committee. The Group has investment policy in place, which deals with guidelines for asset allocation and portfolio limit structure, to ensure that assets back specific policyholders' liabilities.

The Group issues unit–linked investment policies in a number of its operations. In the unit–linked business, the policyholder bears the investment risk on the assets held in the unit–linked funds as the policy benefits are directly linked to the value of the assets in the fund. The Group's exposure to market risk on this business is limited to the extent that income arising from asset management charges is based on the value of assets in the fund.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Floating rate instruments exposes the Group to cash flow interest risk, whereas fixed interest rate instruments expose the Group to fair value interest risk.

The following analysis is performed for reasonably possible movements in key variables with all other variables held constant, showing the impact on profit before tax and equity. The correlation of variables will have significant effect in determining the ultimate impact of interest rate risk, but to demonstrate the impact due to changes in variables, variables had to be changed on an individual basis. It should be noted that movements in these variables are non–linear. The method used for deriving sensitivity information and significant variables have not changed from the previous period.

₹ in crore

Market indices	Change in Interest Rate	As at 31st March 2025		As at 31st March 2024	
		Impact on Profit Before Tax	Impact on Equity*	Impact on Profit Before Tax	Impact on Equity*
Interest Rate	25 Basis Point down	Nil	201.49	Nil	179.78
	50 Basis Point down	Nil	408.43	Nil	368.09
	25 Basis Point Up	Nil	(196.83)	Nil	(175.10)
	50 Basis Point Up	Nil	(387.50)	Nil	(345.13)

** Shock only on Interest Rate on FVTOCI instrument. Hence, no impact on Profit Before Tax considered.*

Equity Price Risk

Equity market risk is the potential for financial loss arising from declines or volatility in equity market prices. The Group is exposed to equity risk from a number of sources. A portion of our exposure to equity market risk arises in connection with benefit guarantees on contracts. The cost of providing for these guarantees is uncertain, and will depend upon a number of factors, including general capital market conditions, underlying fund performance, policyholder behaviour, and mortality experience, which may result in negative impacts on our net income and capital.

The Group has no significant concentration of equity price risk.

The analysis below is performed for reasonably possible movements in market indices, i.e.; BSE 100 with all other variables held constant, showing the impact on profit before tax (due to changes in fair value of financial assets and liabilities whose fair values are recorded in the Statement of Profit and Loss) and equity (that reflects changes in fair value of FVTPL financial assets). The correlation of variables will have a significant effect in determining the ultimate impact on price risk, but to demonstrate the impact due to changes in variables, variables had to be changed on an individual basis.

₹ in crore

Market Indices	Change in Variables	As at 31st March 2025		As at 31st March 2024	
		Impact on Profit Before Tax	Impact on Equity	Impact on Profit Before Tax	Impact on Equity
BSE 100	10% rise	399.43	347.01	337.57	315.94
	10% fall	(399.43)	(347.01)	(337.57)	(315.94)

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Operational Risks

Operational Risk means the risk of loss resulting from inadequate or failed internal processes, people and systems, frauds or from external events. When controls fail to perform, operational risks can cause damage to reputation, have legal or regulatory implications or can lead to financial loss. The Group cannot expect to eliminate all operational risks but by initiating a rigorous control framework and by monitoring and responding to potential risks, the Group is able to manage the risks. Controls include effective segregation of duties, access controls, authorisation and reconciliation procedures, staff education, monitoring of adherence to assigned risk thresholds or limits and assessment processes.

Operational risks are managed according to the Operational Risk Management policy and are reviewed in the Operational Risk Management Committee (ORMC) with the Leadership Team. The Group maintains an operational loss database to track and mitigate risks resulting in financial losses. The Group has also initiated a Risk Control & Self Assessment process to embed the control testing as a part of day to day operations. Additionally there is a process of policy certification to take a confirmation from stakeholders on implementation of Risk policies. To control operational risk, operating and reporting processes are reviewed and updated regularly. Ongoing training through internal and external programs is designed to equip staff at all levels to meet the demands of their respective positions. To manage and report operational risk we use various tools including self-assessments, continuous control monitoring and review of key risk indicators. We are also in the process of implementing a comprehensive workflow system at Group level to manage operational risks in a streamlined, efficient, and integrated manner.

The Group has a robust Business Continuity Plan and Information Technology Disaster Recovery Plan in place to manage any business / technology interruption risk. Business Continuity Management System is certified against the global standard ISO 22301. It also has Business Continuity Policy to have a planned response in the event of any contingency ensuring recovery of critical activities at agreed levels within agreed timeframe thereby complying with various regulatory requirements and minimising the potential business impact.

Information Security Risk is the risk arising from IT systems (data leakage, application vulnerabilities, lack of segregation of duties and access control), human error, etc. which can cause damage to finances or reputation. Information Security risks are governed through Information Security Management System aligned and certified against ISO 27001 which is a global benchmark. The Group has a comprehensive Information Security and Cyber security policy designed to comply with ISO 27001, IRDAI Cyber guidelines, privacy and/or data protection legislations as specified in Indian Information Technology Act, 2008 and Notification dated 11th April 2011 on protection of sensitive personal information and it provides direction to Information Security staff, Management and Employees regarding their roles and responsibilities towards Information Security.

Fraud management is handled through an internal committee, and is governed by the Fraud Reporting and Investigation Policy.

Nature and Term of Outstanding Derivative Contracts

a) Forward Rate Agreements

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
i) Total notional principal amount of forward rate agreement undertaken during the year (Instrument-wise)		
7.06% GOI 2046 (MD 10/10/2046)	434.74	-
7.09% GOI 2054 (MD 05/08/2054)	1,456.00	-
7.09% GOI 2074 (MD 25/11/2074)	233.07	-
7.18% GOI 2037 (MD 24/07/2037)	82.27	117.56
7.25% GOI 2063 (MD 12/06/2063)	479.12	3,461.68
7.30% GOI 2053 (MD 19/06/2053)	255.41	1,966.97
7.34% GOI 2064 (MD 22/04/2064)	3,489.43	-
7.46% GOI 2073 (MD 06/11/2073)	417.21	-
8.17% GOI 2044 (MD 01/12/2044)	705.14	606.94

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
6.64% GOI 2035 (MD 16/06/2035)	-	-
6.67% GOI 2050 (MD 17/12/2050)	-	-
6.83% GOI 2039 (MD 19/01/2039)	-	169.17
7.26% GOI 2033 (MD 06/02/2033)	-	70.46
7.36% GOI 2052 (MD 12/09/2052)	-	1,985.47
7.40% GOI 2062 (MD 19/09/2062)	-	1,505.60
7.41% GOI 2036 (MD 19/12/2036)	-	208.04
7.54% GOI 2036 (MD 23/05/2036)	-	962.16
7.72% GOI 2049 (MD 15/06/2049)	-	135.12
7.72% GOI 2055 (MD 26/10/2055)	-	-
8.13% GOI 2045 (MD 22/06/2045)	54.15	-
8.30% GOI 2040 (MD 02/07/2040)	-	158.50
8.30% GOI 2042 (MD 31/12/2042)	43.28	247.85
8.33% GOI 2036 (MD 07/06/2036)	-	77.25
8.83% GOI 2041 (MD 12/12/2041)	-	44.84
9.23% GOI 2043 (MD 23/12/2043)	26.00	79.79
7.16% GOI 2050 (MD 20/09/2050)	35.00	-
ii) Total notional principal amount of forward rate agreement outstanding as on end of the year (Instrument-wise)		
6.64% GOI 2035 (MD 16/06/2035)	116.22	209.48
6.67% GOI 2035 (MD 15/12/2035)	13.40	13.40
6.67% GOI 2050 (MD 17/12/2050)	107.67	136.40
6.83% GOI 2039 (MD 19/01/2039)	58.29	169.17
6.95% GOI 2061 (MD 16/12/2061)	17.40	17.40
6.99% GOI 2051 (MD 15/12/2051)	68.34	83.34
7.06% GOI 2046 (MD 10/10/2046)	476.73	214.43
7.09% GOI 2054 (MD 05/08/2054)	1,456.00	-
7.09% GOI 2074 (MD 25/11/2074)	233.07	-
7.18% GOI 2037 (MD 24/07/2037)	55.92	117.56
7.25% GOI 2063 (MD 12/06/2063)	3,782.79	3,461.68
7.26% GOI 2033 (MD 06/02/2033)	9.66	70.46
7.30% GOI 2053 (MD 19/06/2053)	1,354.82	1,965.46
7.34% GOI 2064 (MD 22/04/2064)	3,489.43	-
7.36% GOI 2052 (MD 12/09/2052)	1,072.09	1,710.03
7.40% GOI 2035 (MD 09/09/2035)	20.66	36.17
7.40% GOI 2062 (MD 19/09/2062)	1,905.66	1,905.66
7.41% GOI 2036 (MD 19/12/2036)	212.15	422.52
7.46% GOI 2073 (MD 06/11/2073)	392.72	-
7.54% GOI 2036 (MD 23/05/2036)	756.48	1,127.25
7.62% GOI 2039 (MD 15/09/2039)	84.31	170.15
7.63% GOI 2059 (MD 17/06/2059)	29.40	29.40
7.72% GOI 2049 (MD 15/06/2049)	121.57	135.12
7.72% GOI 2055 (MD 26/10/2055)	59.28	93.15
7.73% GOI 2034 (MD 19/12/2034)	18.97	111.87
7.95% GOI 2032 (MD 28/08/2032)	61.94	126.83
8.13% GOI 2045 (MD 22/06/2045)	275.30	253.21
8.17% GOI 2044 (MD 01/12/2044)	1,565.67	917.20

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
8.24% GOI 2033 (MD 10/11/2033)	2.96	28.07
8.28% GOI 2032 (MD 15/02/2032)	40.82	50.21
8.30% GOI 2040 (MD 02/07/2040)	273.31	411.85
8.30% GOI 2042 (MD 31/12/2042)	551.80	836.71
8.32% GOI 2032 (MD 02/08/2032)	95.15	95.15
8.33% GOI 2036 (MD 07/06/2036)	286.97	370.59
8.83% GOI 2041 (MD 12/12/2041)	145.57	298.77
9.23% GOI 2043 (MD 23/12/2043)	381.34	397.38
9.20% GOI 2030 (MD 30/09/2030)	-	54.73
7.16% GOI 2050 (MD 20/09/2050)	35.00	-
iii) Notional principal amount of forward rate agreement outstanding and not 'highly effective' as at Balance Sheet Date	-	-
iv) Mark-to-market value of forward rate agreement outstanding and not 'highly effective' as at Balance Sheet Date	-	-
v) Loss which would be incurred if counterparty failed to fulfil their obligation under agreements	-	-

b) The fair value mark-to-market (MTM) gains or losses in respect of Forward Rate Agreement outstanding as at the Balance Sheet Date is stated below:

₹ in crore

Hedging Instrument	As at 31st March 2025	As at 31st March 2024
6.64% GOI 2035 (MD 16/06/2035)	4.62	1.66
6.67% GOI 2035 (MD 15/12/2035)	5.47	3.64
6.67% GOI 2050 (MD 17/12/2050)	2.25	1.31
6.83% GOI 2039 (MD 19/01/2039)	1.03	0.94
6.95% GOI 2061 (MD 16/12/2061)	4.38	3.54
6.99% GOI 2051 (MD 15/12/2051)	(0.56)	6.36
7.06% GOI 2046 (MD 10/10/2046)	11.20	0.00
7.09% GOI 2054 (MD 05/08/2054)	1.16	0.00
7.09% GOI 2074 (MD 25/11/2074)	1.30	1.26
7.18% GOI 2037 (MD 24/07/2037)	94.66	61.88
7.25% GOI 2063 (MD 12/06/2063)	0.41	1.31
7.26% GOI 2033 (MD 06/02/2033)	58.40	47.68
7.30% GOI 2053 (MD 19/06/2053)	(7.05)	0.00
7.34% GOI 2064 (MD 22/04/2064)	28.36	28.16
7.36% GOI 2052 (MD 12/09/2052)	1.26	1.14
7.40% GOI 2035 (MD 09/09/2035)	52.79	30.45
7.40% GOI 2062 (MD 19/09/2062)	11.45	8.49
7.41% GOI 2036 (MD 19/12/2036)	(0.94)	0.00
7.46% GOI 2073 (MD 06/11/2073)	30.28	17.42
7.54% GOI 2036 (MD 23/05/2036)	4.09	1.39
7.62% GOI 2039 (MD 15/09/2039)	1.51	0.89
7.63% GOI 2059 (MD 17/06/2059)	3.90	1.72
7.72% GOI 2049 (MD 15/06/2049)	3.81	4.60
7.72% GOI 2055 (MD 26/10/2055)	1.06	1.32
7.73% GOI 2034 (MD 19/12/2034)	5.49	6.45
7.95% GOI 2032 (MD 28/08/2032)	11.38	8.12
8.13% GOI 2045 (MD 22/06/2045)	41.47	20.41

₹ in crore

Hedging Instrument	As at 31st March 2025	As at 31st March 2024
8.17% GOI 2044 (MD 01/12/2044)	0.13	1.16
8.24% GOI 2033 (MD 10/11/2033)	4.44	3.90
8.28% GOI 2032 (MD 15/02/2032)	15.27	10.76
8.30% GOI 2040 (MD 02/07/2040)	27.39	20.24
8.30% GOI 2042 (MD 31/12/2042)	9.92	7.83
8.32% GOI 2032 (MD 02/08/2032)	13.75	8.25
8.33% GOI 2036 (MD 07/06/2036)	6.34	11.15
8.83% GOI 2041 (MD 12/12/2041)	23.49	14.07
9.23% GOI 2043 (MD 23/12/2043)	0.00	1.20
9.20% GOI 2030 (MD 30/09/2030)	0.05	0.00
6.64% GOI 2050 (MD 20/09/2035)	0.51	0.22

c) Movement in Hedge Reserve

₹ in crore

Hedge Reserve Account	As at 31st March 2025		
	Realised	Unrealised	Total
i) Balance at the beginning of the year	(87.34)	(485.03)	(572.37)
ii) Add: Changes in the Fair Value during the year	(161.30)	(164.84)	(326.14)
iii) Less: Amounts Reclassified to Revenue / Profit and Loss Account	(11.99)	-	(11.99)
iv) Balance at the end of the year	(236.65)	(649.86)	(886.52)

₹ in crore

Hedge Reserve Account	As at 31st March 2024		
	Realised	Unrealised	Total
i) Balance at the beginning of the year	(56.81)	(81.25)	(138.06)
ii) Add: Changes in the Fair Value during the year	(37.59)	(403.78)	(441.37)
iii) Less: Amounts reclassified to Revenue / Profit and Loss Account	(7.06)	-	(7.06)
iv) Balance at the end of the year	(87.34)	(485.03)	(572.37)

Particulars	As at 31st March 2025	As at 31st March 2024
i) Name of the Counterparty	HSBC Bank, J.P.Morgan, Citi Bank, Credit Suisse, HDFC Bank, Deutsche Bank; Standard Chartered Bank, DBS, Kotak Bank, ICICI Bank,Axis Bank, Nomura Securities and Bank of America	HSBC Bank, J.P. Morgan, Citi Bank, Credit Suisse, HDFC Bank, Deutsche Bank; Standard Chartered Bank, DBS, Kotak Bank, ICICI Bank and Axis Bank
ii) Hedge Designation	Cash Flow Hedge	Cash Flow Hedge
iii) Likely impact of one percentage change in interest rate (100*PV01)		
a) Underlying being hedged	Sovereign Bonds (₹ 19.56)	Sovereign Bonds (₹ 14.64)
b) Derivative	Forward Rate Agreement (₹ 19.69)	Forward Rate Agreement (₹ 14.55)
iv) Credit Exposure*	₹ 1,360.18	₹ 951.72

**Note: The exposure limit has been calculated on the basis of Current Equivalent Amount using CEM (Current Exposure Method). Credit Equivalent Amount is the sum of current credit exposure and potential future credit exposure.*

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Capital Management Objectives and Policies

The Group has established the following capital management objectives, policies and approach to manage the risks that affect its capital position:

i) To maintain the required level of stability of the Group thereby providing a degree of security to policyholders

ii) To allocate capital efficiently and support the development of business by ensuring that returns on capital employed meet the requirements of its capital providers and shareholders

iii) To retain financial flexibility by maintaining strong liquidity and access to a range of capital markets

iv) To align the profile of assets and liabilities taking account of risks inherent in the business

v) To maintain financial strength to support new business growth and to satisfy the requirements of the policyholders, regulators and stakeholders

vi) To maintain strong credit ratings and healthy capital ratios in order to support its business objectives and maximise shareholders value

The Group has met all of these requirements throughout the financial year. In reporting financial strength, capital and solvency are measured using the rules prescribed by the Insurance Regulatory and Development Authority of India (IRDAI). These regulatory capital tests are based upon required levels of solvency, capital and a series of prudent assumptions in respect of the type of business written. The Group's capital management policy for its insurance business is to hold sufficient capital to cover the statutory requirements based on the IRDAI directives.

Regulatory Framework

Regulators are primarily interested in protecting the rights of policyholders and monitor them closely to ensure that the Group is satisfactorily managing affairs for their benefit. At the same time, regulators are also interested in ensuring that the Group maintains an appropriate solvency position to meet unforeseeable liabilities arising from economic shocks or natural disasters. The operations of the Group are subject to regulatory requirements within the jurisdictions in which it operates.

B. Financial Risk Management and its Policies for NBFC and HFC Businesses

Financial risk management objectives and policies

The Group's principal financial liabilities comprise borrowings (Including Debt Securities & Subordinated Liabilities) and trade and other payables. The main purpose of these financial liabilities is to finance and support the Group's operations. The Group's principal financial assets include loans, investments, cash and cash equivalents and other receivables that derive directly from its operations.

The Group is exposed to certain Risks such as Market risk, credit risk, liquidity Risk, etc. The Group's senior management oversees the management of these risks. The Group's senior management is supported by a Risk Management Committee that advises on financial risks and the appropriate financial risk governance framework for the Group. The Risk Committee provides assurance to the Group's senior management that the Group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives. The Board of Directors review and agree policies for managing each of these risks, which are summarised below.

The Group has identified and implemented comprehensive policies and procedures to assess, monitor and manage risk throughout the Group. The risk management process is continuously reviewed, improved and adapted in the changing risk scenario and the agility of the risk management process is monitored and reviewed for its appropriateness in the changing risk landscape. The process of ongoing risk evaluation involves reassessing the risk landscape in response to specific events, while simultaneously considering the long-term economic outlook.

The Group has an elaborate process for risk management. Major risks identified by the businesses and functions are systematically addressed through mitigating actions on a continuing basis.

Operational and Business Risk

Operational risk refers to the risk of loss arising from activities conducted within an entity, due to inadequate structures, system failures, untrained personnel, or inefficient products or processes. To strengthen the overall framework, a Board-approved Operational Risk Management Framework has been established and is executed by a dedicated team within the Risk Management function. A bottom-up Risk and Control Self-Assessment (RCSA) process is employed to identify high-risk areas and potential gaps, serving as an early warning mechanism to enable timely initiation of remedial measures.

Credit Risk

Credit risk refers to the potential loss the Group may suffer if customers or counterparties fail to fulfil their contractual obligations. The Group manages and mitigates credit risk by establishing limits on the level of exposure it is willing to accept for individual counterparties, as well as for specific geographic regions and industry sectors. These exposures are continuously monitored to ensure compliance with the defined limits.

The NBFC business has instituted a credit quality review process to enable early detection of potential changes in the creditworthiness of counterparties, including periodic reassessment of collateral. Counterparty limits are determined through a credit risk classification system, which assigns a risk rating to each counterparty. These risk ratings are reviewed and updated on a regular basis. The credit quality review process is designed to evaluate potential losses arising from its exposures and to implement corrective measures as necessary.

Credit risk of HFC business is managed and controlled through a Credit Risks Management Framework comprising detailed risk evaluation of borrower and security. The business has developed expertise to underwrite all kinds of customer segments (salaried, self-employed professionals, self-employed non-professionals), underwriting guidelines are benchmarked to the market and adequate internal controls have been put in place to maintain the quality of loans being approved. To mitigate collateral risk, the business has dual external valuation process and the same is also evaluated internally.

Analysis of maximum exposure to credit risk and collateral and other credit enhancements

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
At Amortised Cost		
i) Secured by Tangible Assets	1,09,655.28	83,334.06
ii) Secured by Intangible Assets	1,069.94	509.53
ii) Covered by Bank/Government Guarantees	4,416.96	4,960.39
iii) Secured by Book Debts, Inventories, Fixed Deposits and Other Working Capital Items	6,448.37	5,614.69
iv) Unsecured	31,718.59	29,143.92
Total	**1,53,309.14**	**1,23,562.59**

The NBFC and HFC by way of loan sanction letter and other loan securing documents agrees with its customers on collateral security to be provided by the customers in secured loan exposures that are subject to credit risk. Collateral security enables us to recover all or part of the outstanding exposure by liquidating the collateral asset provided, in cases where the borrower is unable or unwilling to fulfil its primary obligations.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Collateral security accepted could be in the form of:

a) Financial collateral in the form of pledge of equity shares, units of mutual funds, assignment of life insurance policies;

b) Current assets in the form of inventories meant for sale or receivables arising out of the sale of finished goods;

c) Fixed asset (in the form of immovable properties – real estate, Plant and Machinery, Equipment);

d) Third-party obligation (in the form of Irrevocable Unconditional Guarantee issued by Bank, Third party);

e) Risk participation from Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE); and

f) Assignment of borrower's rights and interests under agreements with third parties.

In addition, we also stipulates escrow of cash flows and a Debt Service Reserve Account (DSRA) for project loans. Collateral serves to mitigate the inherent risk of credit loss in an exposure, by either improving recoveries in the event of a default or substituting the borrower.

As part of the assessment of a credit transaction the availability, adequacy and suitability of collateral for the transaction is evaluated and decided upon. The processes includes verification of the title to the collateral offered and valuation by technical experts where warranted. We accept as collateral only securities of good quality and have in place legally effective and enforceable documentation.

For guarantee's taken, the guarantor's creditworthiness is assessed during the credit assessment process of the transaction. We have collateral type specific haircuts in place which are reviewed at intervals as appropriate to the type of collateral.

The NBFC and HFC recognises that collateral can be a credit mitigant (alternative source of repayment), but does not replace or dilute the underwriting standards the group adopts to underwrite credit exposures.

The NBFC business determines impairment allowances based on the Expected Credit Loss (ECL) model under Ind AS, using empirical portfolio performance adjusted for forward-looking macroeconomic factors. Provisioning under this approach remains higher than the floor levels prescribed by the RBI for NBFCs. ECL estimation is statistically validated, incorporating historical data, current conditions, and anticipated portfolio performance. It is based on three key components: Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD). The PD models intrinsically account for macroeconomic influences, considering factors such as GDP trends and extraordinary events like demonetisation. With most portfolios having weathered one to two economic cycles, default probabilities reflect upturns, downturns, and stable conditions.

Additionally, the Industry Rating Module, developed with CRISIL, integrates forward-looking indicators—such as demand-supply dynamics, trade factors, and policy changes—enhancing the transition from through-the-cycle to point-in-time risk assessment.

Grouping financial assets measured on a collective basis

The NBFC business calculates ECLs either on a collective or an individual basis.

Asset classes where the Company calculates ECL on an individual basis include:

1. Corporate portfolio

Asset classes where the Company calculates ECL on a collective basis include:

1. Retail portfolio

The ECL methodology allows for individual assessment for corporates and therefore these loans are generally measured individually as each of these exposures have unique characteristics and structuring. For retail exposures and exposures which can be clubbed in homogenous pools, ECL is measured on a collective basis. This has been arrived at based on common characteristics like nature of product, customer profile etc.

Liquidity risk

Liquidity risk is defined as the risk that the NBFC & HFC will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. Liquidity risk arises because of the possibility that the NBFC and HFC might be unable to meet its payment obligations when they fall due as a result of mismatches in the timing of the cash flows under both normal and stress circumstances.

NBFC & HFC manages its liquidity requirement by analysing the maturity pattern of NBFC & HFC's cash flows of financial assets and financial liabilities. The Asset-Liability Management of the NBFC & HFC is periodically reviewed by its Asset Liability Management Committee and Risk Management Committee respectively.

The Group maintains a portfolio of highly marketable and diverse assets that are assumed to be easily liquidated in the event of an unforeseen interruption in cash flow. The Group also has lines of credit that it can access to meet liquidity needs. In accordance with the Group's policy, the liquidity position is assessed under a variety of scenarios, giving due consideration to stress factors relating to both the market in general and specifically to the Group. Net liquid assets consist of cash.

Borrowings from banks and financial institutions and issue of debentures are considered as important sources of funds to finance lending to customers. They are monitored using the advances to borrowings ratio, which compares loans and advances to customers as a percentage of secured and unsecured borrowings.

The table below summarises the maturity profile of the undiscounted cash flows of the NBFC & HFC's financial liabilities as at 31st March 2025 and 31st March 2024.

Financial Liabilities

₹ in crore

As at 31st March 2025	Within 12 Months	After 12 Months	Total
Trade and Other Payables	544.24	-	544.24
Other Financial Liabilities	2,277.49	503.65	2,781.14
Borrowing & Debt Securities	53,444.70	1,04,066.90	1,57,511.60
Total	**56,266.43**	**1,04,570.55**	**1,60,836.98**

Financial Liabilities

₹ in crore

As at 31st March 2024	Within 12 Months	After 12 Months	Total
Trade and Other Payables	638.59	-	638.59
Other Financial Liabilities	2,903.80	416.16	3,319.96
Borrowing and Debt Securities	45,183.99	78,502.44	1,23,686.43
Total	**48,726.38**	**78,918.60**	**1,27,644.98**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

(c) Analysis of risk concentration of NBFC Business

Concentration analysis are presented for Portfolio pool, Location, Top borrower exposures, Group exposures etc. These are regularly analysed and presented for further review/action. Based on the exposures of the company towards various sectors, analysis is as follows:

Top 20 Industry Sectors	As at 31st March 2025
Commercial Real Estate (CRE and CRE-RH)	10.89%
Real Estate Activities - Builders and Contractors	7.65%
Commercial Real Estate (CRE and CRE-RH) LAP	6.48%
Electricity, Gas, Steam and Water Supply	2.86%
Construction - Infrastructure	2.30%
NBFCs against receivable	2.11%
Transportation, Logistics & Allied Services	1.91%
Wholesale Trade and Commission trade (Except of Motor Vehicles and Motorcycles)	1.87%
Renewable Energy	1.85%
Hotels, Motels and Resorts	1.78%
Textiles, Readymade Garments, Apparels - Spinning, Mfg and Trading	1.57%
Personal Loans	1.32%
Chemical & related products	1.28%
Automobiles & Ancillaries	1.21%
Food & Beverages	1.17%
Hospital & medical business	1.14%
Metals (Mfg of Basic & Structural, casting)	1.05%
Brokers / Traders - Shares, securities	1.05%
Retail Trade (Except of Motor Vehicles and Motor Cycles)	0.88%
Real Estate Activities - Builders and Contractors - LAP	0.82%
Top 20 Industry Exposures	**51.19%**

Top 20 Industry Sectors	As at 31st March 2024
Commercial Real Estate (CRE and CRE- RH)	10.67%
Commercial Real Estate (CRE and CRE- RH) LAP	7.38%
Real Estate Activities - Builders and Contractors	4.11%
Other Trade (Wholesale/ Retail)	2.66%
Energy Renewable	2.58%
Hotels, Motels and Resorts	2.34%
Finance - Investment / Others	2.25%
NBFCs against receivable	2.13%
Transportation, Logistics & Allied Services	2.11%
NBFCs others	2.08%
Textiles, Readymade Garments, Apparels - Spinning, Mfg and Trading	1.96%
Food & Beverages	1.53%
Real Estate Activities - Builders and Contractors - LAP	1.52%
Construction/Maintenance of Roads	1.48%
Automobiles & Ancillaries	1.40%
Chemical & related products	1.37%
Hospital & medical business	1.34%
Business & Self-Employed	1.28%
Education	1.23%
Brokers / Traders - Shares, securities	0.85%
Top 20 Industry Exposures	**52.27%**

Note:

1. Industry Sectors tagging on loans is done by the ABCL's management as per internal MIS which have been relied upon by the auditors.

Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. In the case of the Group, market risk primarily comprises of interest rate risk. Financial instruments affected by market risk include loans and borrowings.

The analyses exclude the impact of movements in market variables on the carrying values of gratuity, other post-retirement obligations and provisions.

The sensitivity of the relevant profit or loss item is the effect of the assumed changes in respective market risks. This is based on the financial liabilities held at 31st March 2025 and 31st March 2024.

Interest Rate Risk

Interest rate risk is the risk of loss in net income out of change in level of interest rates and/or their implied volatility. To mitigate the interest rate risk, ALM policy of the NBFC business stipulates interest rate sensitivity gap of all the time buckets. The Interest rate sensitivity statement is prepared every month and placed before Asset liability committee ("ALCO"). The statement captures the duration of rate sensitive assets & liabilities. The impact of change in interest rate on the earning is also measured every month and same is presented to ALCO.

Interest Rate Sensitivity

₹ in crore

Market Indices	Change in Interest rate	31st March 2025		31st March 2024	
		Impact on Profit Before Tax	Impact on Equity	Impact on Profit Before Tax	Impact on Equity
Interest Rate (Borrowings)	25 Basis Point Down	97.18	73.19	63.46	47.18
	50 Basis Point Down	194.37	146.37	126.91	94.36
	25 Basis Point Up	(97.18)	(73.19)	(63.46)	(47.18)
	50 Basis Point Up	(194.37)	(146.37)	(126.91)	(94.36)

₹ in crore

Market Indices	Change in Interest rate	31st March 2025		31st March 2024	
		Impact on Profit Before Tax	Impact on Equity	Impact on Profit Before Tax	Impact on Equity
Interest Rate (Loans)	25 Basis Point Down	(220.92)	(166.38)	(174.88)	(135.70)
	50 Basis Point Down	(441.85)	(332.75)	(349.75)	(271.41)
	25 Basis Point Up	220.92	166.38	174.88	135.70
	50 Basis Point Up	441.85	332.75	349.75	271.41

The following table sets forth, for the periods indicated, the break-up of borrowings into variable rate and fixed rate.

₹ in crore

Particulars	31st March 2025	31st March 2024
Variable rate borrowings	38,873.00	25,382.62
Fixed rate borrowings	70,945.00	65,981.52
Variable rate Loans	88,369.86	69,950.60
Fixed rate loans	34,512.68	34,559.07

Note:

1. Borrowings having contractual tenor less than 12 months are considered as floating rate.
2. Face value of borrowings has been considered for above disclosure.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Foreign Exchange Risk

Foreign exchange risk is the risk of impact related to fair value or future cash flows of an exposure in foreign currency, which fluctuate due to changes in foreign exchange rates. The Group's exposure to the risk of fluctuation in foreign exchange rates primarily relates to its External Commercial Borrowings. The Group uses derivative instruments like cross currency swaps to hedge exposure to foreign currency risk.

The Company has taken foreign currency floating rate borrowings, which are linked to US$ SOFR or JPY TONA. For managing the foreign currency risk and interest rate risk, arising from changes in applicable benchmark (US$ SOFR or JPY TONA) on such borrowings, the Company has entered into Cross Currency Swap (CCS) for the entire loan liability covering the entire tenor of the loan along with the interest payable. Under the terms of the CCS, the Company pays interest at the fixed rate to the swap counterparty in INR and receives the floating interest payments based on the applicable benchmark (US$ SOFR or JPY TONA) in foreign currency.

Capital Management Objectives and Policies

For the purpose of the Group's capital management, capital includes issued equity capital, securities premium and all other equity reserves attributable to the equity holders of the Group. The primary objective of the Group's capital management is to maximise the shareholder value.

The Group manages its capital structure, and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. The Group monitors capital using a capital adequacy ratio, which is weighted-assets divided by total capital derived as per the RBI requirements. As per the RBI guidelines, the Group, being a Non-Banking Finance group, has to maintain 15% of capital adequacy ratio of NBFC business and 15% of capital adequacy ratio of HFC business.

The actual Capital Adequacy Ratio is as under:

Particulars	31st March 2025	31st March 2024
Capital Adequacy Ratio of Aditya Birla Capital Limited (Core Investment Company)	NA	111.04%
Capital Adequacy Ratio of Aditya Birla Capital Limited *	18.22%	NA
Capital Adequacy Ratio of HFC	16.54%	16.79%

**Capital Adequacy Ratio is calculated after considering impact of merger of Aditya Birla Finance Limited ("NBFC") with Aditya Birla Capital Limited with appointed date of 1st April 2024.*

In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. There have been no breaches in the financial covenants of any interest-bearing loans and borrowing in the current period.

No changes were made in the objectives, policies or processes for managing capital during the years ended 31st March 2025 and 31st March 2024.

Derivative Financial Instruments of NBFC Business

1 Aditya Birla Finance Limited

The Company enters into derivatives for risk management purposes. Derivatives held for risk management purposes include hedges that meet the hedge accounting requirements.

The table below shows the fair values of derivative financial instruments recorded as assets or liabilities together with their notional amounts.

The notional amounts indicate the value of transactions outstanding at the year end and are not indicative of either the market risk or credit risk.

₹ in crore

Particulars	Notional Amounts	Fair Value - Assets	Fair Value - Liabilities
As at 31st March 2025			
Part I			
(i) Cross Currency Interest Rate Swaps	5,609.16	31.01	118.61
(ii) INR Interest Rate swaps	625.00	0.02	3.25
(iii) Currency forward	37.29	-	6.52
Total	**6,271.45**	**31.03**	**128.38**
Part II			
(i) Fair value Hedging			
- Interest Rate derivatives	175.00	0.02	0.02
(ii) Cash Flow Hedging			
- Cross Currency Interest Rate Swaps	5,609.16	31.01	118.61
- Currency Forward	37.29	-	6.52
- Interest Rate derivatives	450.00	-	3.23
Total	**6,271.45**	**31.03**	**128.38**
As at 31st March 2024			
Part I			
(i) Cross Currency Interest Rate Swaps	2,381.59	7.63	83.04
(ii) INR Interest Rate swaps	800.00	0.38	3.69
(iii) Currency forward	37.29	2.40	-
Total	**3,218.88**	**10.41**	**86.73**
Part II			
(i) Fair value Hedging			
- Interest Rate derivatives	500.00	0.08	3.62
(ii) Cash Flow Hedging			
- Cross Currency Interest Rate Swaps	2,381.59	7.63	83.04
- Currency Forward	37.29	2.40	-
- Interest Rate derivatives	300.00	0.30	0.07
Total	**3,218.88**	**10.41**	**86.73**

Note a) : Hedging Activities and Derivatives

The Company is exposed to certain risks relating to its external commercial borrowings. The primary risks managed using derivative instruments are foreign currency risk and interest rate risk.

Note b) : Derivatives Designated as Hedging Instruments

Cash Flow Hedges

The Company is exposed to foreign currency risk arising from its External Commercial borrowings amounting to ₹ 5,646.44 crore. Interest on the borrowings is payable at a floating rate. The Company economically hedged the foreign currency risk arising from the debt with a 'receive floating pay fixed' cross-currency interest rate swap ('swap'). The notional amount of swap is disclosed in the table below. The swap contract converts the cash outflows of the foreign currency borrowings as per table below to cash outflows in ₹ with a notional amount of ₹ 5,609.16 crore at fixed interest rate.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Name of Lender	Foreign Currency Denominated Borrowing Amount	Interest Rate type	Notional Amount of swap (₹)	Interest Rate Swap type
As at 31st March 2025				
JPY Denominated (in JPY crore) (Maturity Range: February 2026 to March 2026)	838.94	Floating rate interest	519.84	Fixed Rate Interest
US$ Denominated (in US$ lakhs) EDC (Maturity in March 2026)	60.00	Floating Rate Interest	5,089.32	Fixed Rate Interest
	898.94		**5,609.16**	
As at 31st March 2024				
JPY Denominated (in JPY crore) (Maturity Range: February 2026 to March 2026)	838.94	Floating Rate Interest	519.84	Fixed Rate Interest
SMBC Bank (Maturity in March 2026)	22.50	Floating Rate Interest	1,861.76	Fixed Rate Interest
	861.44		**2,381.60**	

There is an economic relationship between the hedged item and the hedging instrument, as the terms of the cross currency swap contract match that of the foreign currency borrowing (notional amount, interest payment dates, principal repayment date, etc.). The Company has established a hedge ratio of 1:1 for the hedging relationships as the underlying risk of the cross currency swap are identical to the hedged risk components.

The company has also taken overnight index swap deals to hedge it's cashflows for underlying NCDs. The details are disclosed in the table below:

Particulars	As at 31st March 2025	As at 31st March 2024
Interest Rate Swaps		
	450.00	**300.00**
Interest Rate Type	Floating rate interest	Floating rate interest
Notional Amount of Swap	450.00	300.00
Interest Rate Swap Type	Fixed rate interest	Fixed rate interest

The hedge ineffectiveness can arise mainly if there is a change in the credit risk of the Company or the counterparty.

The impact of the hedging instruments on the balance sheet is, as follows:

₹ in crore

Particulars	Notional Amounts	Carrying Amount	Line item in the Statement of Financial position	Change in Fair Value Used for Measuring Ineffectiveness for the Year
As at 31st March 2025				
Cross Currency Interest Rate Swaps	5,609.16	(87.60)	Derivative Financial Instruments	(9.12)
Currency Forward	37.29	(6.52)	Derivative Financial Instruments	(6.67)
Interest Rate Swaps	450.00	(3.23)	Derivative Financial Instruments	(2.57)
Total	**6,096.45**	**(97.35)**		**(18.36)**

₹ in crore

Particulars	Notional Amount	Accumulated fair value adjustment - Liability	Line item in the Statement of Financial Position	Change in Fair Value used for measuring ineffectiveness for the year
Fixed Rate NCD	175.00	0.02	Derivative financial instruments	(3.46)
Total	175.00	0.02		(3.46)

₹ in crore

Particulars	Notional Amounts	Carrying Amount	Line item in the Statement of Financial position	Change in Fair Value Used for Measuring Ineffectiveness for the Year
As at 31st March 2024				
Cross Currency Interest Rate Swaps	2,381.59	(75.41)	Derivative Financial Instruments	(51.68)
Currency Forward	37.29	2.40	Derivative Financial Instruments	2.40
Interest Rate Swaps	300.00	0.24	Derivative Financial Instruments	(0.05)
Total	**2,718.88**	**(72.77)**		**(49.33)**

₹ in crore

Particulars	Notional Amount	Accumulated fair value adjustment - Liability	Line item in the Statement of Financial Position	Change in Fair Value used for measuring ineffectiveness for the year
Fixed Rate NCD	500.00	(3.45)	Derivative financial instruments	(2.31)
Total	**500.00**	**(3.45)**	**-**	**(2.31)**

The Impact of Hedged Items on the Balance Sheet is, as follows:

₹ in crore

Particulars	Change in Fair Value Used for Measuring Ineffectiveness for the Year	Cash Flow Hedge Reserve as at end of the Year
As at 31st March 2025		
Foreign Currency denominated Floating Rate Borrowings	(28.80)	(67.06)
Debt Securities (NCDs)	-	(2.42)
Total	**(28.80)**	**(69.48)**
As at 31st March 2024		
Foreign Currency denominated Floating Rate Borrowings	29.28	(22.47)
Debt Securities (NCDs)	-	0.16
Total	**29.28**	**(22.31)**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

The effect of the Cash Flow Hedge in the Statement of Profit and Loss and Other Comprehensive Income is as follows:

₹ in crore

Particulars	Total Hedging Gain / (Loss) Recognised in OCI	Ineffectiveness Recognised in Profit or Loss
As at 31st March 2025		
Foreign Currency denominated Floating Rate Borrowings	(44.59)	-
Debt Securities (NCDs)	(2.57)	0.03
Total	**(47.16)**	**0.03**
As at 31st March 2024		
Foreign Currency denominated Floating Rate Borrowings	(20.01)	-
Debt Securities (NCDs)	(0.05)	0.02
Total	**(20.06)**	**0.02**

Note c) : Movements in cash flow hedging reserve

₹ in crore

Particulars	Cash Flow Hedging Reserve	
	As at 31st March 2025	As at 31st March 2024
As at 1st April	**(22.31)**	**(2.25)**
Add/Less: Changes in Fair Value	(63.04)	(26.81)
Add/Less: Deferred Tax	15.87	6.74
As at 31st March	**(69.48)**	**(22.31)**

The effect of the fair value hedge in the statement of profit or loss is, as follows:

Particulars	Hedge ineffectiveness recognised in statement of profit and loss		Line in the statement of profit and loss that includes hedge ineffectiveness
	31st March 2025	31st March 2024	
Interest rate swaps	(0.03)	0.18	Net gain on fair value changes

Note d) : The following table shows the maturity profile of hedging derivatives based on their notional amounts.

₹ in crore

Particulars	0 to 12 Months	1 to 5 Years	Total
As at 31st March 2025			
(i) Cross Currency Interest Rate Swaps	931.49	4,677.67	-
(ii) Currency Forward	-	37.29	-
(iii) Interest Rate Swaps	175.00	450.00	-
Total	**1,106.49**	**5,164.96**	**-**
As at 31st March 2024			
(i) Cross Currency Interest Rate Swaps	-	2,381.59	2,381.59
(ii) Currency Forward	37.29	-	37.29
(iii) Interest Rate Swaps	375.00	425.00	800.00
Total	**412.29**	**2,806.59**	**3,218.88**

Note:

The Group, its associates and joint ventures have a process whereby periodically all long-term contracts are assessed for material foreseeable losses. At the year end, the Group, its associates and joint ventures did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses needed to be provided as required under any law/accounting standards.

ECL Risk

EXPECTED CREDIT LOSS (ECL) RISK

Impairment Assessment

The credit loss provisioning approach is based on ECL model. This model ensures (a) timely recognition of ECL, (b) a structured assessment of significant increases in credit risk (c) the development of more accurate business ratios., which will provide better disclosure and (d) ascertainment of better business ratios.

The following references provide details on the Company's impairment assessment and measurement methodologies and should be read alongside the Material Accounting Policy Information.

- An overview of the Company's internal grading system (refer to the section Definition of Default below).
- Details on how the Company defines, calculates, and monitors Probability of Default (PD), Exposure at Default (EAD), and Loss Given Default (LGD) (refer to sections The Company's Internal Rating and PD Estimation Process, Probability of Default, and Exposure at Default below).
- Criteria used by the Company to determine when there has been a significant increase in credit risk (refer to Significant Increase in Credit Risk below).
- The Company's policy for segmenting financial assets assessed on a collective basis (refer to Grouping Financial Assets Measured on a Collective Basis below).
- ECL calculation methodologies across Stage 1, Stage 2, and Stage 3 assets (refer to Probability of Default, Exposure at Default, and Loss Given Default sections below).

Definition of Default

The Company categorises a financial instrument as defaulted—and therefore as Stage 3 (credit-impaired) for ECL purposes—when the borrower is 90 days past due on contractual payments.

Additionally, as part of a qualitative assessment, the Company evaluates several indicators of unlikeliness to pay, including:

a) Significant financial difficulties faced by the borrower or issuer;
b) Breach of contractual obligations, such as defaults or overdue payments;
c) Increased likelihood of bankruptcy or financial reorganisation of the borrower;
d) Any material adverse development/news etc.

The Group's Internal Rating and PD Estimation Process

Internal Rating:

In line with regulatory expectations (as outlined by the Reserve Bank of India), a robust internal credit rating framework has been established to support effective credit risk management. The Company has developed its internal rating framework in collaboration with CRISIL. Ratings are assigned to all eligible customers or portfolio pools and are integral to internal decision-making processes.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

As per the Company's policy, eligible borrowers must have an internal credit rating of at least 'investment grade' according to the internal credit model or possess a valid and current external rating.

Probability of Default (PD)

PD represents the likelihood that a borrower will default within a one-year horizon (used for Stage 1 assets). For Stage 2 assets, where there is a significant increase in credit risk, the PD is assessed over the borrower's lifetime.

Exposure at Default (EAD)

EAD represents the gross exposure or potential exposure under a facility at the point of default. It estimates the total outstanding amount that is owed by the borrower at the time of default.

Loss Given Default (LGD)

LGD is expressed as the percentage of the EAD that is expected to be lost in the event of default. It is influenced by factors such as the type and value of collateral, expected recovery proceeds, and recovery costs, all considered on a net present value (NPV) basis.

Significant Increase in Credit Risk

a) A significant increase in credit risk is deemed to have occurred when account performance deteriorates and there is no foreseeable resolution.

b) For large borrowers, a comprehensive assessment of multiple risk factors—industry risk, business risk, management risk, financial risk, and banking and facility-level conduct—is undertaken to determine whether credit risk has significantly increased.

c) Credit ratings are also utilised as indicators of significant credit risk changes. These ratings evaluate a borrower's capacity and willingness to meet financial obligations promptly and consistently, serving as a measure of the relative risk of default.

d) Any other material negative/adverse news/development.

Grouping Financial Assets Measured on a Collective Basis

The Group calculates ECLs either on a collective or an individual basis.

Asset classes where the Group calculates ECL on an individual basis include:
1. Corporate Portfolio

Asset classes where the Group calculates ECL on a collective basis include:
1. Retail Portfolio

The ECL methodology allows for individual assessment for corporates and therefore these loans are generally measured individually as each of these exposures have unique characteristics and structuring. For retail exposures and exposures which can be clubbed in homogenous pools, ECL is measured on a collective basis. This has been arrived at based on common characteristics like nature of product, customer profile etc.

An analysis of changes in the gross carrying amount and the corresponding ECL allowances in relation to loans of Housing Finance Business, is as follows:

A Reconciliation of Gross Carrying Amount of Housing Finance Business:

₹ in crore

31st March 2025	Stage 1	Stage 2	Stage 3	Total
Gross Carrying Amount - Opening Balance	17,357.58	193.92	325.48	17,876.98
New Assets Originated or Purchased	17,647.15	0.13	0.33	17,647.61
Assets Derecognised or Repaid (excluding Write Offs)	(6,105.82)	(48.48)	(120.93)	(6,275.23)
Transfers to Stage 1	84.42	(59.36)	(25.06)	-
Transfers to Stage 2	(141.95)	147.49	(5.54)	-
Transfers to Stage 3	(58.43)	(18.79)	77.22	-
Amounts Written Off	(2.15)	(2.42)	(58.63)	(63.20)
Gross Carrying Amount Closing Balance	**28,780.80**	**212.49**	**192.87**	**29,186.16**
31st March 2024				
Gross Carrying Amount - Opening Balance	13,119.61	242.51	445.91	13,808.03
New Assets Originated or Purchased	8,448.01	0.27	2.75	8,451.03
Assets Derecognised or Repaid (excluding Write Offs)	(4,096.46)	(71.91)	(152.64)	(4,321.01)
Transfers to Stage 1	80.71	(62.92)	(17.79)	-
Transfers to Stage 2	(123.79)	128.01	(4.22)	-
Transfers to Stage 3	(65.77)	(40.99)	106.76	-
Amounts Written Off	(4.73)	(1.05)	(55.29)	(61.05)
Gross Carrying Amount Closing Balance	**17,357.58**	**193.92**	**325.48**	**17,876.98**

B Reconciliation of ECL Balance for Housing Finance Business is given below:

₹ in crore

31st March 2025	Stage 1	Stage 2	Stage 3	Total
ECL Allowance - Opening Balance	74.02	15.13	109.95	199.10
New Assets Originated or Purchased	48.50	0.01	0.09	48.60
Assets Derecognised or Repaid (excluding Write Offs)	(24.36)	(4.04)	(82.13)	(110.53)
Transfers to Stage 1	3.46	(2.16)	(1.30)	-
Transfers to Stage 2	(2.82)	3.03	(0.21)	-
Transfers to Stage 3	(19.61)	(5.99)	25.60	-
Impact on year end ECL of exposures transferred between Stages during the year	18.70	2.74	(6.45)	14.99
ECL recognised due to change in credit risk	(3.16)	(1.33)	41.44	36.95
Recoveries	-	-	(3.98)	(3.98)
Amounts Written Off	0.01	0.26	23.06	23.33
ECL Allowance - Closing Balance	**94.73**	**7.65**	**106.07**	**208.46**
31st March 2024				
ECL Allowance - Opening Balance	87.43	16.04	147.64	251.11
New Assets Originated or Purchased	38.46	0.05	0.94	39.45
Assets Derecognised or Repaid (excluding Write Offs)	(26.30)	(2.81)	(45.97)	(75.08)
Transfers to Stage 1	1.89	(1.44)	(0.45)	-
Transfers to Stage 2	(7.89)	8.45	(0.56)	-
Transfers to Stage 3	(24.15)	(15.78)	39.93	-
Impact on year end ECL of exposures transferred between Stages during the year	28.96	9.41	(5.87)	32.50
ECL recognised due to change in credit risk	(24.26)	1.27	(0.95)	(23.94)
Recoveries	-	-	(4.94)	(4.94)
Amounts Written Off	(0.12)	(0.06)	(19.82)	(20.0)
ECL Allowance - Closing Balance	**74.02**	**15.13**	**109.95**	**199.10**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

An analysis of changes in the gross carrying amount and the corresponding ECL allowances in relation to loans of NBFC Business is as follows:

A Reconciliation of Gross Carrying Amount of NBFC Business:

₹ in crore

31st March 2025	Stage 1	Stage 2	Stage 3	Total
Gross Carrying Amount - Opening Balance	1,00,952.21	2,094.24	2,649.06	1,05,695.51
New Assets Originated or Purchased	65,858.23	253.73	199.62	66,311.58
Assets Derecognised or Repaid (excluding Write Offs)	(44,367.50)	(644.64)	(924.70)	(45,936.84)
Transfers to Stage 1	524.01	(388.41)	(135.60)	-
Transfers to Stage 2	(1,316.45)	1,352.68	(36.23)	-
Transfers to Stage 3	(1,133.77)	(376.34)	1,510.11	-
Amounts Written Off	(1,085.34)	(377.14)	(484.83)	(1,947.31)
Gross Carrying Amount Closing Balance	**1,19,431.39**	**1,914.12**	**2,777.43**	**1,24,122.94**
31st March 2024				
Gross Carrying Amount - Opening Balance	75,767.59	2,187.36	2,507.10	80,462.05
New Assets Originated or Purchased	60,350.10	504.10	289.03	61,143.23
Assets Derecognised or Repaid (excluding Write Offs)	(33,339.76)	(522.08)	(345.08)	(34,206.92)
Transfers to Stage 1	691.99	(659.47)	(32.52)	-
Transfers to Stage 2	(1,051.38)	1,070.71	(19.33)	-
Transfers to Stage 3	(536.56)	(257.48)	794.04	-
Amounts Written Off	(929.77)	(228.90)	(544.18)	(1,702.85)
Gross Carrying Amount Closing Balance	**1,00,952.21**	**2,094.24**	**2,649.06**	**1,05,695.51**

B Reconciliation of ECL Balance is given below for NBFC Business:

₹ in crore

31st March 2025	Stage 1	Stage 2	Stage 3	Total
ECL Allowance - Opening Balance	377.63	80.32	1,322.45	1,780.40
Increase in New/Existing Assets Originated or Purchased	1,148.72	417.54	478.58	2,044.84
Assets Derecognised or Repaid (excluding Write Offs)	(40.34)	-	(59.16)	(99.50)
Transfers to Stage 1	44.90	(5.61)	(39.29)	-
Transfers to Stage 2	(7.64)	11.16	(3.52)	-
Transfers to Stage 3	(22.52)	(12.65)	35.17	-
Amounts Written Off	(1,085.34)	(377.14)	(484.83)	(1,947.31)
ECL Allowance - Closing Balance	**415.41**	**113.62**	**1,249.40**	**1,778.43**
31st March 2024				
ECL Allowance - Opening Balance	374.73	70.66	1,157.94	1,603.33
New Assets Originated or Purchased	946.66	243.10	711.29	1,901.05
Assets Derecognised or Repaid (excluding Write Offs)	(24.02)	(3.01)	(0.76)	(27.79)
Transfers to Stage 1	20.60	(11.31)	(9.29)	-
Transfers to Stage 2	(6.31)	15.70	(9.39)	-
Transfers to Stage 3	(4.26)	(5.92)	10.18	-
Amounts Written Off	(929.77)	(228.90)	(537.52)	(1,696.19)
ECL Allowance - Closing Balance	**377.63**	**80.32**	**1,322.45**	**1,780.40**

Stage 1 represents 'High Grade' internal rating.

Stage 2 represents 'Sub-Standard' internal rating.

Stage 3 represents 'Credit-Impaired'.

The above disclosure has been prepared based on the impact of exposures transferred between stages during the period, or changes in items within the same stage. Hence, write-offs during the year (including settlements and technical write-offs) are reported according to the staging (i.e., Stage 1, 2, or 3) at the start of the year. The classification of fresh loan disbursements is based on the staging status at the end of the period.

C. Financial Risk Management Objectives for Other Businesses:

The Group's principal financial liabilities, other than derivatives, comprise of borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Group's operations. The Group's principal financial assets, other than derivatives, include trade and other receivables, investments, and cash and cash equivalents that arises directly from its operations.

The Group's activities expose it to market risk, liquidity risk, credit risk and foreign exchange.

Market risk is the risk of loss of future earnings, fair values or future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, commodity prices, equity prices and other market changes that affect market risk sensitive instruments. Market risk is attributable to all market risk sensitive financial instruments, including investments and deposits, foreign currency receivables, payables and borrowings.

The Group's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group. The Group uses derivative financial instruments, such as foreign exchange forward contracts, foreign currency option contracts, principal only swaps that are entered to hedge foreign currency risk exposure, interest rate swaps to hedge variable interest rate exposure and commodity fixed price swaps to hedge commodity price risks. Derivatives are used exclusively for hedging purposes and not as trading or speculative instruments.

The sources of risks which the Group is exposed to and their management are given below:

Risks	Exposure Arising From	Measurement	Management
Market Risk:			
- Foreign Exchange Risk	Committed commercial transactions, Financial Assets and Liabilities not denominated in INR	Cash Flow Forecasting, Sensitivity Analysis	Forward foreign exchange contracts, forward currency options and principal only / currency swaps
- Interest Rate Risk	Long-Term Borrowings at variable rates, Investments in Debt Schemes of Mutual Funds and Other Debt Securities	Sensitivity Analysis, Interest rate Movements	Interest Rate swaps Portfolio Diversification and Duration Management for Mutual Fund Schemes
- Equity Price Risk	Investments (other than Subsidiaries, Joint Ventures and Associates which are carried at cost)	Financial Performance of the Investee Companies and its price in equity market	Investments are long term in nature and in Companies with sound management with leadership positions in their respective businesses
- Commodity Price Risks	Movement in prices of commodities mainly Imported Thermal Coal and Pet Coke	Sensitivity Analysis, Commodity Price Tracking	Commodity Fixed Prices Swaps/ Options
Credit Risk	Trade Receivables, Investments, Derivative Financial Instruments, ICDs	Ageing Analysis, Credit Rating, Counter party Credit Evaluation	Diversification of mutual fund investments and portfolio credit monitoring, credit limit and credit worthiness monitoring, criteria based approval process
Liquidity Risk	Borrowings, Other Liabilities and liquid investments	Rolling Cash Flow Forecasts, Long Range Business Forecast	Adequate unused credit lines and borrowing facilities, sufficient cash and marketable securities

The Management updates the Audit Committee on a quarterly basis about the implementation of the above policies. It also updates to the Internal Risk Management Committee of the Group on periodical basis about various risks to the business and the status of various activities planned to mitigate such risks.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Details relating to the risks are provided here below:

1. Foreign Exchange Risk:

Foreign exchange risk is the risk of impact related to fair value or future cash flows of an exposure in foreign currency, which fluctuate due to changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates to import of fuels, raw materials and spare parts, plant and equipment, exports, foreign currency borrowings and the Group's net investments in foreign subsidiaries/joint ventures.

The Group evaluates exchange rate exposure arising from foreign currency transactions. The Group follows established risk management policies and standard operating procedures. It uses derivative instruments like forwards to hedge exposure to foreign currency risk.

When a derivative is entered into for the purpose of hedge, the Group negotiates the terms of those derivatives to match the terms of the hedged exposure.

(i) Foreign Currency Sensitivity:

The sensitivities are based on financial assets and liabilities held at 31st March 2025 are not denominated in Indian Rupees. The sensitivities do not take into account the Group's sales and costs and the results of the sensitivities could change due to other factors, such as changes in the value of financial assets and liabilities as a result of non-foreign exchange influenced factors.

Effect as 31st March 2025

₹ in crore

	US$	EUR	GBP	JPY	CAD	CNY/CNH	AUD	CHF	Others*	Total
Effect of 5% Strengthening of INR										
On Profit$	106.65	15.19	(1.21)	-	(12.04)	0.16	10.83	(0.12)	(0.14)	119.32
On Equity$	(0.21)	-	-	-	-	-	-	-	-	(0.21)
Effect of 5% Diminishing of INR										
On Profit$	(106.65)	(15.19)	1.21	-	12.04	(0.16)	(10.83)	0.12	0.14	(119.32)
On Equity$	0.21	-	-	-	-	-	-	-	-	0.21

**Others represents currency in Sri Lankan Rupees, Singapore dollars, Bangadeshi Taka*

Effect as 31st March2024

₹ in crore

	US$	EUR	GBP	JPY	CAD	CNY/CNH	AUD	CHF	Others*	Total
Effect of 5% Strengthening of INR										
On Profit $	105.21	21.86	(1.48)	6.05	(2.07)	(0.18)	14.58	0.01	0.10	144.08
On Equity $	(0.21)	-	-	-	-	-	-	(0.12)	-	(0.33)
Effect of 5% Diminishing of INR										
On Profit $	(105.21)	(21.86)	1.48	(6.05)	2.07	0.18	(14.58)	(0.01)	(0.10)	(144.08)
On Equity $	0.21	-	-	-	-	-	-	0.12	-	0.33

**Others represents currency in Sri Lankan Rupees*

$Sensitivity on profit represents changes in FVTPL items and Equity represents changes in FVTOCI items.

The Group's net exposure to foreign currency risk at the end of the reporting period is given below:

Unhedged Foreign Currency (Payable)/ Receivable

₹ in crore

Currency Pair	As at	
	31st March 2025	31st March 2024
AUD	-	(39.90)
US$	66.00	23.00
SEK	(0.04)	(0.04)
CHF	(0.09)	(0.25)
LKR	2.00	2.00
SGD	4.78	-
BDT	0.00	-

(ii) Hedging Activities and Derivatives:

The Group evaluates exchange rate exposure arising from foreign currency transactions. The Group uses various derivative financial instruments, such as foreign exchange forward contracts, option contracts, future contracts and currency swaps to manage and mitigate its exposure to foreign exchange risk. The Group reports periodically to its Risk Management Committee, the foreign exchange risks and compliance of the policies to manage its foreign exchange risk.

The Group assesses hedge effectiveness based on the following criteria:

(i) an economic relationship between the hedged item and the hedging instrument;

(ii) the effect of credit risk; and

(iii) assessment of the hedge ratio.

The Group designates the forward exchange contracts to hedge its currency risk, and generally applies a hedge ratio of 1:1. The Group's policy is to match the tenor of the forward exchange contracts with the hedged item.

(a) Cash Flow Hedge

Details of Foreign Exchange Forward Contracts and Interest Rate and Cross Currency Swap Outstanding as on 31st March 2025

Sr. No.	Type of Hedges and Risks	Foreign Currency Amount (₹ in crore)		Weighted Average Foreign Exchange Rate		Nominal Value (₹ in crore)		Carrying Amount of Hedging Instrument (₹ in crore)		Maturity Date-Range
		Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	
	Foreign Exchange Risk									
1)	**Foreign exchange forward contracts Outstanding as on 31st March 2025**									
a	US$	15.90	0.07	87.46	87.42	1,390.17	6.55	(17.55)	(0.10)	15-04-2025 to 31-12-2025
b	EUR	0.78	-	94.06	-	73.10	-	(0.40)	-	30-04-2025 to 06-02-2026
c	AUD	0.17	-	54.80	-	9.28	-	(0.09)	-	06-06-2025 to 26-09-2025
d	GBP	-	0.25	-	111.13	-	27.29	-	0.17	30-06-2025 to 29-10-2025
2)	**Cross Currency Interest Rate Swaps Outstanding as on 31st March 2025**									
a	US$	-	-	-	-	-	-	-	-	-

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Details of Foreign Exchange Forward Contracts and Interest Rate and Cross Currency Swap Outstanding as on 31st March 2024

Sr. No.	Type of Hedges and Risks	Foreign Currency Amount (₹ in crore)		Weighted Average Foreign Exchange Rate		Nominal Value (₹ in crore)		Carrying Amount of Hedging Instrument (₹ in crore)		Maturity Date-Range
		Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	
	Foreign Exchange Risk									
1)	**Foreign exchange forward contracts Outstanding as on 31st March 2024**									
a	US$	1.35	0.72	83.38	83.64	112.14	60.94	0.17	0.07	15-04-2024 to 07-10-2024
b	EUR	2.96	0.29	91.45	90.98	270.65	26.60	(1.55)	(0.18)	15-04-2024 to 27-02-2025
c	JPY	11.30	-	0.56	-	6.33	-	(0.00)	-	28-06-2024
d	AUD	0.35	-	55.75	-	19.31	-	(0.23)	-	24-05-2024 to 28-02-2025
e	GBP	0.00	0.34	105.76	106.24	0.37	36.04	(0.00)	(0.11)	30-04-2024 to 27-02-2025
f	CHN	-	0.79	-	11.61	-	9.20	-	(0.09)	30-04-2024 to 28-02-2025
2)	**Cross Currency Interest Rate Swaps Outstanding as on 31st March 2024**									
a	US$	0.09	-	83.27	-	7.35	-	0.01	-	Upto Apr 2024

Foreign currency cash flows:

Particulars	As at	Average Exchange Rate (US$/INR)	Nominal Foreign Currency US$ crore	Fair Value Assets (Liabilities) (₹ in crore)
Buy Currency: (US$)				
- For External Commercial Borrowings	31st March 2025	83.90	22.50	1.08
- for Foreign Currency Bonds	31st March 2025	77.61	20.00	73.30
Buy Currency : (US$)				
- For External Commercial Borrowings	31st March 2024	83.35	5.00	(0.01)
- for Foreign Currency Bonds	31st March 2024	72.50	20.00	18.78

Interest Rates Outstanding on Receive Floating and Pay Fix Contracts:

Particulars	As at	Average Contracted Fixed Interest Rates*	Nominal Amount US$ crore	Fair Value Assets (Liabilities) (₹ in crore)
0 to 2 years	31st March 2025	5.00%	10.00	(6.05)
2 to 5 years	31st March 2025	4.00%	50.00	49.76
0 to 2 years	31st March 2024	5.39%	5.00	0.30
2 to 5 years	31st March 2024	4.68%	24.00	36.86

Cross Currency and Interest Rate Swaps:

Particulars	As at	Average Exchange Rate (US$/INR)	Nominal Amount US$ crore	Fair Value Assets/ (Liabilities) (₹ in crore)
0 to 2 years	31st March 2025	83.42	10.00	28.30
0 to 2 years	31st March 2024	-	-	-

Currency Options:

Particulars	As at	Average Exchange Rate (US$/INR)	Nominal Amount US$ crore	Fair Value Assets/ (Liabilities) (₹ in crore)
2 to 10 years	31st March 2025	79.14	47.50	125.47
2 to 10 years	31st March 2024	72.52	20.00	435.55

**Includes weighted average rate for Cross Currency Interest Rate Swaps, Principal Only Swap and Coupon Swaps.*

The line item in the Balance Sheet, that includes the above Hedging Instruments, is "Other Financial Assets"/"Other Financial Liabilities".

Recognition of gains/(losses) under foreign exchange forward contracts and interest rates swaps contracts designated under cash flows hedges:

₹ in crore

Particulars	As at 31st March 2025		As at 31st March 2024	
	Effective Hedge (OCI)	Ineffective Hedge (Profit and Loss)	Effective Hedge (OCI)	Ineffective Hedge (Profit and Loss)
Gain/(Loss)	(2.44)	-	(52.51)	-

(b) Hedge of net investments in foreign operations:

Derivative asset as at 31st March 2025 includes forward contracts of AED 1,193.84 million (31st March 2024 : AED 1,120.31 million) which has been designated as a hedge of the net investment in the UltraTech₹s subsidiary UltraTech Cement Middle East Investments Limited (UCMEIL). This derivative is being used to hedge the Group's exposure to AED foreign exchange risk on these investments. Gains or losses on the retranslation of these derivatives are transferred to OCI to offset any gains or losses on translation of the net investments in the subsidiaries. There is no ineffectiveness during the year ended 31st March 2025.

There is an economic relationship between the hedged item and the hedging instrument as the net investment creates a translation risk that will match the foreign exchange risk on the forward contracts.

Particulars	31st March 2025	31st March 2024
Currency exchange risk hedged	AED to INR	AED to INR
Nominal amount of hedging instruments	AED 1,193.84 million	AED 1,120.31 million
Maturity date	March 2025 to March 2033	March 2025 to March 2033
Carrying value of hedging instruments (Derivative Assets)	₹ 69.88 Cr	₹ 27.51 cr
Change in the fair value of the hedging instrument during the year	₹ 69.88 Cr	₹ 27.51 cr
Fair value gain on effective hedge	₹ 69.88 Cr	₹ 27.51 cr

(c) Fair Value Hedge

Details of Foreign Exchange Forward Contracts Outstanding as on 31st March 2025

Sr. No.	Type of Hedges and Risks	Foreign Currency Amount (₹ in crore)		Weighted Average Foreign Exchange Rate		Nominal Value (₹ in crore)		Carrying Amount of Hedging Instrument (₹ in crore)		Maturity Date-Range
		Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	
a	US$	21.13	0.56	86.57	85.85	1,829.22	48.08	(14.44)	(0.34)	7th April 2025 to 31st October 2025
b	EUR	4.31	0.82	93.04	90.66	400.55	73.94	1.17	1.52	4th April 2025 to 18th February 2026
c	AUD	4.02		56.01	-	225.17	-	(6.72)	-	4th April 2025 to 27th February 2026
d	CNY/RMB/CNH	0.57		12.14	-	6.92	-	(0.18)	-	29th April 2024 to 6th May 2025
e	GBP	-	0.23	-	107.57	-	24.74	-	0.41	7th April 2025 to 8th July 2025

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Details of Foreign Exchange Forward Contracts Outstanding as on 31st March 2024

Sr. No.	Type of Hedges and Risks	Foreign Currency Amount (₹ in crore)		Weighted Average Foreign Exchange Rate		Nominal Value (₹ in crore)		Carrying Amount of Hedging Instrument (₹ in crore)		Maturity Date-Range
		Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities	
a	US$	27.58	0.19	83.56	83.36	2,305.05	15.45	1.14	0.03	10th April 2024 to 4th September 2024
b	EUR	4.57	0.36	92.51	91.20	423.19	32.90	(6.29)	(0.34)	15th April 2024 to 27th February 2025
c	JPY	2.36	-	0.59	-	1.39	-	(0.08)	-	31st May 2024
d	AUD	4.18	-	55.58	-	232.38	-	(4.32)	-	5th April 2024 to 21st February 2025
e	CNY/RMB/CNH	0.76	-	11.95	-	9.10	-	(0.25)	-	30th April 2024 to 30th September 2024
f	GBP	-	0.28	-	105.06	-	29.09	-	0.13	30th April 2024 to 21st November 2024

2. Interest Rate Risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the prevailing market interest rates. The Group's exposure to the risk, due to changes in interest rates, relates primarily to the Group's short-term borrowings (excluding commercial papers) with floating interest rates. For all long-term borrowings in foreign currency with floating rates, the risk of variation in the interest rates is mitigated through interest rate swaps. The Group constantly monitors the credit markets and revisits its financing strategies to achieve an optimal maturity profile and financing cost.

Interest Rate Exposure:

₹ in crore

Particulars	Total Borrowings	Floating Rate Borrowings	Fixed Rate Borrowings	Non-Interest Bearing Borrowings
INR	35,248.64	15,218.62	19,671.17	358.85
US$	10,959.73	360.98	10,598.75	-
Total as at 31st March 2025	**46,208.37**	**15,579.60**	**30,269.92**	**358.85**
INR	21,210.32	9,928.23	10,967.37	314.72
US$	5,964.29	2,211.06	3,753.23	-
Total as at 31st March 2024	**27,174.61**	**12,139.29**	**14,720.60**	**314.72**

Note: Interest rate risk hedged for Foreign Currency borrowings has been shown under Fixed Rate borrowings.

Interest Rate Sensitivities for Floating Rate Borrowings (impact of increase in 1%):

Interest rate sensitivity has been calculated assuming the borrowings outstanding at the reporting date have been outstanding for the entire reporting period. Further, the calculations for the unhedged floating rate borrowings have been done on the notional value of the foreign currency (excluding the revaluation).

Particulars	As at 31st March 2025		As at 31st March 2024	
	Impact On		Impact On	
	Profit Before Tax	Equity	Profit Before Tax	Equity
INR	152.19	113.88	32.87	24.60
US$	3.61	2.70	11.50	8.61

Note: If the rate is decreased by 100 bps the Profit Before Tax will increase by an equal amount.

The Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate borrowings, which is monitored on continuous basis. For foreign currency long-term borrowings with floating rates, the risk of variation in the interest rates is mitigated through interest rate swaps. These swaps are designated to hedge underlying debt obligations. The Group constantly monitors the credit markets and rebalances its financing strategies to achieve an optimal maturity profile and financing cost.

3. Equity Price Risk

The Group is exposed to equity price risk arising from Equity Investments (other than Joint Ventures and Associates, which are carried at cost).

Equity Price Sensitivity Analysis:

The sensitivity analysis below has been determined based on the exposure to equity price risk at the end of the reporting period.

If equity prices of the quoted investments increase/decrease by 5%, Other Comprehensive Income for the year ended 31st March 2025, would increase/decrease by ₹ 544.10 crore (for the year ended 31st March 2024 by ₹ 573.29 crore).

4. Credit Risk:

Credit risk arises when a customer or counterparty does not meet its obligations under a customer contract or financial instrument, leading to a financial loss. The Group is exposed to credit risk from its operating activities primarily trade receivables and from its financing/investing activities, including deposits with banks, mutual fund investments, and investments in debt securities, foreign exchange transactions. The Group has no significant concentration of credit risk with any counterparty.

The carrying amount of financial assets represents the maximum credit risk exposure.

a. Trade Receivables

Trade receivables are consisting of a large number of customers. The Group has credit evaluation policy for each customer and, based on the evaluation, credit limit of each customer is defined. Wherever the Group assesses the credit risk as high, the exposure is backed by either bank guarantee/letter of credit or security deposits.

Total trade receivables as on 31st March 2025 is ₹ 8,516.67 crore (excluding ₹ 642.29 crore of Insurance and NBFC/HFC Business) {31st March 2024 : ₹ 6410.89 crore (excluding ₹ 570.31 crore of Insurance and NBFC/HFC Business).

Given the diverse nature of the Group's businesses, trade receivables are spread over a number of customers with no significant concentration of credit risk. No single customer accounted for 10% or more of the Group's net sales or for any of the Group's primary businesses during the current year and in the previous year. Therefore, the Group does not expect any material risk on account of non-performance by any of its counter parties.

As per simplified approach, the Group makes provision of expected credit losses on trade receivables using a provision matrix to mitigate the risk of default in payments and makes appropriate provision at each reporting date, wherever outstanding is for longer period and involves higher risk.

As per policy receivables are classified into different buckets based on the overdue period ranging from 4 months to one year to more than two years. There are different provisioning norms for each bucket which are ranging from 10% to 100%.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Movement of Loss Allowance:

₹ in crore

Particulars	31st March 2025	31st March 2024
Provision at the beginning of the year	**177.69**	**157.32**
Add: Provided during the Year	62.83	31.32
Add: Transferred on Acquisition of subsidiary /Scheme of Composite Arrangements (Note 4.3.(a),(b),(c))	79.23	-
Less: Derecoginsed on account Divestment of Subsidiary (Note 4.12.4)	(2.02)	-
Less: Utilised during the Year	(11.56)	(6.99)
Less: Written Back during the Year	(10.56)	(4.20)
Effect of Foreign Conversion	0.61	0.24
Provision at the end of the year	**296.22**	**177.69**

b. Investments, Derivative Instruments, Cash and Cash Equivalents and Bank Deposits:

Credit Risk on cash and cash equivalents, deposits with banks/financial institutions is generally low, as the said deposits have been made with banks/financial institutions who have been assigned high credit rating by international and domestic rating agencies.

Credit Risk on Derivative Instruments is generally low, as the Group enters into the Derivative Contracts with the reputed banks.

Investments of surplus funds are made only with approved Financial Institutions/Counterparties. Investments primarily include investments in units of quoted Mutual Funds, quoted Bonds; Non-Convertible Debentures issued by Government/Semi-Government Agencies/PSU Bonds/High Investment grade Corporates, etc. These Mutual Funds and Counterparties have low credit risk.

The Group has standard operating procedures and investment policy for deployment of surplus liquidity, which allows investment in debt securities and mutual fund schemes of debt and arbitrage categories, and restricts the exposure in equity markets.

Compliances of these policies and principles are reviewed by internal auditors on periodical basis.

Total non-current and current investments (excluding Investment of Insurance and NBFC/HFC Business) as on 31st March 2025 is ₹ 21,318.13 crore (31st March 2024 ₹ 23,521.27 crore).

Financial Guarantees:

The Group has given corporate guarantees of ₹ 1.70 crore (previous year ₹ 1.70 crore).

5. Liquidity Risk:

Liquidity risk is defined as the risk that the Group will not be able to settle or meet its obligations on time or at reasonable price. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, and the availability of funding through an adequate amount of credit facilities to meet obligations, when due. The Group's treasury team is responsible for managing liquidity, funding as well as settlement. In addition, processes and policies related to such risks are overseen by the senior management. The Management monitors the Group's liquidity position through rolling forecasts and long range business forecasts on the basis of expected cash flows.

The table below provides details of financial liabilities and financial assets as on the reporting date.

₹ in crore

As at 31st March 2025	Less than 1 Year	1 to 5 Years	More than 5 Years	Total
Financial Liabilities				
Borrowings (including Current Maturities of Long-term Debts) *	15,805.98	22,147.04	19,100.99	57,054.01
Trade Payables	14,174.91	-	-	14,174.91
Interest Accrued but not Due on Borrowings	426.01	-	-	426.01
Other Financial Liabilities (excluding Deferred Premium Payable and Derivative Liabilities)	9,501.33	112.63	11.00	9,624.96
Lease Liabilities *	435.67	1,204.87	1,133.16	2,773.70
Deferred Premium Payable *	99.27	324.09	-	423.36
Derivative Liabilities	145.25	-	-	145.25
Liquid Financial Assets				
Surplus Investments in Mutual Funds, Bonds and Fixed Deposits with Corporates and Banks.	9,789.78	307.89	500.80	10,598.47

**Contractual amount*

₹ in crore

As at 31st March 2024	Less than 1 Year	1 to 5 Years	More than 5 Years	Total
Financial Liabilities				
Borrowings (including Current Maturities of Long-term Debts) *	10,361.37	9,422.92	13,864.55	33,648.84
Trade Payables	14,159.34	0.23	-	14,159.57
Supplier's Credit	407.39	-	-	407.39
Interest Accrued but not Due on Borrowings	407.39	-	-	407.39
Other Financial Liabilities (excluding Deferred Premium Payable and Derivative Liabilities)	7,788.32	30.81	11.14	7,830.27
Lease Liabilities *	458.22	1,382.68	983.26	2,824.16
Deferred Premium Payable *	47.81	191.20	95.44	334.45
Derivative Liabilities	116.22	-	-	116.22
Liquid Financial Assets				
Surplus Investments in Mutual Funds, Bonds, Fixed Deposits with Corporates and Banks and Larsen & Toubro Shares.	9,658.94	434.34	1,250.89	11,344.17

**Contractual amount*

6. Commodity Price Risk Management:

Commodity price risk for the Group is mainly related to fluctuations in coal and pet coke prices linked to various external factors, which can affect the production cost of the Group. Since the energy costs is one of the primary costs drivers, any fluctuation in fuel prices can lead to drop in operating margin. To manage this risk, the Group enters into forward covers for imported coal, enter into long-term supply agreement for pet coke, identifying new sources of supply, etc. While forward covers are prevailing in the markets for coal, but in the case of pet coke no such derivative available; it has to be procured at spot prices. Additionally, processes and policies related to such risks are reviewed and controlled by the senior management and fuel requirements are monitored by the central procurement team.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

4.11 Capital Management (Other Than Financial Services Segment) (Ind AS 1)

The Group's objectives, when managing capital, are to (a) maximise shareholder value and provide benefits to other stakeholders and (b) maintain an optimal capital structure to reduce the cost of capital. For the purposes of the Group's capital management, capital includes issued capital, securities premium and all other equity reserves attributable to the equity holders. The Group monitors capital using debt-equity ratio, which is total debt less investments divided by total equity.

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Total Debt (Bank and Other Borrowings)	46,000.29	26,780.40
Less: Liquid Investments (Mutual Funds, Bonds, Fixed Deposits with Corporates and Banks and Larsen & Toubro Shares)	10,598.47	11,344.17
Net Debt	35,401.82	15,436.23
Owner's Equity	97,509.23	88,652.40
Net Debt to Equity (In times)	**0.36**	**0.17**

In addition the Group has financial covenants relating to the borrowing facilities that it has taken from the lenders like interest coverage service ratio, Debt to EBITDA, Outside liabilities to Net Worth etc., which is maintained by the Group.

4.12 Additional Information Details

4.12.1 Government Grants (Ind AS 20)

a) As at 31st March 2025, the Company has outstanding interest-free loans of ₹ 33 crore (Contractual Value: ₹ 40.63 crore) from a State Government, repayable in full in next one to five years. The Company has done the initial recognition of loan at fair value using prevailing market interest rate for an equivalent loan. As at 31st March 2025, the difference of ₹ 7.63 crore between contractual Value and fair value of loan is the government grant which will be recognised in the Statement of Profit and Loss over the remaining period of loan.

b) Other Operating Revenue (Note 3.1) includes incentives against capital investments received by UTCL amounting to ₹ 646.78 crore (Previous Year ₹ 684.72 crore) under the State Investment Promotion Scheme.

c) Sales Tax deferment loan granted under State Investment Promotion Scheme has been considered as a government grant, and the difference between the fair value and nominal value as on the date being recognised as an income. Accordingly, an amount of ₹ 51.04 crore (Previous Year ₹ 13.42 crore) has been recognised as an income by group. Every year, change in fair value is accounted for as an interest expense.

4.12.2 The Supreme Court of India has allowed an appeal filed by the State of Rajasthan in a matter relating to transfer of mining lease in the name of the UltraTech's wholly owned subsidiary, Gotan Lime Stone Khanij Udyog Private Limited ("GKUPL"), and has directed the State of Rajasthan to frame and notify its policy relating to transfer of mining lease and thereafter pass appropriate order in respect of the mining lease of GKUPL. The State Government has notified the new policy related to the transfer of new mining lease, based on which the UTCL has requested the State Government to consider reinstatement of the mines in its favour.

4.12.3 In terms of a Scheme of Arrangement between Jaiprakash Associates Limited (JAL); Jaypee Cement Corporation Limited (JCCL), UTCL ("The Parties") and their respective shareholders and creditors, sanctioned by the National Company Law Tribunal, Mumbai and Allahabad bench, together with necessary approvals from the stock exchanges, Securities and Exchange Board of India (SEBI), and the Competition Commission of India; UTCL had on 27th June, 2017, issued Series A Redeemable Preference Shares of ₹ 1,000 crore to JAL (Series A RPS) for a period of 5 years or such longer period as may be agreed by the Parties (the "Term"). The Series A RPS were held in

escrow until satisfaction of certain conditions precedent in relation to the Dalla Super Plant and mines situated in the state of Uttar Pradesh (Earlier known as JP Super), to be redeemed post the expiry of the Term as per the agreement between The Parties. Upon expiry of the Term, UTCL offered redemption of the Series A RPS within the stipulated number of days, post adjustment of certain costs pertaining to the conditions precedent, as per the terms of the agreement entered into between The Parties.

Redemption of the Series A RPS was subject to issuance of a joint notice to the escrow agent. The Series A RPS could not be redeemed due to inaction on the part of JAL in signing the joint instruction notice. This matter has since been referred to arbitration and the arbitration proceedings are pending. UTCL has classified the Series A RPS to Other Financial Liabilities as Liability for Capital Goods.

4.12.4 ABCL had sold its entire stake of 50.002% in Aditya Birla Insurance Brokers Limited ("ABIBL") to Edme Services Private Limited, part of the Samara Capital Group and an affiliate of Samara Alternate Investment Fund on 30th August 2024. The Company had recognised gain of ₹ 76.82 crore. ABIBL has ceased to be a Subsidiary of ABCL w.e.f. 30th August 2024.

4.12.5 In 2018, ABCL and Varde Partners ("Varde") established a strategic partnership to pursue investments in stressed and distressed assets in India. In accordance with the commercial agreements between ABCL and Varde, Aditya Birla ARC Limited (ABARC) has recognised amounts attributable to Varde's economic interest in the funds available from the resolution and redemption of specific security receipts, in line with letter dated 28th March 2025 issued by ABCL to ABARC. The above agreements were earlier entered into by ABCL with Varde for protecting the ABARC from losses, if any, suffered by the ABARC due to the ABARC's investment in specific security receipts.

In view of the same, an estimated amount of ₹ 525 crore has been provided by ABARC by reducing 'Net gain on fair value changes' and corresponding amount, being amounts attributable to Varde has been disclosed under 'Other Financial Liabilities'. Any payment to Varde pursuant to the aforesaid shall be subject to applicable Laws and applicable Regulatory approvals.

4.12.6 Aditya Birla Sun Life Insurance Company Limited and Aditya Birla Health Insurance Co. Limited have paid ₹ 16.80 crore and ₹ 20.43 crore respectively in the earlier years, pursuant to the GST query with respect to GST input tax credit on business promotion expenses. Pending further developments on the same, the mentioned amount has been treated as deposit as at 31st March 2025.

4.12.7 Involvement with unconsolidated structured entities by Aditya Birla ARC Limited:

The Group has concluded that the Assets Reconstruction trust in which it invests, but does not consolidate meet the definition of structured entities because :

- The voting rights in the Company are not dominant rights in deciding who controls them because the right relate to administrative tasks only.
- Trust activities are restricted by trust deed.
- Insufficient equity to permit the structured entity to finance its activities without substantial financial support, and
- The trust have well defined objective to provide recovery activities to investors.

The following table describes the type of structured entities that the Company does not consolidate but in which it holds an interest-

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Type of Structures Entity	Nature and Purpose	Interest Held by the Company Investment in Security Receipts (SRs)	As of 31st March 2025		As of 31st March 2024	
			SRs issued by Trust	SRs subscribed by Company	SRs issued by Trust	SRs subscribed by Company
Asset Reconstruction Trust	To acquire stressed assets for the purpose of carrying on the activity of securitisation and assets reconstruction	Acting as trustee to the Trusts	3.94	0.59	5.70	0.86

The following table sets out an analysis of the carrying amount of interest held by group in unconsolidated structure entities. The maximum exposure to loss in carrying amount of the asset held is as below:-

Carrying Amount	As of 31st March 2025	As of 31st March 2024
Investment in SR	37.36	557.85
Advance to Trusts	-	13.70
Reimbursement from Trusts	-	0.01
Fees Receivable	-	9.56

4.13 The CFS are comprised of the Audited Financial Statements (except as mentioned otherwise) of the Company, its Subsidiaries and its interest in Joint Ventures and Associates for the year ended 31st March 2025, which are as under:

Name of the Company	Abbreviation	Country of Incorporation	Grasim's Ownership Interest %	
			31st March 2025	31st March 2024
Subsidiaries:				
ABNL Investments Limited	ABIL	India	100.00	100.00
Samruddhi Swastik Trading And Investments Limited	SSTIL	India	100.00	100.00
Grasim Business Services Private Limited	GBSPL	India	100.00	100.00
Aditya Birla Renewables Limited	ABREL	India	100.00	100.00
Aditya Birla Renewables SPV1 Limited (74% of ABREL and 26% of UTCL)	ABRSPV1	India	88.59	88.90
Aditya Birla Renewables Subsidiary Limited (74% of ABREL)	ABRSL	India	74.00	74.00
Aditya Birla Renewable Energy Limited (74% of ABREL and 26% of UTCL)	ABReEL	India	88.59	88.90
Aditya Birla Renewable Solar Limited (74% of ABREL)	ABReSL	India	74.00	74.00
ABReL SPV2 Limited (100% of ABREL)	ABRSPV2	India	100.00	100.00
Aditya Birla Renewables Utkal Limited (74% of ABREL)	ABRUL	India	74.00	74.00
ABReL Solar Power Limited (26% of Grasim and 74 % of ABREL)	ASPL	India	100.00	100.00
ABReL Renewables EPC Limited (100% of ABREL)	ABRELEPC	India	100.00	100.00
ABReL Century Energy Limited (74% of ABREL)	ABRELCEPC	India	74.00	74.00
ABReL (MP) Renewables Limited (74% of ABREL and 26% of UTCL)	ABRELMP	India	88.59	88.90
ABReL Green Energy Limited (74% of ABREL and 26% of UTCL)	ABRELG	India	88.59	88.90
ABReL EPCCO Services Limited (100% of ABREL)	ABREPCCO	India	100.00	100.00
ABReL EPC Limited (100% of ABREL)	ABREEPC	India	100.00	100.00
ABReL (RJ) Projects Limited (74% of ABREL and 26% of UTCL)	ABRELRJ	India	88.59	88.90
ABReL (Odisha) SPV Limited (74% of ABREL and 26% of UTCL)	ABRLO	India	88.59	88.90
ABReL Hybrid Projects Limited (100% of ABREL)	ABRELHY	India	100.00	100.00
Aditya Birla Renewables Green Power Private Limited (Formerly known as Waacox Ltd) (100% of ABREL)	WEPL	India	100.00	100.00
Aditya Birla Renewables SPV 4 Limited (74% of ABREL) (w.e.f. 14th December 2024)	ABRSPV4	India	74.00	-
Aditya Birla Renewables SPV 3 Limited (100% of ABREL) (w.e.f. 21st November 2024)	ABRSPV3	India	100.00	-

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Name of the Company	Abbreviation	Country of Incorporation	Grasim's Ownership Interest %	
			31st March 2025	31st March 2024
Aditya Birla Renewables SPV 5 Limited (100% of ABREL) (w.e.f. 24th January 2025)	ABRSPV5	India	100.00	-
Aditya Birla Capital Limited	ABCL	India	52.54	52.68
Aditya Birla PE Advisors Private Limited (100% of ABCL)	ABPEAPL	India	52.54	52.68
Aditya Birla Capital Technology Services Limited (100% of ABCL) (Merged with ABFSSL w.e.f. 2nd July 2024)	ABCTSL	India	-	52.68
Aditya Birla Trustee Company Private Limited (100% of ABCL)	ABTCPL	India	52.54	52.68
Aditya Birla Money Limited (73.53% of ABCL)	ABML	India	38.63	38.74
Aditya Birla Financial Shared Services Limited (100% of ABCL)	ABFSSL	India	52.54	52.68
Aditya Birla Finance Limited (100% of ABCL)*	ABFL	India	-	52.68
Aditya Birla Insurance Brokers Limited (50.002% of ABCL)(Ceased to be subsidiary w.e.f. 30th August 2024)	ABIBL	India	-	26.34
Aditya Birla Housing Finance Limited (100% of ABCL)	ABHFL	India	52.54	52.68
Aditya Birla Money Mart Limited (100% of ABCL) (Merged with ABFSSL w.e.f. 2nd July 2024)	ABMML	India	-	52.68
Aditya Birla Money Insurance Advisory Services Limited (100% of ABMML) (Merged with ABMML w.e.f. 1st July 2024)	ABMIASL	India	-	52.68
Aditya Birla Sun Life Insurance Company Limited (51% of ABCL)	ABSLI	India	26.80	26.87
Aditya Birla Sun Life Pension Management Limited (100% of ABSLI)	ABSPML	India	26.80	26.87
Aditya Birla ARC Limited(100% of ABCL)	ABARC	India	52.54	52.68
Aditya Birla Stressed Asset AMC Private Limited (100% of ABCL)	ABSA	India	52.54	52.68
ABARC-AST-008-Trust (100% of ABCL)		India	52.54	52.68
ABARC-AST-010-Trust (100% of ABCL)		India	52.54	52.68
Aditya Birla Special Situation Fund -1 (100% of ABCL)	ABSSF	India	52.54	52.68
Aditya Birla Capital Digital Limited (100% of ABCL)	ABCDL	India	52.54	52.68
UltraTech Cement Limited (UTCL) (Note 4.3.a)	UltraTech	India	56.11	57.27
UltraTech Cement Lanka Private Limited (80% of UTCL)	UTCLPL	Sri Lanka	44.88	45.82
Harish Cement Limited (100% of UTCL)	HCL	India	56.11	57.27
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKWCT) (66.34% of UTCL) (w.e.f. 10th July 2024)	RAKW	UAE	37.22	-
Modern Block Factory Establishment (100% of RAKWCT) (w.e.f. 10th July 2024)	MBFE	UAE	37.22	-
Ras Al Khaimah Lime Co, Noora LLC (100% of RAKWCT) (w.e.f. 10th July 2024)	RAKLC	UAE	37.22	-
UltraTech Cement Middle East Investments Limited (100% of UTCL)	UCMEIL	UAE	56.11	57.27
Star Cement Co. LLC, Dubai (100% of UCMEIL)	SCCLD	UAE	56.11	57.27
Star Cement Co. LLC, Ras-Al-Khaimah (100% of UCMEIL)	SCCLRAK	UAE	56.11	57.27
Al Nakhla Crusher LLC, Fujairah (100% of UCMEIL)	ANCL	UAE	56.11	57.27
Arabian Cement Industry LLC, Abu Dhabi (100% of UCMEIL)	ACIL	UAE	56.11	57.27
UltraTech Cement Bahrain Company WLL, Bahrain (formerly known as Arabian Gulf Cement Co WLL) (100% of UCMEIL)	UTCBC	Bahrain	56.11	57.27
Bhagwati Lime Stone Company Private Limited (100% of UTCL)	BLCPL	India	56.11	57.27
Gotan Limestone Khanij Udyog Private Limited (100% of UTCL)	GKU	India	56.11	57.27
Bhumi Resources (Singapore) PTE Limited (100% UTCL)	BHUMI	Singapore	56.11	57.27
Star Super Cement Industries LLC (100% of UCMEIL)	SSCILLC	UAE	56.11	57.27
Binani Cement Tanzania Limited (100% of SSCILLC)	BICTL	Tanzania	56.11	57.27
BC Tradelink Limited (100% of SSCILLC)	BCTL	Tanzania	56.11	57.27
PT Anggana Energy Resources (100% of BHUMI)	PTAER	Indonesia	56.11	57.27
Binani Cement (Uganda) Limited (100% of SSCILLC)	BCUL	Uganda	56.11	57.27
Duqm Cement project International, LLC (70% Of UCMEIL)	DCPI	Oman	39.28	40.09
Letein Valley Cement Limited (w.e.f. 16th January 2024)	LVCL	India	56.11	57.27
The India Cements Limited (ICEM) (81.49% of UTCL) (w.e.f. 24th December 2024)	ICEM	India	45.72	-

**Amalgamated with Aditya Birla Capital Limited w.e.f. appointed date 1st April 2024*

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

Name of the Company	Abbreviation	Country of Incorporation	Grasim's Ownership Interest %	
			31st March 2025	31st March 2024
ICL Financial Services Limited (ICLFSL) (100% of ICEM) (w.e.f. 24th December 2024)	ICLFSL	India	45.72	-
India Cements Infrastructures Limited (100% of ICEM) (w.e.f. 24th December 2024)	ICIL	India	45.72	-
Industrial Chemicals & Monomers Limited (98.59% of ICEM) (w.e.f. 24th December 2024)	ICML	India	45.08	-
ICL International Limited (100% of ICEM) (w.e.f. 24th December 2024)	ICLIL	India	45.72	-
ICL Securities Limited (100% of ICEM) (w.e.f. 24th December 2024)	ICLSL	India	45.72	-
Coromandel Minerals Pte Ltd (CMP) (100% of ICEM) (w.e.f. 24th December 2024)	CMP	Singapore	45.72	-
PT Coromandel Mineral Resources (CMR) (98% ICEM and 2% ICLFSL) (w.e.f. 24th December 2024)	CMR	Indonesia	45.72	-
Raasi Minerals Pte Ltd (RMP) (100% of CMP) (w.e.f. 24th December 2024)	RMP	Singapore	45.72	-
PT Adcoal Energindo (AEI) (71.90% RMP and 28.10% CMR) (w.e.f. 24th December 2024)	AEI	Indonesia	45.72	-
Joint Venture Companies (JVs):				
AV Group NB Inc.	AVNB	Canada	45.00	45.00
Birla Jingwei Fibres Company Limited	BJFC	China	26.63	26.63
Bhubaneswari Coal Mining Limited	BCML	India	26.00	26.00
Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi	ABEST	Turkey	33.33	33.33
Bhaskarpara Coal Company Limited (47.37% of UTCL)	BCCL	India	26.58	27.14
Aditya Group AB	AGAB	Sweden	33.33	33.33
AV Terrace Bay Inc.	AVTB	Canada	40.00	40.00
Aditya Birla Power Composites Limited	ABPCL	India	51.00	51.00
Aditya Birla Health Insurance Co. Limited (45.89% of ABCL)	ABHICL	India	24.11	24.17
Aditya Birla Sun Life Trustee Private Limited (50.85% of ABCL)	ABSTPL	India	26.72	26.79
Aditya Birla Wellness Private Limited (51% of ABCL)	ABWPL	India	26.80	26.87
Birla Advanced Knits Private Limited	BAKPL	India	50.00	50.00
Associates:				
Aditya Birla Science & Technology Company Private Limited	ABSTCL	India	49.50	49.50
Madanpur (North) Coal Company Private Limited (11.17% of UTCL)	MCCPL	India	6.27	6.40
Aditya Birla Sun Life AMC Limited (44.94% of ABCL) (Note- 4.4 c)	ABSAMC	India	23.61	23.78
Aditya Birla Sun Life AMC (Mauritius) Limited (100% Subsidiary of ABSAMC)	ABSAMCM	Mauritius	23.61	23.78
Aditya Birla Sun Life AMC Limited, Dubai (100% Subsidiary of ABSAMC)	ABSAMCD	UAE	23.61	23.78
Aditya Birla Sun Life AMC Pte. Limited (100% Subsidiary of ABSAMC)	ABSAMCS	Singapore	23.61	23.78
Renew Surya Uday Private Limited (Ceased to be associate w.e.f. 1st July 2024)	RUSPL	India	-	26.00
Aditya Birla Idea Payment Bank - Liquidated w.e.f. 27th January 2025	ABIPB	India	-	-
PT Mitra Setia Tanah Bumbu (w.e.f. 24th December 2024)	PTMSTB	Indonesia	22.40	0.00
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (Upto 9th July 2024)	RAKW	UAE	-	17.06
Modern Block Factory Establishment (100% of RAKW) (Upto 9th July 2024)	MBFE	UAE	-	17.06
Ras Al Khaimah Lime Co, Noora LLC (100% of RAKW) (Upto 9th July 2024)	RAKLC	UAE	-	17.06
Greenyana Sunstream Private Limited (Ceased to be associate w.e.f. 1st July 2024)	GSPL	India	-	26.00

4.14 Additional Information as required by paragraph 2 of the General Instruction for Preparation of CFS as per Schedule III of the Companies Act, 2013

Year ended 31st March 2025

₹ in crore

Sr. No	Name of the Entity	Net Assets (Total Assets minus Total Liabilities)		Share in Profit or Loss#		Share in Other Comprehensive Income (OCI)#		Share in Total Comprehensive Income (TCI)#	
		As % of Consolidated Net Assets	Amount (₹ in crore)	As % of Consolidated Profit or Loss	Amount (₹ in crore)	As % of Consolidated OCI	Amount (₹ in crore)	As % of Consolidated TCI	Amount (₹ in crore)
A	**Parent**								
	Grasim Industries Limited	34.05%	53,728.17	2.73%	212.11	-62.12%	(263.55)	-0.63%	(51.44)
B	**Subsidiaries**								
	Indian								
1	UltraTech Cement Limited (incl. Subsidiaries)	46.79%	73,846.27	77.92%	6,043.81	158.76%	673.57	82.11%	6,717.38
2	Aditya Birla Capital Limited (incl. Subsidiaries)	27.69%	43,694.59	33.08%	2,565.53	-7.39%	(31.34)	30.98%	2,534.19
3	Samruddhi Swastik Trading and Investment Limited	0.05%	86.13	0.03%	2.50	0.00%	-	0.03%	2.50
4	ABNL Investments Limited	0.08%	119.96	0.03%	1.97	1.07%	4.53	0.08%	6.50
5	Aditya Birla Renewables Limited (incl. Subsidiaries)	0.45%	717.42	-4.53%	(351.00)	-0.05%	(0.20)	-4.29%	(351.20)
6	Grasim Business Services Pvt Ltd	0.00%	1.47	0.01%	1.10	0.00%	(0.02)	0.01%	1.08
	Subtotal (B)	**75.07%**	**1,18,465.84**	**106.54%**	**8,263.91**	**152.39%**	**646.54**	**108.92%**	**8,910.45**
C	**Associates**								
	Indian								
1	Aditya Birla Science & Technology Company Private Limited	0.03%	50.09	0.10%	7.88	-0.04%	(0.15)	0.09%	7.73
2	Madanpur (North) Coal Company Limited	0.00%	0.90	0.00%	0.01	0.00%	-	0.00%	0.01
3	Renew Surya Uday Pvt Ltd	0.00%	-	-0.02%	(1.87)	0.00%	-	-0.02%	(1.87)
4	Greenyana Sunstream Private Limited	0.00%	-	0.01%	0.43	0.00%	-	0.01%	0.43
5	Aditya Birla Sun Life AMC Limited	3.60%	5,684.99	5.25%	407.36	-0.27%	(1.14)	4.97%	406.22
	Foreign								
1	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW)	0.00%	-	0.04%	3.14	-0.41%	(1.76)	0.02%	1.38
2	Pt Mitra Setiah Tanah Bumbu	0.03%	41.34	-0.10%	(7.54)	0.00%	-	-0.09%	(7.54)
	Subtotal (C)	**3.66%**	**5,777.32**	**5.28%**	**409.41**	**-0.72%**	**(3.05)**	**4.97%**	**406.36**
D	**Joint Ventures**								
	Indian								
1	Bhubaneswari Coal Mining Limited	0.17%	271.48	0.30%	23.03	0.08%	0.35	0.29%	23.38
2	Aditya Birla Wellness Private Limited	0.01%	11.53	-0.06%	(4.76)	0.00%	-	-0.06%	(4.76)
3	Aditya Birla Sun Life Trustee Company Private Limited	0.00%	1.05	0.00%	0.19	0.00%	-	0.00%	0.19

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Sr. No	Name of the Entity	Net Assets (Total Assets minus Total Liabilities)		Share in Profit or Loss#		Share in Other Comprehensive Income (OCI)#		Share in Total Comprehensive Income (TCI)#	
		As % of Consolidated Net Assets	Amount (₹ in crore)	As % of Consolidated Profit or Loss	Amount (₹ in crore)	As % of Consolidated OCI	Amount (₹ in crore)	As % of Consolidated TCI	Amount (₹ in crore)
4	Bhaskarpara Coal Company Limited	0.00%	4.29	0.00%	0.22	0.00%	-	0.00%	0.22
5	Aditya Birla Power Composites Private Limited	0.00%	2.31	0.02%	1.37	0.00%	-	0.02%	1.37
6	Aditya Birla Health Insurance Co. Limited	2.01%	3,169.66	0.04%	2.93	5.96%	25.29	0.34%	28.22
7	Birla Advanced Knits Pvt Ltd	0.00%	-	-0.41%	(31.65)	0.00%	-	-0.39%	(31.65)
	Foreign								
1	AV Group NB Inc.	0.25%	388.19	-0.82%	(63.49)	-6.78%	(28.78)	-1.13%	(92.27)
2	Birla Jingwei Fibres Company Limited	0.04%	59.23	0.01%	1.07	0.20%	0.84	0.02%	1.91
3	Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi	0.00%	0.04	0.00%	(0.33)	0.00%	0.01	0.00%	(0.32)
4	Aditya Group AB	0.22%	339.41	-0.53%	(41.20)	10.99%	46.62	0.07%	5.42
5	AV Terrace Bay Inc.	0.00%	-	-	-	0.00%	-	0.00%	-
	Subtotal (D)	**2.69%**	**4,247.19**	**-1.45%**	**(112.62)**	**10.45%**	**44.33**	**-0.83%**	**(68.29)**
	Consolidation Adjustments (E)	**-15.47%**	**(24,405.69)**	**-13.11%**	**(1,016.48)**	**0.00%**	**-**	**-12.43%**	**(1,016.48)**
	TOTAL (A+B+C+D+E)	**100.00%**	**1,57,812.83**	**100.00%**	**7,756.33**	**100.00%**	**424.27**	**100.00%**	**8,180.60**

#Before Non-Controlling Interest

Year ended 31st March 2024

₹ in crore

Sr. No	Name of the Entity	Net Assets (Total Assets minus Total Liabilities)		Share in Profit or Loss#		Share in Other Comprehensive Income (OCI)#		Share in Total Comprehensive Income (TCI)#	
		As % of Consolidated Net Assets	Amount (₹ in crore)	As % of Consolidated Profit or Loss	Amount (₹ in crore)	As % of Consolidated OCI	Amount (₹ in crore)	As % of Consolidated TCI	Amount (₹ in crore)
A	**Parent**								
	Grasim Industries Limited	36.87%	51,223.92	9.52%	945.39	98.33%	3,896.30	34.86%	4,841.69
B	**Subsidiaries**								
	Indian								
1	UltraTech Cement Limited (incl. Subsidiaries)	42.77%	59,425.09	70.33%	6,980.94	0.51%	20.35	50.41%	7,001.29
2	Aditya Birla Capital Limited (incl. Subsidiaries)	29.42%	40,870.88	25.10%	2,491.02	1.58%	62.76	18.39%	2,553.78
3	Samruddhi Swastik Trading and Investment Limited	0.05%	63.63	0.02%	1.71	0.00%	-	0.01%	1.71
4	ABNL Investments Limited	0.08%	113.45	0.08%	8.03	0.06%	2.25	0.07%	10.28
5	Aditya Birla Renewables Limited (incl. Subsidiaries)	0.64%	893.99	-1.88%	(186.91)	0.01%	0.52	-1.34%	(186.39)
6	Aditya Birla Solar Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
7	Grasim Business Services Pvt Ltd	0.00%	0.39	0.00%	0.34	0.00%	-	0.00%	0.34
	Subtotal (B)	**72.96%**	**1,01,367.43**	**93.64%**	**9,295.13**	**2.17%**	**85.88**	**67.55%**	**9,381.01**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

₹ in crore

Sr. No	Name of the Entity	Net Assets (Total Assets minus Total Liabilities)		Share in Profit or Loss#		Share in Other Comprehensive Income (OCI)#		Share in Total Comprehensive Income (TCI)#	
		As % of Consolidated Net Assets	Amount (₹ in crore)	As % of Consolidated Profit or Loss	Amount (₹ in crore)	As % of Consolidated OCI	Amount (₹ in crore)	As % of Consolidated TCI	Amount (₹ in crore)
C	**Associates**								
	Indian								
1	Aditya Birla Science & Technology Company Private Limited	0.03%	42.36	0.06%	5.52	0.00%	(0.07)	0.04%	5.45
2	Madanpur (North) Coal Company Limited	0.00%	0.89	0.00%	0.01	0.00%	-	0.00%	0.01
3	Renew Surya Uday Pvt Ltd	0.02%	31.69	0.01%	0.64	0.00%	-	0.00%	0.64
4	Greenyana Sunstream Private Limited		5.84		(0.15)		-	0.00%	(0.15)
5	Aditya Birla Sun Life AMC Limited (Note 2.40 (A))	3.93%	5,456.18	3.80%	377.59	-0.03%	(1.04)	2.71%	376.55
	Foreign								
1	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW)	0.61%	853.36	0.23%	22.99	0.36%	14.14	0.27%	37.13
	Subtotal (C)	**4.60%**	**6,390.32**	**4.10%**	**406.60**	**0.33%**	**13.03**	**3.02%**	**419.63**
D	**Joint Ventures**								
	Indian								
1	Bhubaneswari Coal Mining Limited	0.18%	248.10	0.48%	47.27	-0.01%	(0.35)	0.34%	46.92
2	Aditya Birla Wellness Private Limited	0.01%	9.15	-0.03%	(2.62)	0.00%	(0.03)	-0.02%	(2.65)
3	Aditya Birla Sun Life Trustee Company Private Limited	0.00%	0.86	0.00%	0.14	0.00%	-	0.00%	0.14
4	Bhaskarpara Coal Company Limited	0.00%	4.07	0.00%	0.02	0.00%	-	0.00%	0.02
5	Aditya Birla Power Composites Private Limited	0.00%	0.94	-0.07%	(6.68)	0.00%	0.03	-0.05%	(6.65)
6	Aditya Birla Health Insurance Co. Limited	2.13%	2,956.61	-0.84%	(83.48)	0.18%	6.98	-0.55%	(76.50)
7	Birla Advanced Knits Pvt Ltd	0.00%	0.62	-0.23%	(22.40)	0.00%	(0.01)	-0.16%	(22.41)
	Foreign								
1	AV Group NB Inc.	0.35%	480.46	-1.59%	(158.04)	0.30%	11.73	-1.05%	(146.31)
2	Birla Jingwei Fibres Company Limited	0.04%	57.32	0.05%	4.91	-0.04%	(1.64)	0.02%	3.27
3	Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi	0.00%	0.38	0.00%	0.04	0.00%	(0.13)	0.00%	(0.09)
4	Aditya Group AB	0.24%	333.99	-0.35%	(35.21)	-1.24%	(49.20)	-0.61%	(84.41)
5	AV Terrace Bay Inc.	0.00%	-	-0.62%	(61.88)	0.00%	-	-0.45%	(61.88)
	Subtotal (D)	**2.95%**	**4,092.50**	**-3.20%**	**(317.93)**	**-0.82%**	**(32.62)**	**-2.52%**	**(350.55)**
	Consolidation Adjustments (E)	**-17.38%**	**(24,135.78)**	**-4.07%**	**(403.54)**	**0.00%**	**(0.12)**	**-2.91%**	**(403.66)**
	TOTAL (A+B+C+D+E)	**100.00%**	**1,38,938.38**	**100.00%**	**9,925.65**	**100.00%**	**3,962.47**	**100.00%**	**13,888.12**

#Before Non-Controlling Interest

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

4.15 Distribution Made and Proposed (Ind AS 1)

₹ in crore

Particulars	As at 31st March 2025	As at 31st March 2024
Cash Dividend Declared and Paid on Equity Shares :	669.43	658.46
Final dividend for the Year ended on 31st March 2024: ₹ 10 per share of face value of ₹ 2 each (31st March 2023: ₹ 10 per share of face value of ₹ 2 each)		
Proposed Dividend on Equity Shares# :	680.61	664.03
Final dividend for the Year ended on 31st March 2025: ₹ 10 per share of face value of ₹ 2 each (31st March 2024: ₹ 10 per share of face value of ₹ 2 each). For partly paid-up shares, dividend will be paid in the proportion of paid-up value per equity share		

#Proposed dividends on equity shares are subject to approval of Annual General Meeting, and are not recognised as a liability as at 31st March.

4.16 Transactions with Companies Struck Off under Section 248 of the Companies Act, 2013

Disclosure related to relationship of the Company with a company which is Struck off under Section 248 of the Companies Act, 2013 or Section 530 of Companies Act, 1956 as at 31st March 2025 are as follows:

₹ in crore

Sr. No.	Name of struck off Company	Nature of Transactions with struck-off Company	Relationship with Struck off Company, if any	Balance as at 31st March 2025	Balance as at 31st March 2024
1	Rwitvastra Natural Clothing Pvt. Ltd.	Customer Advance	Not Related	-	ß
2	KRS Fashionworks Private Limited	Security Deposit & Trade Payable	Not Related	-	ß
3	Poonam Petrochem Pvt. Ltd	Scrap Sale	Not Related	-	ß
4	Asar Construction Pvt Ltd	Receivables	Not Related	ß	-
5	KRM Construction India	Receivables	Not Related	-	ß
6	Garg Building Material {Closing Balance: (₹ 43,848)}	Receivables	Not Related	-	ß
7	Pamban Builders (OPC) Private Limited {Closing Balance: (₹ 13,315)}	Receivables	Not Related	-	ß
8	Alliance Projects Private Limited	Receivables	Not Related	-	0.02
9	Uttam Consultancy Private Limited	Loan given	Not Related	-	ß
10	Emirate Fashions Private Limited	Outstanding balance (loan given)	Not Related	0.10	ß
11	Chennai School Of Ship Management Private Limited	Outstanding balance (loan given)	Not Related	-	ß
12	Lakshayprime Marketing Private Limited	Outstanding balance (loan given)	Not Related	0.07	-
13	Digikore Studios Limited	Outstanding balance (loan given)	Not Related	0.60	-
14	Savinan Enterprises Private Limited	Commission Charges	Not Related	ß	ß
15	Orion Media Private Limited	AMC Charges	Not Related	-	ß
16	Doniv Enterprises Private Limited	AMC Charges	Not Related	-	ß
17	Gurukul Commosales Private Limited	AMC Charges	Not Related	-	ß
18	Pusha Steels Limited	AMC Charges	Not Related	-	ß
19	Chaturbhuja Securities Private Limited	AMC Charges	Not Related	-	ß
20	Moneyspider Investment Services Private Limited	Commission Charges	Not Related	-	ß
21	Virtual Securities Private Limited	AMC Charges	Not Related	ß	ß

₹ in crore

Sr. No.	Name of struck off Company	Nature of Transactions with struck-off Company	Relationship with Struck off Company, if any	Balance as at 31st March 2025	Balance as at 31st March 2024
22	JMM Nine Stocks Private Limited	AMC Charges	Not Related	ß	ß
23	Makshi Multitrading Private Limited	AMC Charges	Not Related	ß	ß
24	Gangour Distributors Private Limited	AMC Charges	Not Related	ß	ß
25	Ceeplast Trading Company Private Limited	AMC Charges	Not Related	ß	ß
26	Indo Austro Corporation Private Limited	AMC Charges	Not Related	ß	ß
27	Ayyappan Capital Services Private Limited	AMC Charges	Not Related	ß	ß
28	Katman Finbiz Services Private Limited	AMC Charges	Not Related	ß	ß
29	Vishal Resources Pvt Ltd	AMC Charges	Not Related	ß	-
30	Aanishka Construction Private Limited	AMC Charges	Not Related	ß	-
31	Amore Garments Private Limited	AMC Charges	Not Related	ß	-
32	Balaji Texfab Private Limited	AMC Charges	Not Related	ß	-
33	Chahat Capital Traders Private Limited	AMC Charges	Not Related	ß	-
34	Dynamic Infratech Private Limited	AMC Charges	Not Related	ß	-
35	Jai Dada Steel Private Limited	AMC Charges	Not Related	ß	-
36	Jbm Dealers Private Limited	AMC Charges	Not Related	ß	-
37	K Parikh Agencies Private Limited	AMC Charges	Not Related	ß	-
38	Kartikey Brokers Private Limited	AMC Charges	Not Related	ß	-
39	Bmp Intrade Private Limited	AMC Charges	Not Related	ß	-
40	Newgen Financial Services Private Limited	AMC Charges	Not Related	ß	-
41	Silicon Realty Ventures Private Limited	AMC Charges	Not Related	ß	-
42	Shri Rajaganapathi Developers India Private Limited	AMC Charges	Not Related	ß	-
43	Sai Kripa Wealth & Assets Limited	Commission Charges	Not Related	ß	-
44	Finstem Outsourcing Services India Private Limited	Commission Charges	Not Related	ß	-
45	Two Cents Worth Investment Consultants LLP	AMC Charges	Not Related	ß	-

Note: Figures of ₹ 50,000 or less have been denoted by ß.

4.17 ⏩ Other Statutory Information

(i) The Group does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

(ii) As on 31st March 2025 there is no unutilised amounts in respect of any issue of securities and long term borrowings from banks and financial institutions except as mentioned in Note 2.21. The funds have been utilised for the specific purpose for which it were raised.

(iii) The Group does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

(iv) The Group has not traded or invested in Crypto Currency or Virtual Currency during the financial year.

(v) The Group has not any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).

(vi) The Group is in compliance with the number of layers prescribed under Clause (87) of Section 2 of the Companies Act read with the Companies (Restriction on number of Layers) Rules, 2017.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2025

(vii) The Group has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(viii) The Group has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries

4.18 Authorisation of Financial Statements

The Consolidated Financial Statements for the year ended on 31st March 2025 were approved by the Board of Directors on 22nd May 2025.

Signatures to Notes '1' to '4'

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 22nd May 2025

For KKC & Associates LLP
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348

For and on behalf of the Board of Directors of
Grasim Industries Limited
CIN-L17124MP1947PLC000410

Himanshu Kapania
Managing Director
DIN: 03387441

Pavan K. Jain
Chief Financial Officer

Sailesh Kumar Daga
Company Secretary
Membership No.: F 4164

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 22nd May 2025

BIRLA opus PAINTS

ADITYA BIRLA PAINTS

Reimagine the possibilities of beauty!





Grasim Industries Limited

Registered Office:
Birlagram, Nagda - 456 331,
Madhya Pradesh

Corporate Office:
Aditya Birla Centre,
'A' Wing, 2nd Floor,
S. K. Ahire Marg, Worli,
Mumbai - 400 030, Maharashtra

grasim.secretarial@adityabirla.com | www.grasim.com

Concept and design at stirrup | whatsup@stirrup.works