BUILT ON TRUST.

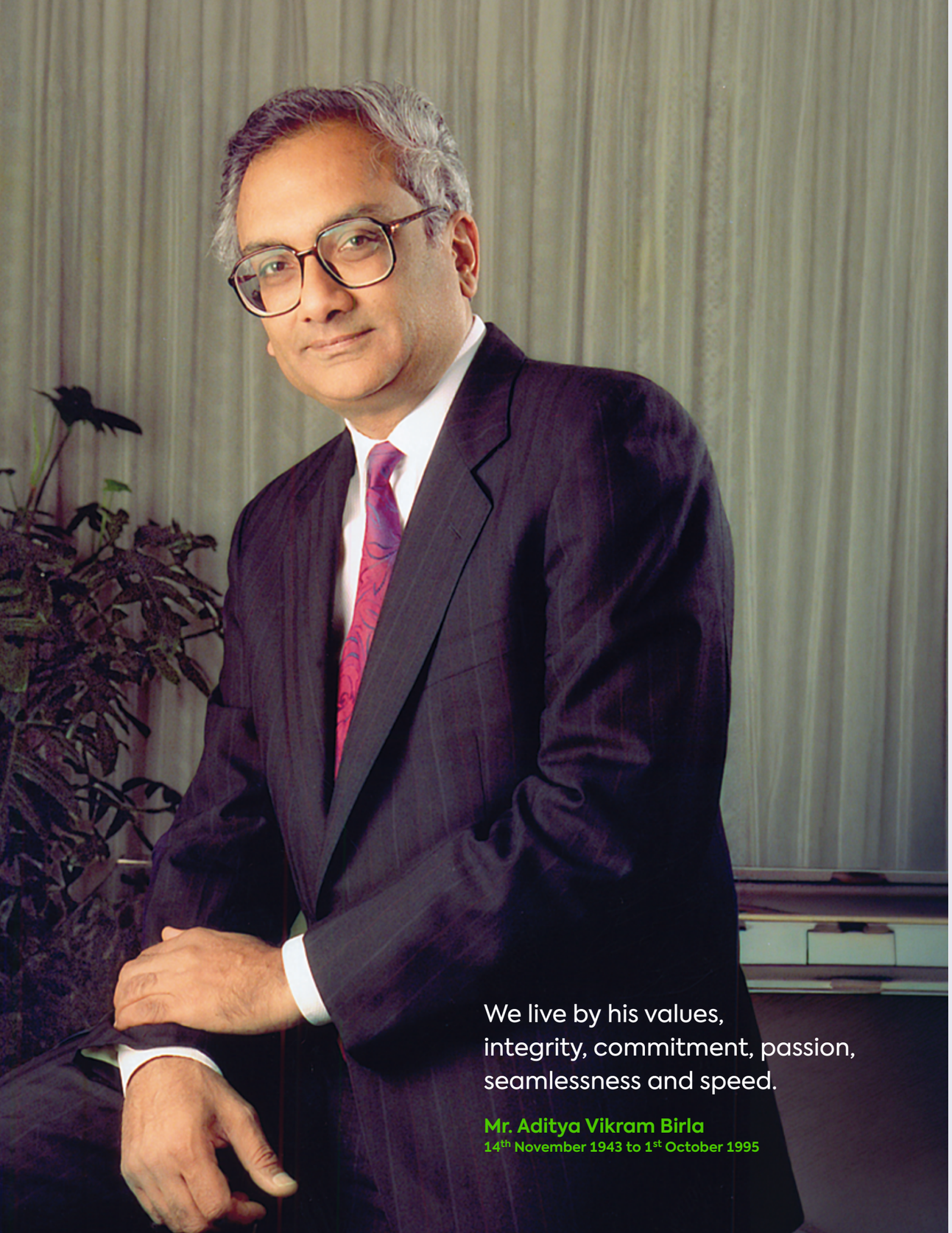
SCALE WITH PURPOSE.



ADITYA BIRLA
GRASIM

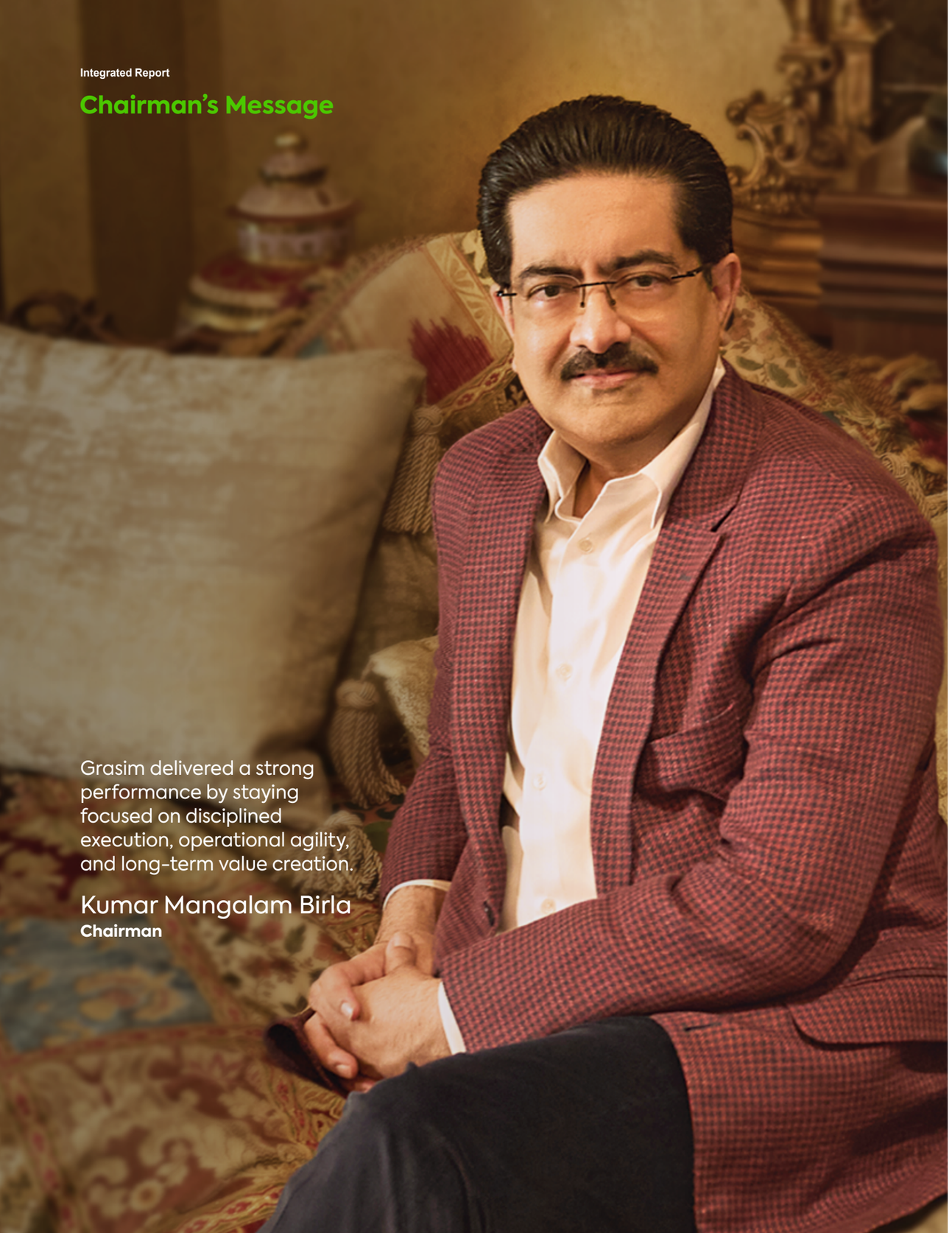
A FORCE FOR GOOD

INTEGRATED ANNUAL REPORT 2025-26
GRASIM INDUSTRIES LIMITED



Group Purpose Statement

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



Grasim delivered a strong performance by staying focused on disciplined execution, operational agility, and long-term value creation.

Kumar Mangalam Birla
Chairman

Trust is an Intangible Asset for Tangible Gains

Dear Shareholders,

In a global landscape defined by volatility, geopolitical tension, and accelerating technological change, FY 2025-26 has been a milestone year for the Group. Our large manufacturing businesses have consolidated their leadership positions, our newer ventures are scaling with conviction, and our legacy consumer businesses are being reshaped for a new era of growth. Across this diverse portfolio, one force continues to anchor our progress - Trust.

Trust is often viewed as an intangible asset. In reality, it is one of the most consequential forms of capital an institution can possess. In periods of uncertainty, markets can turn volatile and competitive advantages can erode. Trust, however, compounds. It enables organisations to make long-term investments when others hesitate, to navigate disruption with credibility, and to emerge stronger from periods of change.

For a Group such as ours, trust extends far beyond the relationship between a company and its customers. It is reflected in the confidence of shareholders who support long-term value creation, the commitment of employees who choose to build their careers with us, the faith of partners and suppliers who invest alongside us, and the confidence of communities and governments that see us as a responsible participant in economic progress. Each of these constituencies grants an institution something invaluable: the licence to grow.

This is particularly relevant at a time when businesses are being asked to do more than deliver financial performance. They are expected to navigate technological disruption, manage increasingly complex supply chains, create meaningful employment, steward natural resources responsibly and contribute to social progress. Meeting these expectations requires more than scale or strategy. It requires credibility built over years, and in many cases, decades.

The strength of our portfolio reflects the cumulative effect of that credibility. It has allowed us to invest through cycles, pursue transformation with confidence and attract talent, capital, and partnerships that strengthen our competitive position.

Global Economy in 2025

The global economy maintained its trajectory through 2025 despite elevated tariffs, policy uncertainty, and geopolitical tensions. The impact of tariff measures was less severe than projections had suggested, and growth across major economies remained broadly stable.

World trade expanded faster than anticipated in 2025, as demand for AI-driven capex offset the effects of trade policy uncertainty and higher tariffs. The volume of world merchandise trade grew by 4.6%, compared to a forecast of 2.4%. For the second consecutive year, Asian economies were the largest contributors to total world trade volume growth, accounting for 3.2 percentage points of the 4.6% total, or 71% of the overall increase. Trade in 2025 was also supported by investment in AI infrastructure, demand in emerging markets, fiscal and monetary expansion in advanced economies, and frontloading of imports in North America ahead of anticipated 'reciprocal' tariffs from the United States. The outbreak of conflict in the Middle East on 28th February 2026, along with the partial closure of the Strait of Hormuz and damage to energy production facilities, introduced a supply shock to the global economy.

India in FY 2025-26: Domestic Demand Carries the Economy Forward

Against a challenging global backdrop marked by US tariff escalations and mounting trade policy uncertainty, the Indian economy demonstrated remarkable resilience during FY 2025-26. Real GDP growth accelerated to 7.8%, up from 7.1% in FY 2024-25, cementing India's position as the fastest-growing major economy globally.

This performance was underpinned by robust domestic demand, low inflation and a broad pro-growth reform agenda. On the demand side, private consumption grew 7.7% YoY, supported by income tax reductions and rationalisation of GST rates.

Economic activity was broad-based. On the supply side, manufacturing gained momentum, driven by the automobile and fast-moving consumer goods sectors. The services sector benefitted from demand in retail trade, hospitality, transportation, and real estate. India also made progress in containing inflation, with the headline rate averaging 2.1% in FY 2025-26, down from 4.7% the previous year.

India's economic prospects for FY 2026-27 carry both opportunities and risks. Growth is projected at 6.6% by the RBI, marginally revised down due to the effects of the Middle East conflict. India, nonetheless, remains among the fastest-growing major economies globally.

Private consumption is expected to remain the primary driver of growth, though elevated global oil prices are likely to feed into domestic inflationary pressures. The GST rate reductions introduced in September 2025 are expected to partially offset this impact. Investment is projected to continue, supported by government capital expenditure, improved trade access through recently concluded free trade agreements, and a stable financial sector.

India's macroeconomic position, provides some buffer against external shocks. The pace of the renewable energy transition, the credibility of fiscal policy, and the implementation of newly concluded trade agreements will be factors that determine the trajectory of growth in the coming years.

Aditya Birla Group: In Our People We Trust

At the Aditya Birla Group, trust is built through experience. It is earned in thousands of everyday interactions, when people are given opportunities to learn, when careers progress on merit, when leaders are accessible, when commitments are honoured, and when employees know they can depend on the organisation through moments that matter.

Over time, these experiences shape how people feel about the Group. They influence whether talented individuals choose to join us, whether they see a future with us, and whether they are willing to invest their energy and ambition here over the long term.

The progress we have made across talent, leadership, culture and employee experience during the year reflects this enduring focus.

Trust in Competence: Helping People Succeed from Day One

The employee experience begins long before an individual settles into a role. The quality of hiring, onboarding and early support often shapes how quickly people become effective and how confidently they navigate a new environment.

During the year, our Group onboarded more than 11,700 employees, including over 80 senior leaders, across businesses and functions. Structured hiring and onboarding processes, clear communication and timely feedback helped create a stronger experience for candidates and new joiners alike.

We also continued to simplify the day-to-day employee experience through technology. Mobile-first onboarding and AI-enabled platforms such as AVA, which recorded more than 7,00,000 interactions during the year, improved accessibility, and delivered greater consistency at scale.

Capability building remains central to long-term success. Employees are more likely to perform with confidence when they have access to the skills, knowledge and support required to succeed. Through Gyanodaya, our Global Centre for Leadership Training, and other business-led initiatives, we delivered more than 280 programmes, reaching over 8,500 employees across technical, functional, behavioural and leadership domains.

Approximately 98% of employees accessed digital or blended learning through the Gyanodaya Virtual Campus (GVC). In addition, an intense three-month Group-wide learning initiative, the 'Learning Fest', engaged more than 39,000 employees, a fourfold increase over the previous year.

Managers play a critical role in shaping this experience. Through coaching, feedback and day-to-day guidance, they influence how employees learn, grow and navigate their careers. We therefore continue to invest in strengthening leadership capability across the Group.

Trust in Growth: Building Careers across the Group

The strength of an organisation is often reflected in the opportunities it creates for its people. During the year, more than 6,400 employees moved across roles, functions, businesses or geographies. This is, by all accounts, a very significant number. These movements reflect the scale and diversity of opportunities available across the Group and reinforce our promise of 'A World of Opportunities'.

Internal mobility also provides an important measure of organisational confidence. Out of over 6,400 movements during the year, more than 470 were across businesses. At senior leadership levels, cross-business mobility accounted for 15% of movements, strengthening leadership depth across the portfolio. Nearly 69% of senior management roles were filled through internal hiring, reflecting the quality and readiness of leadership talent developed within the Group.

These outcomes are supported by a disciplined approach to identifying and developing talent. Approximately 27% of employees form part of the Group Talent Pool. We have also built a strong pipeline of future leaders.

Our ability to attract high-quality talent continues to reflect the strength of our employer brand. Diversity hiring stood at 19% during the year, while retail businesses achieved 40% women hiring.

Women's representation within the leadership cadre increased by 8%. Nearly 74% of new hires were below the age of 35, with Gen Z accounting for 39% of all new joiners.

The Group also received recognition across leading platforms, including LinkedIn, the Top Employers Institute, Forbes and the Financial Times.

Trust in Care: Supporting People and Families

The employee experience extends beyond the workplace. Health, well-being and support systems influence how people feel, perform and engage over the long term.

Through our health, well-being and insurance initiatives, we supported employees and their families in meaningful ways. During the year, more than 8,600 counselling sessions were availed by employees, while workmen and staff accessed a further over 3,100 sessions, reflecting growing awareness and acceptance of mental well-being support. In parallel, over 3,400 eligible employees underwent annual health check-ups, reinforcing our focus on preventive care.

These efforts are translating into measurable outcomes. Among Mumbai-based employees, the proportion of individuals in the high-risk category, in terms of health, declined from 21% to 10%, while the low-risk category increased from 48% to 56%.

Employee sentiment continues to reflect this strong foundation. In our annual employee survey, Vibes 2026, 96% of employees expressed pride in being part of the Group, 90% said they would recommend us as a Great Place to Work, and 93% reported that their business inspires them to do their best work every day.

ADITYA BIRLA GROUP

96%

Employees Expressed Pride in being Part of the Group

Vibes 2026, ABG's Annual Employee Survey

Trust in Purpose: Extending Impact Beyond the Workplace

Employees increasingly seek a sense of contribution that extends beyond their immediate roles. The Group's social initiatives provide opportunities to participate in that impact directly.

The AWOO Foundation reached its highest level of participation to date. During the year, 1,449 scholarships were awarded, the highest ever, supported by contributions from more than 56,100 employees, representing a 67% increase over the previous year.

Perhaps the most telling figure lies beneath the headline numbers. Contributions from non-management employees increased by 293%, reflecting participation from colleagues across levels who chose to support scholars they may never meet. Such acts speak to a shared belief in the purpose and impact of these initiatives.

Ultimately, the strongest measure of trust is behaviour. It is reflected in the choices people make, to join the Group, to pursue opportunities across businesses and geographies, to take on larger responsibilities, and to build long-term careers within the organisation. It can be seen in the strength of our leadership pipeline, the mobility of our talent, the quality of our employee experience and the pride employees express in being associated with the Group.

These outcomes are built gradually through consistent actions and shared experiences. They create continuity through periods of growth and change and provide a strong foundation for the future.

Performance Built on Trust

FY 2025-26 was a year that reaffirmed the deep trust stakeholders place in the Company and the strength of our purpose-led growth journey. In a complex operating environment marked by geopolitical uncertainties, pricing pressures, and uneven global demand, Grasim delivered a strong performance by staying focused on disciplined execution, operational agility, and long-term value creation.

I am pleased to share that your Company achieved its highest-ever consolidated revenue of ₹ 1,75,431 crore, up 18% YoY, while consolidated EBITDA rose 29% to ₹ 25,872 crore.

Our core businesses in Cellulosic Fibres, Chemicals, Building Materials, and Financial Services continued to demonstrate operational excellence, delivering strong growth, improving efficiencies, and reinforcing their market leadership positions. Together, they provide the foundation of stability and cash generation that enables us to invest confidently in the next generation of growth engines.

This performance was also reflected in the capital markets, with Grasim's share price reaching an all-time high during the year and significantly outperforming the benchmark indices across key time horizons. While market movements are shaped by many factors, this recognition reinforces a deeper truth: enduring value is created when stakeholders trust the Company's strategy, execution discipline and long-term direction.

From Ambition to Scale: The Rise of Birla Opus and Birla Pivot

FY 2025-26 was a defining year for Birla Opus. What began as an ambitious foray into one of India's most competitive consumer categories has rapidly become one of the most remarkable market entries in recent corporate history. In a short span after its launch, Birla Opus has firmly established itself as the No. 3 player in the Indian organised decorative paints industry and is progressing with confidence towards the No. 2 position.

This success has been anchored in the strength of our scale, the rigour of our execution, and the growing acceptance of our brand among customers and trade partners. We have created one of the industry's widest manufacturing footprints, built a comprehensive product portfolio, expanded a robust distribution network supported by strategically located depots, and invested in differentiated advertising that has strengthened consumer recall and brand affinity.

Together, these efforts have created a powerful growth ecosystem, driving secondary sales, deepening market presence, and strengthening consumer preference for Birla Opus.

Perhaps most encouraging is that we are not merely gaining distribution; we are earning trust. Consumer awareness has crossed 90%, painter acceptance continues to rise, and Birla Opus has emerged as one of the most recalled paint brands in the country. These achievements demonstrate that we are building a durable consumer franchise.

Birla Pivot, meanwhile, represents our conviction that the future of commerce will be increasingly digital, data-driven, and ecosystem-led. What differentiates Birla Pivot is the breadth and depth of its ecosystem. Today, the platform offers more than 50,000 SKUs sourced from over 1,000 leading Indian and global brands, creating a one-stop procurement destination for businesses across the construction and infrastructure value chain.

Beyond product sourcing, Birla Pivot has strengthened partnerships with logistics providers, lenders, and procurement teams, enabling customers to access financing, supply chain solutions, and seamless procurement workflows through a single platform. During FY 2025-26, Birla Pivot scaled at an extraordinary pace and emerged as one of India's fastest-growing B2B commerce platforms. The business is within striking distance of achieving its revenue guidance of ₹ 8,500 crore, a full year ahead of plan. Its growth momentum is supported by strong customer acquisition, growing repeat business, and rapid expansion into new product categories.

Together, Birla Opus and Birla Pivot exemplify Grasim's strategy of building the next generation of growth engines. One is creating a powerful consumer brand in a large and growing market the other is building a digital platform with the potential to reshape an entire industry.

Both the businesses have moved beyond proof of concept and are now demonstrating the scale, customer acceptance, and competitive strengths required to become meaningful contributors to Grasim's future growth. The foundations have been laid; the next phase will focus on accelerating scale, enhancing profitability, and building enduring leadership positions in their respective sectors.

Leading Today, Investing for Tomorrow

Grasim remains among the few private sector enterprises to consistently invest with conviction in India's future. Over the past five years, the Company has invested nearly ₹ 74,000 crore in capital expenditure across its businesses, reflecting not only our confidence in long-term demand but also our deep trust in India's growth potential. These investments have strengthened capacity, enhanced capabilities, expanded our presence in high-growth sectors, and created platforms to serve the needs of a more ambitious, self-reliant and rapidly evolving India.

UltraTech Cement continues to embody our conviction that enduring value creation stems from disciplined capital allocation, operational excellence, and the courage to invest ahead of the growth curve. As India embarks on one of the world's most significant infrastructure and urbanisation journeys, UltraTech remains uniquely positioned to support this transformation while creating long-term value for all stakeholders.

In April 2026, UltraTech crossed the historic milestone of 200 MTPA total grey cement capacity, becoming the largest cement company in the world, outside of China. This achievement reflects decades of consistent execution, strategic foresight, and an unwavering commitment to leadership. From a capacity of approximately 52 MTPA in 2011 to more than 200 MTPA today, UltraTech has quadrupled its scale in just over a decade. This remarkable journey has been driven by a combination of organic expansion, strategic acquisitions, and relentless operational focus.

We remain confident that India's infrastructure, housing and manufacturing growth will create significant opportunities for the sector. With unmatched scale, a trusted brand, and industry-leading capabilities, UltraTech is uniquely positioned to capture these opportunities and create sustainable long-term value.

Our Cellulosic Fibres business remains one of the strongest pillars of Grasim's growth journey. Despite a volatile global environment marked by demand fluctuations, input cost pressures, and pricing challenges, the business continued to strengthen its leadership through innovation, sustainability, operational excellence, and market development.

During FY 2025-26, global demand conditions improved gradually, particularly in China, the largest market for cellulosic fibres. Supported by this recovery, our focus on specialty fibres, product innovation and export growth enabled us to outperform industry trends. The rising share of specialty fibres in our portfolio reflects our strategy of moving up the value chain and meeting evolving customer needs.

We are entering the next phase of growth with confidence. As consumers, brands, and regulators increasingly seek environmentally responsible alternatives, Grasim is investing ahead of the curve.

A key milestone in this journey is our commitment to Lyocell, one of the world's most sustainable fibres. Building on the strong demand outlook, we have approved additional investment of more than ₹ 3,000 crore for 110K TPA expansion of Lyocell at Harihar. This investment is in addition to the existing expansion of 55K TPA, reinforcing our ambition to shape the future of sustainable textiles.

Our Chemicals business delivered another year of resilient performance, demonstrating the strength of its integrated business model and its strategic importance within Grasim's portfolio. Throughout FY 2025-26 the business benefited from higher volumes, improved caustic soda realisations, stronger performance in chlorine derivatives, and a continued focus on operational excellence.

This enabled the Chemicals segment to deliver robust growth in both revenue and profitability despite ongoing volatility in global chemical markets. What distinguishes our Chemicals business is not only its scale but also its ability to create value continuously through downstream integration and product diversification. A key achievement during the year was the inauguration of our CPVC Resin facility at Vilayat. This project represents a strategic step forward in India's journey towards import substitution and self-reliance in critical industrial materials.

The opportunity ahead is substantial. India's manufacturing resurgence, infrastructure investments, water management requirements, and industrial growth are expected to drive sustained demand across the chemicals value chain. Grasim is uniquely positioned to benefit from these trends through its scale, integrated operations, technology capabilities, and disciplined capital allocation.

Our Financial Services business, Aditya Birla Capital, continued to strengthen its position as a key pillar of Grasim's diversified growth portfolio. During the year, the business delivered strong momentum across lending, asset management, and insurance, supported by a customer-centric approach, disciplined risk management, and deeper digital engagement. Its combined loan book across the NBFC and housing finance businesses crossed ₹ 2,00,000 crore, while overall assets under management reached a record high of nearly ₹ 6,00,000 crore. This performance reflects the growing scale, resilience, and trust placed in the franchise, reinforcing its ability to create long-term value in India's expanding financial services landscape.

Our Renewables arm, Aditya Birla Renewables, is steadily emerging as a meaningful growth platform in India's clean energy transition. Built on a strong foundation in solar, wind, hybrid, and emerging storage-led solutions, the business has developed a pan-India renewable energy portfolio across multiple states and serves both government utilities and commercial and industrial (C&I) customers. Its growing presence is also enabling Group companies and external customers to access reliable, competitive, and cleaner power. As India accelerates its transition towards renewable energy, it is well positioned to scale with purpose by supporting decarbonisation, strengthening energy resilience, and contributing to the country's low-carbon growth journey.

Scaling Responsibly through Sustainability*

Sustainability is firmly embedded in Grasim's growth strategy, strengthening a resilient and future-ready enterprise. Your Company's approach extends beyond conventional metrics, integrating sustainability into business strategy, capital allocation, and operational excellence.

The expansion of the Lyocell project at Harihar underscores our commitment to next-generation sustainable solutions, while the continued scale-up of renewable energy and advanced water circularity initiatives across our businesses demonstrates disciplined resource management. At the same time, our efforts in biodiversity conservation through responsible land use, water stewardship, and environmental conservation reinforce our commitment to preserving ecological balance alongside industrial growth. Collectively, these initiatives have reduced emissions intensity while enhancing operational efficiency and resilience.

Grasim continues to advance sustainable consumption across its businesses, with a sharp focus on minimising environmental impact at scale. Our Net Zero 2050 commitment is anchored in a robust sustainability governance framework, with the Sustainability Committee and cross-functional ESG teams playing a pivotal role in embedding sustainability into enterprise-wide decision-making.

We believe that sustainability and competitiveness reinforce one another. By embedding sustainability into the way we invest, innovate, and operate, we are creating enduring value for all our stakeholders. As we continue to grow, our commitment remains clear: to scale responsibly, strengthen stakeholder trust, and contribute meaningfully to a more sustainable future.

*GRI 2-22: Statement on sustainable development strategy

Conclusion

In a world characterised by constant change, trust becomes an even more valuable source of resilience and differentiation. In my view, trust is the currency that matters.

Over the years, one of the most encouraging aspects of the Aditya Birla Group's journey has been the way trust in the Group has translated across businesses, strengthening consumer affinity, deepening stakeholder relationships and reinforcing the resilience of our portfolio.

Trust, after all, provides a strong foundation for growth. It gives us the confidence to pursue transformation within our existing businesses and the conviction to build new growth platforms for the future. More importantly, it allows us to do so with the support of those who matter most to our success, our customers, employees, partners, investors and communities.

Yours sincerely,



Kumar Mangalam Birla
Chairman

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Stay in Conversation

We welcome questions, feedback, and perspectives on this Report at:
grasim.secretarial@adityabirla.com

Forward Looking Statement

This Report includes forward looking information that addresses expected developments and anticipated performance. Such information is based on data and assumptions available at the time of preparation and is subject to uncertainties that may cause actual outcomes to differ. These uncertainties should be considered when reviewing any forward looking information. The Company is not obligated to update such information unless mandated under applicable laws or regulations.

Minor variations in data presented in graphs and tables may arise from rounding adjustments.

About the Report*

Every year tells a story, not only of numbers, but of choices, relationships, and the trust that makes progress possible. This Integrated Report is Grasim Industries Limited's ('Grasim' or the 'Company' or 'We') account of that story: how we operate, how we create value, and how we work to sustain and scale it over time. The Report provides details on financial and non-financial disclosures for the period from 1st April 2025 to 31st March 2026 and sets out information relevant to assessing business performance and decision making within the framework of applicable legal and regulatory requirements.

Reporting Architecture#

This Report presents financial information through standalone and consolidated accounts prepared in accordance with applicable standards. Environmental indicators cover manufacturing sites, B2B E-commerce operations, and Head Office, while social disclosures apply to standalone operations.

The Frameworks that Shape Our Disclosures

Frameworks and Guidelines

- Companies Act, 2013 and subsidiary rules
- Indian Accounting Standards
- Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
- Secretarial Standards issued by the Institute of Company Secretaries of India
- Integrated Reporting <IR> Framework

Disclosure Standards

- International Financial Reporting Standard (IFRS), including sustainability-related financial information (IFRS S1) and climate-related disclosures (IFRS S2)
- National Guidelines on Responsible Business Conduct (NGRBC)
- Global Reporting Initiative (GRI)
- Sustainability Accounting Standards Board (SASB)
- Taskforce on Nature-related Financial Disclosures (TNFD)
- United Nations Global Compact (UNGC)
- United Nations Sustainable Development Goals (UNSDGs)

Rating Agencies

- Dow Jones Sustainability Index (DJSI)
- CDP
- CareEdge - ESG

Double Materiality

This report uses a double materiality approach to assess how the Company impacts the environment and society, as well as the financial effects of ESG issues. The assessment identified 18 priority topics that define the scope and depth of disclosures and shape the Company's sustainability priorities.

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ESG Focus Areas

This report is structured across our eight focus areas under three sustainability pillars: Resilient Business, Social Responsibility, and Environmental Stewardship. These eight focus areas are:

- G1 Governance and Business Integrity
- G2 Supply Chain and Sustainable Sourcing
- G3 Product Quality and Innovation
- S1 People and Workplace Culture
- S2 Customer Trust and Responsibility
- S3 Community Prosperity and Inclusion
- E1 Climate and Energy Transition
- E2 Resources and Ecosystems

Board Responsibility Statement^

The Board places importance on the quality and credibility of this Report, recognising its relevance to stakeholder understanding and decision-making. In forming this view, consideration is given to the information presented and its relevance to the organisation's performance and outcomes. Supported by systems and controls designed to maintain accuracy and completeness, the disclosures provide a fair and balanced account of performance for the reporting period, to the best of the Board's knowledge.

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Strengthening Confidence**

BSR & Co. LLP and KKC & Associates LLP have audited the financial disclosures in line with applicable audit requirements. Bureau Veritas (India) Private Limited has provided reasonable assurance on the BRSR Core indicators and limited assurance on select sustainability indicators presented in this Report, in accordance with International Standards on Assurance Engagements ISAE 3000 Revised, and ISAE 3410.

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***GRI 2-1:** Organizational details, ***GRI 2-3:** Reporting period, frequency and contact point, #**GRI 2-2:** Entities included in the organization's sustainability reporting, ^**GRI 2-14:** Role of the highest governance body in sustainability reporting,
****GRI 2-5:** External assurance

Who We Are

Aditya Birla Group (ABG) flagship company, Grasim Industries Limited, is one of India's leading diversified companies. With a strong presence across key sectors, we are driven by a commitment to sustainable and responsible growth.

Our **Group Purpose** provides us with a unique lens to measure our every action and its consequent impact on our stakeholders, community, and the world at large.

Delivering on Our Purpose

Our Vision

To be a premium Indian conglomerate with a clear focus on each of the businesses.

Our Mission

To deliver superior value to our customers, shareholders, employees, and society at large.

Our **five priorities** underpin long-term value creation, driving capital and innovation towards a sharper and more disciplined scaling.

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Built on Trust. Scale with Purpose.

In the last eight decades, the world has fundamentally transformed into a hyper-connected, digital-first society, with customer-centricity reshaping the dynamics of running businesses.

In an increasingly demanding business environment with a rising number of players in fray for the pie, winning the trust of consumers has manifested into one of the most undeniable factors for success. In its glorious 79-year history, trust has been pivotal at Grasim Industries as the Company transformed incessantly, never falling short of what stakeholders want.

Grasim cemented its leadership position with impeccable governance across its business verticals with a long-term vision for its consumers, employees and stakeholders, who have made this incredible journey possible by retaining their trust in the Company along the peaks and valleys.

Grasim believes that holistic growth is impossible without simultaneous growth of every stakeholder. It never ceased to upgrade its employees by using advanced technology and adopting intelligent automation. It lived up to consumer expectations by delivering consistent quality and served communities through scores of initiatives.

At Grasim, creating scale with purpose is a responsibility proven in performance. For our nearly 50,000 employees, over 2,40,000 shareholders, society, and customers, our commitment translates into consistent, tangible results. This track record of robust execution is anchored by a stellar revenue compounded annual growth return (CAGR) of 16% and total shareholder return (TSR) of 15%+ over the last decade.

And, the journey continues, as Grasim reinforces the trust it earns by instilling a sense of belongingness in every individual involved with it, directly or indirectly.

Trust, Tested through Time
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Consistent Governance Builds Trust
→ PG 100

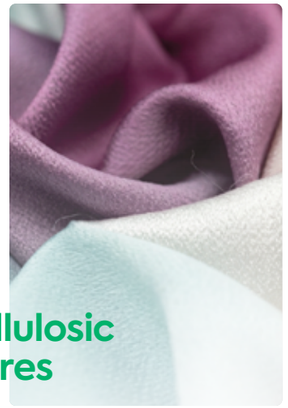
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Our Businesses



Cellulosic Fibres

Grasim, a leading global producer of cellulosic staple fibre and fashion yarn, harnesses renewable, plant-derived fibres from natural cellulose sources to deliver innovative and sustainable textile solutions catering to the evolving needs of apparel, home textiles, and industrial applications worldwide.

→ PG 42

Product / Segments

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



Chemicals

Launched in 1972, Grasim has grown to become India's largest caustic soda producer, establishing a pan-India presence in the chlor-alkali segment. With a diverse and expansive chemical portfolio, Grasim continues to drive innovation and excellence across the chemicals industry.

→ PG 46

Product / Segments

- Caustic Soda
- Chlorine Derivatives
- Specialty Chemicals



Building Materials

Our Building Materials business comprises cement, decorative paints, and B2B E-commerce, offering comprehensive, end-to-end solutions that cater to diverse construction and infrastructure needs, driving growth and value across the entire building materials sector.

→ PG 50

Product / Segments

- Cement
- Paints
- B2B E-commerce



Financial Services

Aditya Birla Capital Limited (ABCL) is one of the leading diversified financial services company offering comprehensive solutions encompassing loans, investments, insurance, and payments, serving millions of retail and corporate customers across India through its wide network and digital platforms to meet their evolving financial needs.

→ PG 64

Product / Segments

- NBFC
- Housing Finance
- Asset Management
- Life and Health Insurance



Other Businesses

Our diversified portfolio spans across textiles, renewables, and insulators. Anchored in manufacturing excellence and a commitment to sustainability, these businesses drive future-ready growth, creating long-term value while supporting our vision of building a resilient and responsible industrial ecosystem.

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Product / Segments

- Textiles
- Renewables
- Insulators

Paving the Way for a Resurgent India



Our core businesses navigated global pricing pressures and cyclical headwinds throughout the year. Our ultimate shield in protecting the bottom-line has been the inherent strength of our diversified portfolio, where cycles naturally balance out.

Hemant Kumar Kadel
Chief Financial Officer,
Grasim Industries Limited

Financial Performance at
→ PG 38

Presence



Manufacturing Facilities

CELLULOSIC FIBRES

CSF
1. Vilayat, Gujarat
2. Kharach, Gujarat
3. Nagda, Madhya Pradesh
4. Harihar, Karnataka

CFY
5. Veraval, Gujarat
6. Kalyan, Maharashtra

PULP
7. Harihar, Karnataka

CHEMICALS
1. Vilayat, Gujarat
2. Nagda, Madhya Pradesh
3. Rehla, Jharkhand
4. Renukoot, Uttar Pradesh
5. Ganjam, Odisha
6. Karwar, Karnataka
7. Veraval, Gujarat
8. Balabhadrapuram, Andhra Pradesh

SPECIALTY CHEMICALS
9. Vilayat, Gujarat

BUILDING MATERIALS

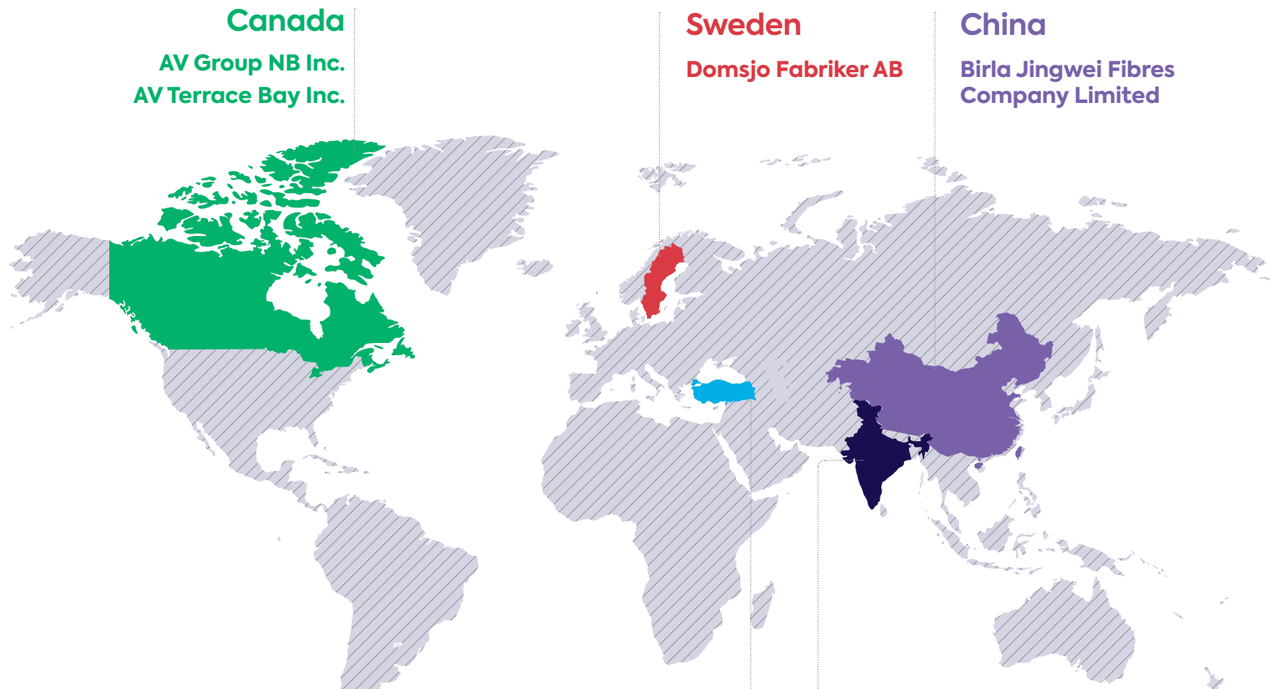
PAINTS
1. Panipat, Haryana
2. Ludhiana, Punjab
3. Cheyyar, Tamil Nadu
4. Chamarajanagar, Karnataka
5. Mahad, Maharashtra
6. Kharagpur, West Bengal

OTHER BUSINESSES

TEXTILES
1. Kolhapur, Maharashtra
2. Malanpur, Madhya Pradesh
3. Rishra, West Bengal

INSULATORS
1. Halol, Gujarat
2. Rishra, West Bengal

Joint Ventures



Canada
AV Group NB Inc.
AV Terrace Bay Inc.

Sweden
Domsjo Fabriker AB

China
Birla Jingwei Fibres Company Limited

Turkey
Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi

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

The map is a graphic representation, not to scale.



The success can also be traced in Grasim's consolidated revenue which recorded a steady 16% CAGR through the last 25 years and emerged as a significant market force.

Himanshu Kapania
Managing Director

A Year of Transformation Shaped by Years of Trust

Dear Stakeholders,

When I was tasked to lead Grasim on 1st April 2025, what lay behind me was a year that could be defined best as an inflection point with ambitions bursting at the seams. And, what stood in front of me was a robust economy with huge possibilities waiting to be unleashed. One year on, I am proud to present to you a structurally stronger Grasim with multiple engines of growth, sharper strategic clarity, and enhanced resilience across cycles.

We closed FY 2025-26 with a record consolidated revenue of ₹ 1,75,431 crore, clocking a CAGR of 18% over the last five years. Our standalone revenue grew at a faster pace, scaling an all-time high of ₹ 41,039 crore with a five-year, CAGR of 27%. This success was not pulled off in just one year. The Grasim that you see today involves years of consistent efforts to build capabilities across manufacturing, consumer-facing businesses, digital platforms, financial services, renewables and next-generation construction materials ecosystem. There is one common factor that played behind our commitment to building a leadership position in every business we run: Trust.

It is the trust of our shareholders in what we deliver, the trust of our partners in our strategy, the trust of our employees in the organisation, the trust of our customers in what we deliver, and, above all, the trust of our Company in India's economic momentum.

I have seen how this trust catapulted the US$ 2-billion Aditya Birla Group 36 times to a US$ 72-billion global behemoth over the last 29 years and made us confident of strategic diversifications into sectors such as fashion, financial services, and cement.

The success can also be traced in Grasim's consolidated revenue which recorded a steady 16% CAGR through the last 25 years and emerged as a significant market force. It was not a smooth sail, though. Repeated headwinds of economic upheavals, geopolitical chaos, and unprecedented calamities threatened to derail Grasim's unmatched stride. But we rode through the rough terrains and waded through troubled waters with steadfast determination to remain instrumental in building a New India and grow with it.

Scaling with a Purpose on a Strong Foundation

In a world of heightened scrutiny and rapid changes, trust remains the most powerful proof of credibility. It is where the theme of this year's report, Built on Trust. Scale with Purpose, captures the essence of Grasim's journey over the decades. From its origin as a textile company in 1947 to its evolution into a diversified, future-ready enterprise, your Company has grown by earning the confidence of customers, communities, partners, employees and shareholders. This trust has been built through consistent performance, disciplined execution, ethical conduct and a deep commitment to nation-building.

The global operating environment continues to be shaped by heightened uncertainty, geopolitical realignments, evolving trade dynamics, volatile commodity cycles and uneven growth across regions. Such periods test the resilience, adaptability and conviction of businesses. Across economic cycles, industry transitions and periods of global disruption, your Company has demonstrated the ability to respond with discipline and emerge stronger. Each expansion, investment and innovation is guided by a larger purpose to strengthen India's manufacturing and consumption ecosystem, support sustainable growth, and create enduring impact for all stakeholders.

When values are embedded in action, trust becomes more than an outcome, it is then a competitive advantage. And we, at Grasim, see this as a long-duration capital, built patiently, protected carefully, and strengthened by accountability. Our journey forward will continue to be guided by a simple conviction: responsible businesses create lasting value when they inspire trust. Each time the external environment has turned more uncertain, Grasim has relied on the strength of its trusted foundations, diversified portfolio, prudent capital allocation and purpose-led execution to protect value, seize opportunities and build for the future.

Staying in Sync with a Resilient India

Grasim's congenital ties with independent India stayed firm even as the world ran into rough weather. Adding to the strength of our core businesses, two of our youngest ventures, Birla Opus and Birla Pivot, took the wheel this time, accelerating your Company's presence in the Indian building materials sector. Rising incomes in the hands of an expanding middle class, a young workforce, rapid scale of urbanisation pushing the residential and industrial real estate, and demand for infrastructure upgrade are expected to drive consumer spending. Digital transformation and financial inclusion are also crucial in reshaping the country's consumption pattern. A business-centric focus of the guidance is essential in drawing up the blueprint for the road ahead. Staying alert to the rapidly evolving business dynamics, we measured every step while laying out the strategic focus areas for each of our business ventures for the future.

Believing in India's resilience has never been an act of optimism alone, for Grasim, it has been a disciplined strategic conviction. That belief is now beginning to deliver meaningful results. Birla Opus has doubled its revenue YoY and has strengthened its presence with one of the most ambitious manufacturing, distribution, and product portfolios in the industry. Birla Pivot has also more than doubled its revenue YoY, demonstrating that a trusted, digital-first B2B platform can redefine how India's construction materials ecosystem connects, transacts and scales. These achievements are early markers of a much larger journey ahead.

As we look ahead, our success will be anchored in five strategic priorities: leadership across businesses, innovation, sustainability, disciplined capital allocation and cost leadership.

Leadership gives us the ambition to be among the best in every sector we serve. Innovation keeps us relevant to changing customers and markets. Sustainability ensures that growth is responsible and enduring. Capital allocation gives us the discipline to invest where we can create long-term value. Cost leadership strengthens our competitiveness across cycles. Together, these priorities define what it means to be built on trust and to scale with purpose. They remind us that growth is not only about becoming larger, but also about becoming stronger, sharper, more responsible, and more valuable to every stakeholder who places their trust in Grasim.

Drawing Up the Blueprint for Future

FY 2025-26 marked a defining year for **our Paints business** Birla Opus, as the business transitioned from a new market entrant to a formidable force in the Indian decorative paints industry. In an industry witnessing subdued demand, Birla Opus significantly outpaced the market growth, reinforcing the strength of its differentiated go-to-market strategy, execution capabilities and brand acceptance. The business consolidated its position as the third-largest organised decorative paints player while steadily closing the gap with the incumbents. By the end of FY 2025-26, Birla Opus was No.2 player by capacity market share and crossed 10% revenue market share in March 2026. Moreover, the combined revenues of Birla Opus and Birla White Putty are already approaching the scale of the industry's second-largest player, underscoring the speed at which the business has established itself. Scale remained the defining theme of the year. Birla Opus expanded its distribution network to over 50,000 dealers across more than 11,500 towns, supported by 146 depots, making it one of the fastest distribution rollouts witnessed in the industry. On the demand side, the brand built a strong ecosystem of nearly 4.5 lakh active contractors and painters, driving robust secondary sales and accelerating market share gains. The business continues to invest aggressively behind consumer awareness and channel engagement. Birla Opus aims to further strengthen its already No.2 position in unaided top-of-mind recall. High-impact marketing campaigns have taken Birla Opus' consumer brand awareness beyond 90% (aided and unaided) within a remarkably short period. Simultaneously, the expansion of branded franchise stores and growing institutional sales have further diversified growth avenues and strengthened customer reach. The year, FY 2025-26, firmly established Birla Opus as one of India's fastest-scaling consumer brands. Having successfully built manufacturing capacity, a nationwide distribution network, deep painter engagement and strong consumer recall in record time, the business remains firmly on track to deliver its revenue guidance and profitability guidance, as investments now increasingly translating into operating leverage as utilisation levels improve.

Our B2B E-commerce business, Birla Pivot, rapidly evolved from a digital marketplace into a comprehensive procurement ecosystem for businesses across India. In a fragmented B2B procurement landscape, Birla Pivot delivered exceptional scale, with revenue growing 136% YoY and nearing revenue of ₹ 8,500 crore, one year ahead of its guidance. This rapid expansion was driven by strong new buyer acquisition, increasing repeat purchases, continued category expansion and deeper penetration across both project and retail channels, validating the platform's value proposition and execution capabilities. The business significantly strengthened its customer proposition by creating one of India's most comprehensive digital procurement platforms. Birla Pivot today offers over 1,000 leading Indian and international brands across more than 50,000 SKUs, catering to a wide spectrum of building materials and industrial products. Through proprietary technology modules such as Pivot Edge, Pivot Vault, Pivot Grid and Pivot XP, the platform has embedded pricing intelligence, buyer analytics, credit enablement, logistics orchestration and real-time order tracking into a seamless customer experience. Equally important has been the growing trust within the ecosystem. The platform continues to deepen relationships with procurement teams, suppliers, logistics partners and lenders, creating powerful network effects that drive repeat business and strengthen customer retention. Importantly, Birla Pivot is on a clear path towards profitability, achieving EBITDA breakeven by the end of FY 2026-27 or potentially earlier, as scale improves and fixed costs are absorbed over a larger revenue base.

Our Cement business, UltraTech continues its growth journey. In April 2026, the business crossed the historic milestone of 200 MTPA of domestic grey cement capacity, a milestone achieved one year ahead of schedule. This achievement reflects not merely an increase in scale but the creation of a structural competitive advantage that strengthens UltraTech's leadership across manufacturing, logistics, distribution and cost efficiency. A defining feature of FY 2025-26 was the seamless integration of India Cements Limited and Kesoram Cement Limited, both of which were successfully transitioned to the UltraTech brand ahead of schedule. The integration expanded the Company's footprint in strategically important southern markets while unlocking procurement, manufacturing and distribution synergies. The year was equally significant from a financial perspective, with the Company delivering its highest-ever sales volumes, revenues, operating profit and profit after tax, supported by robust volume growth, improved operating efficiencies and successful integration of acquired businesses. The business has laid out a clear roadmap to further strengthen its leadership by expanding total grey cement capacity to over 240 MTPA by March 2028, while maintaining disciplined capital allocation and a strong balance sheet.

Cellulosic Fibres revenue stood highest-ever at ₹ 17,104 crore, up 8% YoY. Also, EBITDA was highest-ever at ₹ 1,751 crore, up 15% YoY. The superlative performance was driven by higher volumes, improved product mix, operating efficiencies and lower pulp costs. Importantly, the recovery was not solely driven by market conditions. Domestic CSF volumes continued to expand despite the withdrawal of the Quality Control Order, demonstrating the resilience of Grasim's market position, integrated manufacturing capabilities and strong customer relationships. The long-term opportunity extends well beyond the current industry cycle. Globally, the textile industry is witnessing a structural shift towards sustainable fibres as fashion brands increasingly look to reduce dependence on petroleum-based

synthetics while cotton production faces land, water and climate-related constraints. Perhaps the most exciting element of Grasim's strategy is its investment in Lyocell, a premium, high-performance cellulosic fibre that represents the future of sustainable textiles. Unlike conventional viscose, Lyocell is manufactured using a closed-loop solvent spinning process with solvent recovery of up to 99.7%, making it one of the most environmentally sustainable fibres available commercially. It delivers superior softness, strength, moisture management and durability, making it increasingly preferred across premium apparel, athleisure, home textiles and technical textile applications. Recognising this opportunity early, the business is investing, in a phased manner, in more than quadrupling its Lyocell capacity. The total capacity of Cellulosic Fibres would reach nearly 1 million tonnes, post completion of Lyocell expansion by 2028.

Our Chemicals business demonstrated resilience amidst a challenging global pricing environment. Despite continued weakness in international caustic soda prices, the business delivered steady revenue growth, expanded volumes to record levels and improved profitability through operational excellence, downstream integration and an increasing contribution from value-added products. More importantly, Grasim is steadily transforming its Chemicals portfolio from a cyclical chlor-alkali business into a diversified, integrated specialty chemicals platform capable of delivering more stable earnings over the long term. During the year 2026, global chlor-alkali industry remained under pressure with Caustic Soda (CFR-SEA) prices lower by ~10% YoY. Despite global weakness, Chemicals segment revenue grew 11% YoY to ₹ 9,592 crore, while EBITDA grew 16% YoY to ₹ 1,406 crore, demonstrating the benefit of our balanced product portfolio and integrated downstream operations. One of the most significant competitive advantages for Grasim lies in its ability to monetise chlorine efficiently. The ECH and CPVC project are under pre-commissioning stage, which would help improve chlorine integration. Beyond chlor-alkali, Grasim continues to build a meaningful presence in specialty chemicals, Epoxy polymers and curing agents. Specialty sales volumes stood highest-ever and its revenue contribution to the overall Chemicals business improved by 500 bps to 28% in last three years.

Aditya Birla Capital continued to strengthen its position as one of India's leading diversified financial services platforms, delivering another year of broad-based growth across lending, insurance and asset management businesses. During FY 2025-26, the consolidated lending portfolio crossed the ₹ 2,00,000 crore milestone, while total assets under management increased to ~₹ 6,00,000 crore, supported by healthy momentum across NBFC, housing finance, life insurance, health insurance and mutual funds. Investments in digital capabilities, AI-led productivity initiatives and the ABCD and Udyog Plus platforms are deepening customer engagement, expanding distribution and improving operating efficiencies. Looking ahead, the Company remains focused on sustaining profitable growth through deeper retail penetration, expanding presence in Tier-3 and Tier-4 markets, increasing cross-sell across its integrated financial ecosystem and leveraging technology to drive scalable, capital-efficient returns. During the year, Aditya Birla Capital Limited undertook two significant strategic capital actions that further reinforce its long-term growth trajectory.
A ₹ 2,750 crore capital infusion into Aditya Birla Housing Finance Limited (ABHFL) by Advent International, resulting in a 14.3% stake sale in ABHFL and creating a well-capitalised platform for the next phase of expansion. This was followed by the announcement of a ₹ 4,000 crore preferential equity raise participated by the Aditya Birla Group and IFC to strengthen the balance sheet and fund future growth.

In **Textiles business**, we remain committed to positioning Linen Club, SÖKTAŞ, and Giza House as the cornerstone of retail brands in the Indian textile landscape. We are stressing on an innovative approach in sustainable textiles by developing blends of linen with natural fibres like cotton and viscose under the Cavallo brand, making premium fabrics more accessible and versatile. Our recent launches like Silk Touch and Circular Solutions reflect our commitment to reducing the environmental impact, managing raw material costs, and creating future-ready, eco-conscious textile solutions.

Aditya Birla Renewables continued its strong growth trajectory during FY 2025-26, emerging as one of the Aditya Birla Group's next-generation growth platforms. The business has organically built a diversified renewable energy portfolio of approximately 4.3 GW (operational plus under commissioning) across 10 states, spanning solar, wind, hybrid, floating solar and round-the-clock renewable power solutions, serving both commercial and industrial (C&I) customers and utility-scale projects. A defining milestone during the year was the strategic investment by Global Infrastructure Partners (GIP), part of BlackRock, which committed up to ₹ 3,000 crore for a minority stake in Aditya Birla Renewables, including an initial commitment of ₹ 2,000 crore with a ₹ 1,000 crore greenshoe option. The transaction, valuing the platform at an enterprise value of approximately ₹ 14,600 crore, is among the largest primary private equity investments in an Indian renewable energy platform and validates the scale, quality and long-term potential of the business.

Future Lies in Sustainability, Innovation*

Grasim's sustainability approach is built on three pillars shaping decisions and actions across the businesses. The approach is influenced by environmental stewardship, social responsibility and business resilience. In the early years of our business, the focus was ostensibly on building strong and efficient operations. Through the following years, we fostered a culture of operational discipline and reliability. Today, sustainability is at the core of our decision-making. From standalone initiatives, we are now focussed more on integrated ways of working, connecting climate action, resource management, and operational performance. We are also using data and digital systems to improve visibility and support decision-making. Our in-house research facilities develop versatile, eco-conscious products that align with evolving market needs and environmental expectations. Our proprietary technology like GreenTrack allows brands, retailers, and consumers to verify the origin, authenticity, and sustainability of the fibres used in finished garments or textiles.

A Future-ready Grasim, Built on Trust

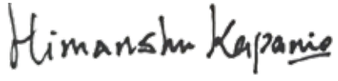
Until a few months back, the stars were largely aligned for India's economy. The country had surpassed Britain and then Japan to be the fourth-largest global economy. But headwinds of the war in Ukraine, the US tariff threats, and the raging conflict in West Asia set India's confidence graph, snaking down sharply. These disruptive forces put India's economic prowess through a litmus test and questioned its resilience. But let us remember, transformation is never built by strategy alone. It is built by people. It is built by teams that choose speed without compromising discipline, ambition without losing humility, and growth without diluting values. Every plant commissioned, every product launched, every customer served, every digital transaction enabled, and every relationship strengthened, is a reflection of our commitment.

We are building a structurally stronger Grasim, a Company with multiple engines of growth, sharper strategic clarity, and enhanced resilience across cycles. Our legacy businesses give us strength. Our new businesses give us momentum. Our values give us direction. And our trust in India gives us purpose.

The road ahead will not be without volatility. There will be cycles, cost pressures, competitive intensity, and global uncertainty. But Grasim has never been defined by the ease of the environment. We have been defined by our ability to adapt, endure, and emerge stronger. That is the spirit we must carry forward.

Together, we will continue to build on the trust we have earned, scale with purpose, and create enduring value as Grasim helps shape India's next chapter of growth.

Warm regards,



Himanshu Kapania
Managing Director

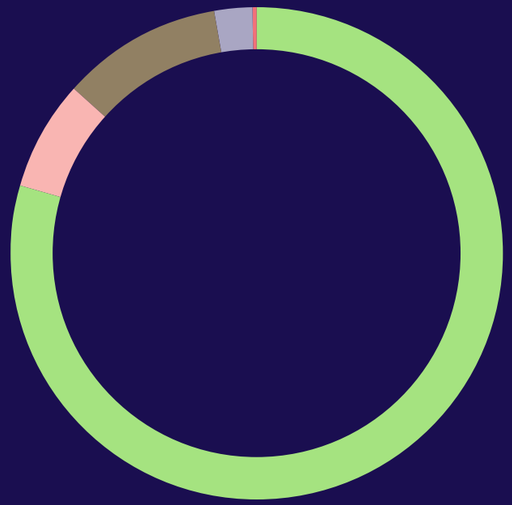
***GRI 2-22:** Statement on sustainable development strategy

Performance Snapshot**

Economic Value#

₹ 1,76,611 crore
Economic Value Generated

₹ 1,59,546 crore
Economic Value Distributed



Expenditure by Type (in crore)

- **Operating Costs: ₹ 1,27,101**
- **Employees: ₹ 11,246**
- **Providers of Capital: ₹ 16,815**
- **Government: ₹ 4,058***
- **CSR: ₹ 326**

*Current tax and Rates & taxes

Financial#

₹ 1,75,431 crore
Revenue

₹ 1,03,470 crore
Net worth

₹ 25,872 crore
EBITDA

₹ 4,966 crore
PAT attributable to shareholders

#On consolidated basis.

Sustainability Ratings

CSA Score	ESG Rating	CareEdge Score	ESG Risk Rating	Climate Change, Water Security, Forest Score
71	BBB	85.4	30.1	B
S&P Dow Jones Indices A Division of S&P Global	MSCI	CareEdge ESG RATINGS	SUSTAINALYTICS	CDP

**GRI 201-1: Direct economic value generated and distributed

Governance

₹ 184 crore
Total R&D expenditure

28%
MSME procurement

Zero
Instances of data breach

45+
New products launched

Social

49,795
Total workforce

5.2+ lakh hours
Total workforce training

10%
Female participation in workforce
(Permanent employees)

12.6+ lakh
CSR beneficiaries

Environmental

24%
Installed electrical capacity from renewable sources

53%
Total recycled water to total fresh water withdrawal

13%
Reduction in emission intensity per tonne of production
(Scope 1 and 2)

11+ lakh
Trees planted
(Cumulative)

Awards and Recognition

Leading with Excellence. Recognised by Industry.

















1. BW Businessworld Top 3 Conglomerates - Sustainable Organisation 2025
2. Times Group - Global Sustainability Alliance Sustainable Organisation 2025
3. CNBC-TV18 India Risk Management Awards 2025 - 'Masters of Risk, Conglomerate' - Large Cap category
4. Cellulosic Fibres, Nagda unit awarded '12th CSR Times Awards 2025 – Gold - 'Livelihood category'
5. Grasim won ICC Social Impact Awards – 2026 in education and animal care
6. Grasim recognised for contribution to NSE Nifty 50 - 3 decades event
7. Grasim CSR won Large Corporate Health Program and Most Innovative education project from IHW, Integrated Health & Wellbeing Council, Delhi
8. Grasim Treasury won Adam Smith Award 2025



















9. Cellulosic Fibres business, Kharach unit won National Award for Outstanding Industrial Relations 2024-25 by the All India Organisation of Employers in association with FICCI
10. Cellulosic Fibres business, Veraval unit has been awarded Golden Peacock National Energy Award 2025
11. Cellulosic Fibres business, Veraval unit has been awarded CII Energy Efficient Unit Award at 26th National Award for Excellence in Energy Management 2025
12. Cellulosic Fibres business, Kalyan unit has been awarded Golden Peacock HR Excellence Award 2025
13. Cellulosic Fibres business, Kalyan unit has been awarded CII National Manufacturing Excellence Award and Energy Efficient Unit Award 2025
14. Cellulosic Fibres business, Kalyan unit has been awarded National Award for Manufacturing Competitiveness by IRIM Mumbai
15. Chemicals business, Vilayat unit won the ICC EVONIK Award of Excellence in Management of Environment
16. Paints business, Cheyyar unit won Golden Peacock Award for best practices in OHS
17. Paints business, Cheyyar unit won CII EHS Excellence Award 2024
18. Paints business, Cheyyar unit won Green Tech Foundation Award for best environment protection activities
19. Textile Business won Outstanding Accomplishment in Corporate Excellence at 19th CII-ITC Sustainability Awards





Value Creation Model*

Inputs

Financial

- Net worth: ₹ **55,277 crore**
- Net debt: ₹ **6,879 crore**
- Dividend received: ₹ **1,326 crore**
- Property plant and equipment (incl. CWIP): ₹ **24,473 crore**
- Manufacturing sites: **27**

FC MC

Resilient Business

- R&D expenditure: ₹ **184 crore**
- R&D facilities: **9**
- Patents applied: **79** (cumulative)

IC

Social Responsibility

- Total workforce: **49,795**
- Total training hours: **5.2+ lakh**
- New hires below 30 years: **61%** (permanent workforce)
- CSR expenditure: ₹ **73 crore**
- Villages covered under CSR: **316**

HC SRC

Environmental Stewardship

- Energy consumption: **69.43 million GJ**
- Renewable power capacity: **24%**
- Zero Liquid Discharge plants: **15**
- Total water withdrawal: **61.28 million m^3**
- Recycled water to total fresh water withdrawal: **53%**
- Environmental capex: ₹ **227 crore**

NC

Vision
To be a premium Indian conglomerate with a clear focus on each of the businesses.

Mission
To deliver superior value to our customers, shareholders, employees, and society at large.

Values
Integrity | Commitment | Passion
Seamlessness | Speed

Key Business Segments

- Cellulosic Fibres
- Chemicals
- Building Materials
- Financial Services
- Other Businesses

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Governance Tenets

- Accountability and Interests
- Monitoring
- Control
- Ethics
- Transparency and Disclosures
- Review

Strategic Priorities

- Leadership across Business
- Innovation
- Sustainability
- Capital Allocation
- Cost Leadership

→ PG 30

Stakeholders

- Employees and Workers
- Suppliers
- NGOs and Developmental Partners
- Local Communities
- Customers
- Government, Regulators and Industry Associations
- Investors and Shareholders
- Media

Outputs

Financial

- Market capitalisation: ₹ **1,74,072 crore** (31st March 2026)
- Revenue: ₹ **41,039 crore**
- EBITDA: ₹ **3,558 crore**
- Adjusted PAT: ₹ **478 crore** (excl. exceptional items)
- Dividend distributed: ₹ **681 crore**

Resilient Business

- Patents granted: **26** (cumulative)
- New products launched: **46**
- MSME procurement: **28%**

Social Responsibility

- Women in workforce: **10%** (permanent employees)
- Total LTIFR: **0.17**
- Permanent workforce retention rate: **91%**
- CSR beneficiaries: **12.63 lakh**
- Local procurement: **69%**

Environmental Stewardship

- Total Scope 1+2 GHG emissions: **6.36 million tCO_2e**
- Water discharged: **32.34 million m^3**
- Waste generated: **1.21 million MT**
- Waste reused, recycled and recovered: **1.15 million MT**

Outcomes

Financial

- Sustained and long-term cash flow generation
- New assets and production capacities developed
- Consistent, profitable and responsible growth
- Dividend distributed to shareholders
- Accountability towards all stakeholders

Resilient Business

- Governance of the highest standards with full compliance
- Protection of minority interests and stakeholder rights
- Diversified portfolio of innovative solutions
- Preferred partner for industry innovation

Social Responsibility

- Best-in-class employee experience and learning
- Safe and inclusive workplaces for all employees
- Positive and lasting impact on surrounding communities
- Trusted partner of choice for all stakeholder groups

Environmental Stewardship

- Legal compliance for all environmental regulations
- Environmental stewardship within and beyond manufacturing sites
- Progress on net-zero commitments and emission intensity reduction
- Improved water use efficiency and circular water practices

***GRI 204-1:** Proportion of spending on local suppliers

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

Drivers of Sustainable Value

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.

Leadership across Businesses

We hold leadership positions through deliberate choices in capability, capital, and commitment. This leadership has been built through consistent capacity expansion to meet growing demand, continuous innovation in products, and disciplined entry into new growth businesses. At the same time, we are strengthening the foundation of our businesses by modernising legacy assets, enhancing operational efficiency, and embedding sustainability into every aspect of our operations. Together, these actions are not standalone initiatives but part of an integrated strategy to future-proof Grasim, ensuring that our leadership remains relevant, competitive and resilient across cycles.

FY 2025-26 Progress

- Capacity expansion plan of additional 110K TPA announced which would position Grasim as one of the largest Lyocell producers, globally
- UltraTech's total grey cement capacity surpasses 200 MTPA (April 2026), becoming world's largest cement company, ex-China
- Birla Opus Paints Gallery revolutionised the consumer paint experience with the largest organised retail footprint in the industry of over 1,200 franchised stores across more than 700 towns

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.

FY 2025-26 Progress

- Birla Opus Paints launched 42 new products and 11-line extensions, taking the overall portfolio to 218 products spanning across 1,870+ SKUs
- Cellulosic Fibres business launched Liva Reviva™ M, India's first next-generation circular fibre made with up to 50% mechanically recycled post-consumer textile waste
- Aditya Birla Capital launched a suite of AI-powered features and innovations on its ABCD-D2C application

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.

FY 2025-26 Progress

- Total capital expenditure stood at ₹ 15,396 crore with growth capex comprising 72%
- Maintained a strong balance sheet, with a net debt*/equity ratio of 0.22x and a net debt*/EBITDA of 1.43x
- Strategic capital commitment of ₹ 2,880 crore to financial services business, Aditya Birla Capital

*excluding borrowings related to financial services business

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.

FY 2025-26 Progress

- Conducted a comprehensive Biodiversity Study across six manufacturing locations covering 12 units
- Conducted a comprehensive Double Materiality Assessment to identify and prioritise the ESG issues most significant to businesses and stakeholders
- Renewable capacity power share increased to 28% for Chemicals and 39% for Textiles

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.

FY 2025-26 Progress

- Captive consumption of Chlorine stood at 53%, improvement of 200bps
- Cement business improved operational efficiencies due to lower logistics, fuel and power costs
- Paints business, average distance travelled by product, reduced by ~30%

Board of Directors*



1 Mr. Kumar Mangalam Birla

Chairman, Non-Executive and Non-Independent Director

M



2 Smt. Rajashree Birla

Non-Executive and Non-Independent Director

C



3 Ms. Ananyashree Birla

Non-Executive and Non-Independent Director



4 Mr. Aryaman Vikram Birla

Non-Executive and Non-Independent Director



5 Mr. Sushil Agarwal

Non-Executive and Non-Independent Director

M



6 Mr. Himanshu Kapania

Managing Director

M M M M M



7 Mr. Mukkavilli Jagannath

Non-Executive and Non-Independent Director



8 Ms. Anita Ramachandran

Independent Director

C C M



9 Mr. N. Mohan Raj

Independent Director

C C



10 Mr. Yazdi Piroj Dandiwala

Independent Director

M M M



11 Mr. V. Chandrasekaran

Independent Director

C M M M



12 Mr. Adesh Kumar Gupta

Independent Director

M M



13 Mr. Ashvin Dhirajlal Parekh

Independent Director

M



14 Mr. Haigreve Khaitan

Independent Director

M

Committees

- Nomination & Remuneration
- Audit
- Stakeholders' Relationship
- Corporate Social Responsibility
- Risk Management & Sustainability
- PIT Regulation
- Finance

Board's Collective Skill Set#



100% Corporate Governance, Legal and Compliance



86% Environmental and Social Sustainability



100% Industry Knowledge [GICS]



86% Strategic Expertise



86% Financial Literacy



43% Marketing



50% Human Resource



100% General Management



71% Risk Management



50% Innovation, Technology and Digitisation

7.4 years
Average Board tenure

62.8 years
Average age of Board members

95%
Average attendance

Board Independence



Diversity*



Board Age Profile



A brief profile of the Directors is available in the Corporate Governance Report at → PG 222 and at https://www.grasim.com/about-us/leadership

***GRI 2-9:** Governance structure and composition, ***GRI 2-11:** Chair of the highest governance body
#**GRI 2-17:** Collective knowledge of the highest governance body

***GRI 405-1:** Diversity of governance bodies and employees

Guided by Responsibility

Corporate governance at Grasim is strongly shaped by the ABG philosophy and values, trusteeship principles, and a long-standing legacy of responsible leadership. Over time, it has evolved into a framework that not only guides decision-making but also reflects the organisation's values in action. Our stakeholder engagements, strategic decisions, and accountability mechanisms are guided by a commitment to doing what is right, not just what is required.

Our Philosophy

The philosophy is simple yet powerful: to grow responsibly while creating long-term value. Integrity is not treated as an obligation but as a natural way of working. Accountability is not enforced but embraced. Transparency is not an afterthought but an integral part of how we engage with stakeholders. These values are not confined to policies, they are visible in everyday decisions across levels and functions. They ensure that even as the organisation navigates complexity and change, it remains anchored to its purpose.

We are defined and driven by its unique set of 'Power of Five' values. This value-based approach is part of our culture and ethics.

The Power of Five Values

Integrity | Commitment | Passion
Seamlessness | Speed

Governance at Grasim rests on the highest standards of business ethics. The philosophy rests on some basic tenets of business 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

The Basic Tenets of Governance

- Accountability and Interests
- Monitoring
- Control
- Ethics
- Transparency and Disclosures
- Review

Governance Structure

At the centre of this governance ecosystem, is the Board of Directors, which acts as both a guide and a guardian of the organisation's direction. The Board provides strategic guidance, monitors risks and oversees alignment with long-term goals. A network of seven dedicated committees works alongside the Board, bringing focused oversight to areas such as audit, risk, sustainability, and stakeholder engagement. Together, they support a system of clearly defined responsibilities, informed decision-making, and strong accountability. The strength of this structure lies not just in its design, but in the diversity of perspectives it brings, enabling thoughtful discussions and balanced decision-making.

Ethical Practices and Responsible Business Conduct

Ethical conduct forms the foundation of all business interactions and decisions. Defined codes, policies, and internal systems guide behaviour, establish clear standards and ensure consistency across operations. The Code of Conduct, applicable to employees, directors, and relevant external stakeholders, sets expectations around integrity, transparency, independence of judgement, and the avoidance of conflicts of interest. It is supported by frameworks such as the Anti-Bribery and Anti-Corruption Policy and the Whistle Blower Policy which address risks related to unethical practices and reinforce accountability. Jointly, these measures reinforce a culture where ethical behaviour is embedded in everyday actions, strengthening trust across stakeholder relationships.

Board Compensation and Evaluation

At Grasim, remuneration and leadership oversight are guided by clearly defined governance processes that support consistency, transparency, and accountability. Remuneration is governed through a Board-approved Executive Remuneration Policy that operates within applicable legal requirements and sets out a balanced mix of fixed remuneration, performance-linked incentives, long-term incentive arrangements, and benefits. Performance-linked components are assessed against predefined parameters, which may include financial performance, operational performance, and incentives linked to ESG and sustainability priorities. This structured approach supports a clear linkage between performance and reward, reinforcing accountability at all levels of leadership.

Alongside remuneration, the Board undertakes annual performance evaluations of its committees, and individual Directors. These assessments focus on effectiveness of strategic oversight, quality of risk governance, and level of engagement and participation. Insights from these evaluations are used to continuously strengthen Board effectiveness and governance practices.

In parallel, succession planning is actively reviewed by the Nomination and Remuneration Committee to support leadership continuity, capability building, and long-term organisational resilience. Collectively, these practices ensure that leadership oversight at Grasim remains forward-looking, performance-driven, and aligned with the organisation's strategic and sustainability objectives.

For more information, please refer to our Report on Corporate Governance on → PG 222

Grievance Redressal Mechanism

Every strong governance framework is tested not just by how it sets rules, but by how it responds when concerns are raised. With this belief at the core, our grievance redressal mechanism provides stakeholders with reliable and transparent ways to be heard. We actively promote awareness of the grievance redressal process and the available channels across stakeholder groups. All grievances received are centrally recorded and managed through a well-defined process that includes systematic screening, investigation, time-bound action, and formal closure. Oversight of case management and coordination across functions rests with a designated Stakeholder Contact Officer, ensuring consistency and accountability. This is further strengthened by governance oversight from a cross-functional Grievance Committee, comprising representatives from human resources, finance, and environment, which reviews cases and monitors the effectiveness of the process.

Further details on our approach are available in the Grievance Handling Policy on https://www.grasim.com/Upload/PDF/grasim-grievance-handling-policy-fy21.pdf

*GRI 2-9: Governance structure and composition, *GRI 2-12: Role of the highest governance body in overseeing the management of impacts, *GRI 2-13: Delegation of responsibility for managing impacts, *GRI 2-25: Processes to remediate negative impacts, *GRI 2-26: Mechanisms for seeking advice and raising concerns

*GRI 2-9: Governance structure and composition, *GRI 2-12: Role of the highest governance body in overseeing the management of impacts, *GRI 2-13: Delegation of responsibility for managing impacts, *GRI 2-25: Processes to remediate negative impacts, *GRI 2-26: Mechanisms for seeking advice and raising concerns

Management Discussion and Analysis

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The Management Discussion and Analysis (MDA) section forms part of the Report and addresses requirements prescribed under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations).

Trust, Tested through Time

In 1947, as India stepped into freedom with the dust of Partition still settling, Grasim was born from a simple conviction: trust, once earned, outlasts every storm. Nearly eight decades on, that conviction has only deepened.

When the 2008 financial crisis shook economies to their core, Grasim leaned on the strength of its domestic operations.

Then came a test unlike any other. As COVID-19 halted the world in 2020, Grasim chose to chart its own course. It kept its people, promises and its performance intact, closing FY 2020-21 with revenue up by nearly 2% to ₹ 76,404 crore.

In March 2026, as crude oil surged past US$ 115 a barrel amid conflict in West Asia and markets trembled again, Grasim didn't just weather the storm, it revealed the quiet strength of decades spent building something real. Revenue for that year stood at ₹ 1,75,431 crore. This is what trust looks like when it's built, not borrowed: steady through the noise, generous through hardship, stronger with every test.

Financial Performance



With our scale, brand strength, and ongoing capacity expansion, we are well positioned to outperform the industry and drive consistent, profitable growth.

Hemant Kumar Kadel
Chief Financial Officer
Grasim Industries Limited

A Legacy of Trust. A Future of Sustainable Value.

Grasim's strong financial performance in FY 2025-26 reflects the inherent strength of its diversified business portfolio. Banking on disciplined execution and enhanced cost-efficiency, the Company is set for sustained value creation.

The global economy appeared stable in FY 2025-26, keeping up the growth momentum, despite geopolitical headwinds, and in turn, supporting the macro fundamentals. Given this scenario, how would you assess Grasim's performance and revenue growth during the year?

We indeed had a dynamic macroeconomic environment in the fiscal under review. The global economy performed better than anticipated, tech investments surged and the tension over trade policies moderated with the effective U.S. statutory tariffs tracking 5.30 percentage points (ppts) lower than what was thought. A strong fourth-quarter momentum of 3.90% helped the global economy close FY 2025-26 with an average growth rate of 3.40%, backed by a lower headline inflation of 4.10%[1].

Everything was on track until the war broke out in West Asia at the end of February 2026. The subsequent closure of the Strait of Hormuz triggered a supply shock, exposing the global economy to an energy crisis of unprecedented scale. As a heavily diversified manufacturer, we are closely monitoring the three channels of this shock: First, a direct spike in commodity prices impacting energy-intensive goods like chemicals. Second, the potential threat of fresh inflationary headwinds. And third, a tighter financial condition driven by a flight of risk-off capital[1].

The crisis pushed the IMF to revise its 2026 global growth projections to 3.10% for the short term. The earlier disinflationary trend too has reversed, stoking fears of a return of global headline inflation of 4.40% in 2026[1].

Despite such uncertainties, we had a resilient Indian economy that helped us fight the challenges. India's real GDP expanded by a robust 7.60% in FY 2025-26, according to the Second Advance Estimates[1,2].

This growth is underpinned by rising disposable incomes that translated into a significant surge in consumption. Consumption expenditure indicators are now outpacing growth in direct income tax collections, giving clear hints that wealth creation is rapidly translating into on-ground spending. This momentum is catalysed by progressive government policies, including GST 2.0. The GST reforms simplified the tax structure into leaner 5% and 18% slabs and boosted consumer affordability while enhancing the ease of doing business[3].

The Reserve Bank reduced the policy repo rate by 100 bps during the year, while keeping liquidity conditions in surplus, contributing to economic resilience and credit growth. In effect, we saw robust credit growth, backed by sustained thrust on capital expenditure[3] from the government.

While the macroeconomic environment remained broadly supportive, the Company continued to closely monitor key financial risks arising from currency movements, changes in interest rates, funding conditions, and customer credit quality. Ongoing geopolitical developments and market volatility have the potential to influence foreign exchange rates, commodity prices, liquidity conditions and customer payment behaviour. To manage these exposures, the Company follows prudent risk management practices, including structured foreign exchange hedging, diversified funding sources, disciplined liquidity management, and robust customer credit evaluation and monitoring processes. These measures support financial resilience and help mitigate the potential impact of market uncertainties on business performance and cash flows.

[1]International Monetary Fund [IMF], April 2026 | [2]Reserve Bank of India [RBI], April 2026 | [3]Ministry of Finance (2025, September)



LEFT TO RIGHT

Neelabja Chakrabarty, Company Secretary • **Saugata Chakravarty,** Chief Legal Officer • **Rahul Desai,** Joint President - Treasury
Mahendra Bhandari, Joint President - Corporate Accounts • **Sushil Chopra,** Joint President - Corporate Taxation

Given such a backdrop, our diversified businesses put up consistent progress. Capitalising on India's strong economic momentum, we delivered our highest-ever consolidated revenue of ₹ 1,75,431 crore, with an 18% YoY growth. This growth was broad-based, led by our key subsidiaries, UltraTech Cement and Aditya Birla Capital. Our standalone operations mirrored this success, with a record topline of ₹ 41,039 crore, up 30% from the previous year. This was fuelled by healthy volumes in Cellulosic Fibres and Chemicals, as well as the rapid scale-up of our paints business, Birla Opus and B2B E-commerce platform, Birla Pivot.

Grasim's core businesses faced a tough pricing environment. How did you manage to protect your margins and the bottom line?

Our core businesses navigated global pricing pressures and cyclical headwinds throughout the year. We faced these external pressures by focusing strictly on what we could control, driving operating leverage, optimising our fixed-cost structures, and enhancing supply chain efficiencies. However, our ultimate shield in protecting the bottom line has been the inherent strength of our diversified portfolio, where cycles naturally balance out.

If we look at which business performed better in this complex macroeconomic environment, the Cellulosic Fibres emerged as a standout performer. Despite the broader global turmoil, it delivered a robust 15% YoY growth in EBITDA. This was achieved through a highly favourable product mix led by exports, strong operational efficiencies driven by volume growth, and the strategic advantage of declining key input costs.

Our cement business has delivered a strong and resilient performance in this period, supported by healthy demand across housing, infrastructure, and commercial segments. Volume growth remained robust, driven by our expanding capacity footprint and improved asset utilisation. Operational discipline continues to be a key differentiator. Even in the face of regional pricing pressures, we have sustained healthy margins and strong cash generation. As we look ahead, the demand outlook remains constructive. With our scale, brand strength, and ongoing capacity expansion, we are well-positioned to outperform the industry and drive consistent, profitable growth.

Our Chemicals segment absorbed the brunt of the tough global pricing environment. While we successfully pushed volumes, achieving our highest-ever caustic soda sales volume of 1,232 KT in the fiscal year, disciplined domestic pricing and our pan India presence has led segment's EBITDA growth of 16% YoY.

Margin expansion in core businesses has led the Company to post its highest-ever consolidated EBITDA of ₹ 25,872 crore for FY 2025-26. Our Consolidated Profit After Tax (PAT) attributable to shareholders of ₹ 4,966 crore for the same period, proving our ability to absorb cyclical shock and confidently fund our new growth engines while maintaining strong fiscal health.

Moving to your new growth engines, how did the macroeconomic environment impact your paints business? How do you plan to scale it up?

India's macro resilience, particularly the housing and infrastructure boom, directly influenced Birla Opus. The Indian paints and coatings industry was valued at roughly ₹ 76,000 crore in 2026 and is projected to grow at 10% CAGR over the next decade. However, as we scale this business, we are highly cognisant of the market's inherent challenges. It is a fiercely competitive landscape with the organised sector controlling around 75% of the market. To grab a bigger share of the market, we must navigate intense competition from both value-conscious regional manufacturers and established multinational incumbents.

Consumer demands are evolving rapidly and paints are no longer viewed merely as decorative finishes. The challenge lies in continuous innovation and R&D to deliver high-performance, functional coatings, such as waterproofing, heat-reflective, and eco-friendly water-based products, while managing price volatility in raw materials. That said, we are executing at an unprecedented scale. FY 2025-26 was defined by the aggressive pan-India expansion of Birla Opus and the completion of its manufacturing footprint. Birla Opus has crossed double-digit market share, accelerating its gains with a revenue growth rate nearly three times that of the broader Indian decorative paints industry.

What would this rapid expansion in paints mean for Grasim's P&L in the near term?

With our sixth and largest plant in Kharagpur commercialising in October 2025, the entire network has gone fully operational. As a result, the capitalisation of borrowing costs for the paints business ceased. This structural accounting shift led to a planned rise in total finance and depreciation costs for FY 2025-26. While this impacts our reported net profit, it is an anticipated phase of our investment cycle as the business ramps up its dealer network and revenue streams towards profitability.

Your B2B E-commerce platform, Birla Pivot, is another new growth engine. How is it performing and what is its strategic role?

Birla Pivot is scaling exceptionally well. We achieved a major milestone during the year, nearing our guided revenue of US$ 1 billion, ₹ 8,500 crore, which sets us to surpass our targets well ahead of the FY 2026-27 guidance. It capitalises on the massive, fragmented building materials market in India, and we are seeing accelerated momentum in new product categories such as non-ferrous, chemicals, and bitumen. While in an investment and rapid-scale phase, its asset-light model ensures a clear path to accretive margins as Gross Merchandise Value (GMV) expands, supported by a steady broadening of our customer footprint and deepening of our credit programmes.

As a heavily diversified manufacturer, how are you balancing this aggressive growth with your sustainability commitments?

Sustainability is structurally embedded in our capital allocation. We continue to strengthen our environmental stewardship by scaling up the integration of clean energy sources across our manufacturing footprint. The share of renewable power in the total capacity has increased to 24% from 11% last year. On the water management front, we are enhancing circularity. On a standalone basis, the proportion of recycled water to freshwater consumption has increased to 53% from 45% last year.

As we aggressively scale Birla Opus, I am proud to share that all six of its manufacturing units have achieved Integrated Management System (IMS) certification across operations. These investments not only fulfil our ESG commitments but also structurally lower our long-term resource and compliance costs, directly protecting the bottom line.

With the major capex cycle for the paints business now complete, what is the strategy for capital allocation and the balance sheet?

FY 2025-26 has been a pivotal year for Grasim. We executed a total consolidated capital expenditure of ₹ 15,396 crore. The most significant milestone within this outlay was our cement business reaching 200 MTPA capacity (in April 2026). Also the successful conclusion of the front-loaded investment phase for our decorative paint business. With these world-class assets now operational, our focus now shifts to rigorous execution. Our primary focus is on extracting maximum asset utilisation and accelerating free cash flow generation from these newly commissioned plants.

During the year, we maintained a strong focus on working capital optimisation through disciplined management of receivables, inventories, and payables across businesses. These efforts contributed to improved cash flow generation and enhanced liquidity. We will systematically deploy capital towards high-return capacity expansions within our core businesses. What I am most proud of is that even after completing one of the largest private sector capex cycles in recent history, our balance sheet remains exceptionally robust. Excluding borrowing related to financial services business, Net Debt-to-EBITDA ratio stood at 1.43x, reflecting disciplined financial management and strong cash generation of our diversified core portfolio.

Cellulosic Fibres

Grasim is India's largest and one of the world's most prominent producers of Cellulosic Staple Fibres (CSF), commanding a leadership position in the domestic market and exporting to over 50 countries. The business draws its resilience from an integrated model, captive dissolving-grade pulp from Harihar, scale advantages across four manufacturing sites, and continuously expanding a specialty portfolio that spans across Lyocell, dyed fibres, modal, micro-modal, and other value-added grades.

The Cellulosic Fashion Yarn (CFY) business, operated through the Veraval and Kalyan facilities with a combined capacity of 51K TPA, serves the premium textiles segment with a range of specialty yarns like Pot-spun Yarn, Continuous-Spun Yarn, Spool Spun Yarn and Tyre Cord.

~1 Million TPA

CSF capacity by 2028 with higher share of specialty fibres



"Amid rising climate and supply chain challenges, we are sharpening our focus on building a responsible and future-ready cellulosic fibres business. The expansion at Harihar would position as one of the largest manufacturers of Lyocell, globally. Guided by our pillars of sustainability, namely responsible sourcing, responsible manufacturing, sustainable products, valuable partnerships, and social responsibility, we are at forefront of driving Circular Fashion, while delivering long-term value."

Vadiraj Kulkarni
Business Head



LEFT TO RIGHT

Suresh Kodali, Chief Operating Officer • **Manmohan Singh,** Chief Marketing Officer • **Saurabh Singh,** Chief Technology Officer
Ajit Rajagopalan, Chief Executive Officer, CFY • **Ashok Machher,** Chief Financial Officer* • **Anupama Mohan,** Chief Human Resources Officer

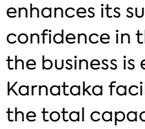
* Effective 4th April 2026

Industry Structure and Developments

Global Cellulosic Fibre consumption is expected to grow 3-4% YoY, led primarily by robust expansion in Lyocell demand of about 28% YoY, even as cellulosic fibres demand remained broadly flat. China accounts for 65-70% of global CSF consumption and production, making its operating rates and inventory levels key drivers of CSF pricing. Despite US tariff pressures and broader global uncertainty, CY 2025 demand of cellulosic fibres in China remained resilient supported by high operating rates, rapid expansion in value chain, and an ongoing shift towards blended products. In the rest of the world, including Turkey, Pakistan, Bangladesh, and Indonesia, conditions remain stressed, because of the combined impact of high interest rates, weakened foreign exchange conditions, elevated inflation, and pressure on exports arising from the US tariffs. In India, cellulosic fibre consumption is expected to increase faster. GST harmonisation at 5% across the value chain from fibre to garments priced below ₹ 2,500 would support the textiles industry.

Global cotton production faces structural constraints from water scarcity, volatile output , and rising land costs, leading to price instability and a growing need for scalable, sustainable alternatives. Polyester, while abundant, is increasingly challenged due to its fossil-fuel origin and microplastic concerns. In the context, cellulosic fibres, particularly Lyocell fibre, is positioned to bridge the gap, offering cotton-like properties, a bio-based origin, and a closed-loop production process that aligns with evolving consumer, brand, and regulatory demands, underpinning strong long-term growth potential.

Opportunities



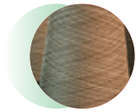
Level Playing Field in a Strict Policy Environment Policy Environment

The domestic cellulosic fibre industry operates under stringent ESG standards, traceability requirements, and regulatory compliance costs not uniformly borne by global competitors. Additionally, ASEAN FTA duty structures provide certain overseas suppliers with cost advantages, while some imports face lower sustainability and social compliance obligations. Grasim continues to engage with policymakers to advocate for fair, parity-based trade policies. Despite the QCO rescission, the business maintained stable domestic pricing, reflecting strong demand-supply fundamentals and the premium positioning of our Cellulosic Fibres brand.



Expansion in High-growth Specialty Fibres Segment

Among cellulosic fibres, Lyocell has emerged as one of the most promising categories, benefitting from its unique combination of softness, breathability, strength, and moisture-management properties. As consumers and brands increasingly prioritise environmentally responsible materials, Lyocell's biodegradable nature and environmentally efficient manufacturing process enhances its sustainability considerations. Reflecting confidence in the long-term demand outlook for Lyocell, the business is expanding its capacity at its Harihar, Karnataka facility by 165K TPA. This expansion will take the total capacity of Lyocell to 210K TPA by 2030.



R&D Engine of Differentiation and Future-readiness

R&D is one of our engines of differentiation, and we treat sustained R&D investments across opex and capex as a strategic priority. Our focus areas span pioneering fibre platforms such as Lyocell, specialty, and circular fibres, driving premiumisation, advancing process innovation for cost reduction, reliability and sustainability. To accelerate this impact, we are strengthening our in-house engineering capabilities for faster lab-to-plant scale-up. This is supported by dedicated investments in pilot facilities, specialised hardware, advanced modelling, and testing. By actively partnering with global technology providers, brands, and value chain partners, our R&D is tightly aligned with customer applications, regulatory trends and sustainability goals. Ultimately, this comprehensive approach enables us to defend our leadership in India while positioning the business for robust global growth.



Sustainability Driving Customer Choiced Future-readiness

Growing consumer awareness of environmental and social issues is accelerating the demand for sustainable products across industries. Customers are increasingly favouring brands that demonstrate responsible sourcing, transparency, lower environmental impact and circularity throughout their value chains. At the same time, brands are integrating sustainability into their product portfolios to meet evolving consumer preferences, strengthen brand loyalty and comply with emerging regulatory requirements. This structural shift presents a significant opportunity for companies that invest in sustainable materials, eco-efficient manufacturing, traceable supply chains and product innovation, enabling them to differentiate their offerings, access premium markets and drive long-term growth while creating positive environmental and social impact.

Segment Performance

Cellulosic Staple Fibres (CSF)

For FY 2025-26, the CSF business navigated persistent input cost pressures, a volatile global fibre pricing environment, the rescission of the Quality Control Order (QCO) on CSF in November 2025 and the overhang of competitively priced Chinese-origin fibre. The business reflects a U-shaped performance, margin compression in H1 due to cost pressures and import competition, followed by a strong H2 recovery driven by volume growth, improved product mix (higher specialty share), and easing input costs. Structurally, the business continues to benefit from disciplined global supply, a stable pricing environment, and strategic shift towards specialty fibres, although Chinese competition and downstream demand softness (especially in yarn) remain key monitorable.

~890K TPA
Total CSF Capacity

Cellulosic Fashion Yarn (CFY)

The CFY business witnessed a challenging operating environment in FY 2025-26, marked by weak downstream demand and persistent pricing pressure. Competitively priced Chinese yarn, benefitting from structural cost advantages and excess production capacity at home created a persistent pricing ceiling in the Indian market.

51K TPA
Total CFY Capacity



Livaeco™ Lyocell
Trace the Source

Livaeco™ Lyocell has a unique molecular tracer in its fibre, this tracer helps in source verification across the value chain. A complete information on the journey of the fibre from forest to fashion is available through a unique QR Code which can be made available to the consumers conveniently.

Key Performance Charts

Revenue (crore)
₹ 17,104 ↑ 8%



EBITDA (crore)
₹ 1,751 ↑ 15%



CSF Volumes (KT)
869 ↑ 3%



CFY Volumes (KT)
43.9 ↑ 2%



Outlook

The cellulosic fibre business in India is likely to average a 9.76% annual growth rate to reach US$ 3 billion by 2033. The industry expects a gradual normalisation of inventory cycles, which should support a steady recovery in demand. While near-term margin volatility may persist due to import alternatives, the fundamental consumer shift towards eco-friendly fashion provides a strong baseline for future volume growth. In FY 2026-27, our priorities are simple: optimise product mix, drive operational efficiencies, and execute capacity expansions. By maintaining sharp cost discipline and continuously elevating our value-added product portfolio through R&D, we are well-equipped to navigate cyclical volatility and sustain profitable growth.



Navyāsa

A new-age contemporary saree brand crafted from Liva Fabrics that come from nature and are inherently sustainable. Liva fabrics are biodegradable and are made using significantly lesser resources, allowing us to contribute to a greener environment.

Chemicals

Grasim's Chemicals business operates across three integrated businesses - Caustic Soda (1,505K TPA), Chlorine Derivatives (996K TPA) and Specialty Chemicals - comprising epoxy resins and curing agents (246K TPA). As India's largest manufacturer of these chemicals, the business is strategically aligned to sectors driving India's industrial growth and energy transition.

Caustic Soda serves a diversified demand base across alumina, textiles, specialty chemicals, pulp & paper, and soaps & detergents. In addition, **Chlorine Derivatives** support critical applications in water treatment, disinfection and agrochemical intermediates. **Specialty Chemicals** further enable decarbonisation and e-mobility through wind energy, EV composites, lightweight transportation, adhesives, coatings and electrical insulation.



"Building on our strong chlor-alkali foundation, we are scaling downstream and Specialty businesses to drive higher value creation. Through integration, cost leadership and sustainable operations, we remain focused on resilient and disciplined growth."

Jayant V Dhobley
Business Head

1,232 KT
Record sales volume



LEFT TO RIGHT
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

Industry Structure and Developments

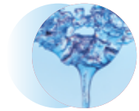
Over the past year, weaker demand from the PVC and construction sectors, particularly in China and parts of Europe, reduced chlorine consumption and lowered operating rates across chlor-alkali plants. Given the co-product nature of chlorine and caustic soda production, this also impacted the global caustic soda supply dynamics. Caustic soda demand, however, remained relatively resilient, on the back of steady consumption from alumina, chemicals, textiles and water treatment sectors.

These trends created a regional imbalance across global markets. Asia, led by China, saw oversupply and soft pricing, while other regions experienced relatively tighter supply conditions at different points during the year. With Asia-Pacific accounting for over half of global caustic soda demand, regional market dynamics continued to influence the global pricing benchmarks.

In India, caustic soda demand fundamentals remain structurally strong, driven by a growth in alumina, textiles, pulp and paper, soaps and detergents. Demand for chlorine derivatives linked to pharma, agrochemicals, water treatment, sanitation and infrastructure applications also remained stable during the year. While domestic capacity additions in recent years have improved the availability, industry utilisation levels remained around 80%. Consequently, despite healthy demand growth in FY 2025-26, domestic realisations broadly tracked softer global pricing trends, resulting in stable volumes but moderated pricing growth.

In Specialty chemicals, long-term domestic demand fundamentals remain favourable, supported by infrastructure investments, manufacturing growth, increasing downstream value addition and antidumping measures in select categories. Near-term pricing and margin pressures, however, persist due to global oversupply, heightened competition, and ongoing geopolitical uncertainties.

Opportunities



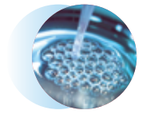
FTA-led Export Opportunities

India's expanding FTA network, including deals with the UK, UAE, Australia, and EFTA nations, along with the ongoing India-EU trade negotiations, enhances export opportunities for epoxy and downstream Specialty chemicals. Grasim's integrated operations, renewable-powered manufacturing, and sustainability-led portfolio position it well for increasingly ESG-focused global markets.



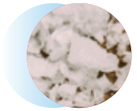
Renewables-led Cost and Carbon Advantage

Renewable energy usage in Chemicals is targeted to increase from around 23% in FY 2025-26 to over 45% by FY 2026-27, reducing energy costs in the power-intensive chlor-alkali business while strengthening Grasim's low-carbon competitiveness.



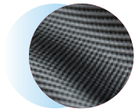
Downstream Value Addition

Across Caustic Soda, Chlorine Derivatives, and Epoxy, Grasim continues to expand into higher-value downstream products, deepen integration and increase captive consumption of intermediates, progressively shifting the portfolio towards a more resilient and value-added Specialty chemicals platform.



Demand Growth Led by Policy and Megatrend

The demand for caustic soda is being driven by rising alumina consumption linked to electrification and renewable energy, while remaining essential to textiles, Specialty chemicals, pulp and paper, and soaps and detergents. Chlorine derivatives continue to benefit from increasing demand in water treatment and disinfection, supported by the Jal Jeevan Mission, wider Zero Liquid Discharge (ZLD), industrial growth, rising water stress, and steady growth in agrochemicals and infrastructure. Specialty Chemicals (Epoxy) see strong structural demand from wind energy, e-mobility, and infrastructure-led industrial applications.



Differentiated Green and Sustainable Portfolio

Grasim is building a differentiated portfolio of sustainable chemistries anchored by Green Epichlorohydrin (ECH), increasing renewable energy usage, and Recyclamine® technology for wind-blade recycling. These initiatives strengthen the Company's position in low-carbon and circular-economy markets while supporting long-term value creation.

Segment Performance

Caustic Soda

FY 2025-26 was a standout year for the Caustic business on the volume front, with sales volumes scaling a record high, despite meaningful production headwinds triggered by intermittent power availability at some plants. The demand momentum was robust across key end-use sectors, and the business showed strong market resilience by sustaining stable domestic realisations even as international benchmark spot prices for caustic soda declined. The business maintained its domestic pricing discipline through a combination of long-term customer relationships, supply reliability, and the structural advantages of serving a pan-India market.

Specialty Chemicals

The Specialty Chemicals segment portfolio encompasses liquid epoxy resins, formulated resins, reactive diluents, and hardeners which serve large and growing end-use applications in wind composites, automotive coatings, anti-corrosion systems, construction chemicals, electronics, and packaging. For FY 2025-26, Specialty chemicals, primarily Epoxy resins and curing agents, have been a growth driver in terms of volumes and mix in the rising share of chemicals revenues, supported by stabilisation of the recently commissioned epoxy production facility. The reporting year has been characterised by a clear margin compression cycle following anti-dumping duty on ECH imports and the FTA with South Korea leading to inverted duty structure. This resulted in a healthy topline growth, but subdued profitability for the segment.

Chlorine Derivatives

The Chlorine Derivatives segment, which is India's largest chlorine derivative and water treatment portfolio, operationalises Grasim's strategy of gainful chlorine utilisation by converting chlorine into a portfolio of value-added downstream products. Captive chlorine consumption reached 53% in FY 2025-26. The segments cater directly to high-growth industrial sectors, including pharmaceuticals, agrochemicals, water treatment, food and feed, and plastic additives. The business adopted a strategic posture during the year, deliberately deferring select smaller expansion projects that were judged as non-core in the context of uncertain market conditions. This capital prioritisation enabled the management to concentrate resources on two anchor investments, ECH and CPVC projects at Vilayat, while sustaining operational performance across the existing derivatives portfolio.

Key Performance Charts

Chemicals Revenue (crore)

₹ 9,592 ↑ 11%



Chemicals EBITDA (crore)

₹ 1,406 ↑ 16%



Caustic Volumes (KT)

1,232 ↑ 5%



Revenue Contribution (% of Chemicals Revenue)



Outlook

FY 2025-26 reflected a defensive operating posture, with emphasis on margin protection, cash generation, and disciplined execution amid a challenging market environment. FY 2026-27 is likely to remain volatile due to troubled geopolitics, while also serving as a period to strengthen operational readiness and strategic positioning for the next upcycle. Although near-term profitability may continue to be uncertain, the medium- to long-term outlook remains constructive, supported by steady demand growth and gradual normalisation of global supply-demand dynamics. Consistent execution on cost, utilisation, and portfolio mix is expected to improve cycle-end competitiveness and resilience versus cycle-entry levels.



Cement

UltraTech Cement Limited, a subsidiary of Grasim Industries Limited, is exclusively engaged in the manufacturing, marketing and distribution of building materials and providing complete building solutions and support services. Globally, UltraTech is the largest company by sales volume of grey cement. The Company also holds a strong position in the white cement and wall care putty segments, reflecting its diversified product portfolio.

UltraTech operates an extensive manufacturing footprint, comprising **34 integrated plants and one clinkerisation unit 36 grinding units, and 10 bulk packaging terminals**, supported by 465 ready-mix concrete plants spread across 167 cities, servicing a wide distribution network of ~1,50,000 channel partners across India.



"India's cement industry is entering a multi-year infrastructure and housing super-cycle, driven by highways, metros, urban redevelopment, manufacturing capex and rural recovery. UltraTech is uniquely positioned to capitalise on this opportunity through its unmatched scale, pan-India footprint, aggressive capacity expansion target to surpass over 240 MTPA and sharp focus on operational efficiencies. The Company is not just participating in India's growth story, it is building the backbone of it."

K.C. Jhanwar
Managing Director
UltraTech Cement Ltd.

200 MTPA

and beyond, UltraTech sets a new industry benchmark in grey cement capacity



LEFT TO RIGHT

Jayant Dua, Managing Director (Designate)* • **Vivek Agrawal,** Chief Marketing Officer • **E. R. Raj Narayanan,** Chief Manufacturing Officer
Atul Daga, Chief Financial Officer • **Chandrashekhar Chavan,** Chief Human Resource Officer

*Effective 1st April, 2026

Industry Structure and Developments

The Indian cement industry is at the cusp of a significant structural upcycle, supported by one of the strongest demand scenarios seen in decades. Unlike previous cycles that were largely driven by regional real estate activity, the current growth phase is far more broad-based and sustainable, anchored by government-led infrastructure creation, urbanisation, housing demand, industrial capex and manufacturing expansion.

Investments in highways, rail corridors, airports, metros, data centres and renewable energy infrastructure are creating long-duration cement demand visibility across the country. At the same time, India's rising urban population and improving affordability continue to support steady growth in residential construction, particularly in Tier-2 and Tier-3 cities.

From an industry structure perspective, the sector is increasingly moving towards consolidation, with larger and financially stronger players steadily gaining market share. Scale is becoming a decisive competitive advantage, enabling companies to optimise logistics, improve fuel efficiency, secure raw material linkages and drive superior operating leverage. This transition is reshaping the competitive landscape from a fragmented regional industry into a more organised national business with higher barriers to entry. In parallel, the industry is also witnessing a strategic shift towards sustainability, green energy usage, waste heat recovery systems and premium product offerings, which are expected to enhance long-term profitability and resilience.

Opportunities



India's Infrastructure and Housing Growth Cycle

India is entering a prolonged infrastructure and urban development cycle, supported by sustained government spending on roads, railways, metros, airports, industrial corridors and affordable housing. Alongside public investments, private sector capex and real estate demand are also witnessing strong momentum across residential, commercial and industrial segments. This creates significant long-term demand visibility for the cement sector. With its pan-India footprint, strong brand equity and expanding capacity base, UltraTech is strategically positioned to capitalise on this structural demand opportunity and further strengthen its leadership position across regions.



Scale, Benefits and Industry Consolidation

The cement industry is moving steadily towards consolidation, where scale, cost-efficiency and distribution reach are the key competitive differentiators. Larger players are increasingly benefiting from stronger procurement capabilities, integrated logistics networks, operational efficiencies and superior access to capital. UltraTech's continued capacity expansion and strategic acquisitions provide a significant opportunity to improve the market share, optimise regional presence and unlock synergies across operations. As the industry becomes more organised, the Company is well placed to benefit from higher operating leverage and improved profitability over the long term.



Sustainability, Premiumisation as Growth Drivers

The industry sees a structural shift towards green manufacturing, renewable energy adoption and premium product offerings. Customers are increasingly demanding value-added and sustainable building solutions, particularly in urban and infrastructure projects. UltraTech's investments in green energy, waste heat recovery systems, alternate fuels and low-carbon products provide a strong platform to improve operational efficiency while aligning with evolving sustainability expectations. Simultaneously, growing contribution from premium products and building solutions offers an opportunity to enhance realisations, strengthen customer engagement and drive long-term margin expansion.



Segment Performance

UltraTech Cement delivered a landmark financial performance in FY 2025-26, marked by record volumes, strong profitability expansion, and continued balance sheet strengthening. The Company also reported its highest-ever annual cement sales volumes, with domestic grey cement volumes reaching 145 million tonnes during the year. In April 2026, UltraTech also marked an important strategic milestone as it crossed 200 MTPA grey cement capacity, achieving its long-term scale ambition ahead of schedule. Consolidated net sales for the year grew to ₹ 88,512 crore from ₹ 75,955 crore in last year, while EBITDA increased sharply to an all-time high of ₹ 17,598 crore from ₹ 13,302 crore in the previous year.

Operationally, FY 2025-26 demonstrated the strength of UltraTech's scale-driven business model and execution capabilities. Capacity utilisation remained healthy, supported by robust demand across infrastructure, housing and commercial construction segments. Operating EBITDA per tonne improved meaningfully during the year, aided by better realisations, lower fuel costs and increasing contribution from green energy initiatives. The Company's green power mix increased to 35.8%, helping moderate energy cost volatility and structurally improve operating efficiency. In parallel, UltraTech continued to deepen its premium product mix, optimise logistics and improve clinker efficiency, all of which contributed to margin expansion despite a competitive pricing environment in certain regions.

Key Performance Charts

Revenue (crore)

₹ 88,512 ↑ 17%



EBITDA (crore)

₹ 17,598 ↑ 32%



Consolidated Sales Volumes (MnT)

154.3 ↑ 14%





UltraTech scales toward 200+ MTPA

Outlook

The Company continues to invest in future growth while maintaining a prudent financial foundation. Growth investments remain largely self-funded through internal accruals, underlining the Company's strong free cash flow generation capability. The business has articulated a quantified efficiency improvement programme over a multi-year window. In FY 2024-25, it achieved improvement of ₹ 92/tonne and for FY 2025-26 it achieved improvement of ₹ 93/tonne.

The cost efficiencies would be based on three levers:
(i) Logistics optimisation
(ii) Higher blending
(iii) Green power ramp-up

With operating and integration synergies from acquisitions such as India Cements and Kesoram beginning to reflect in operational performance, UltraTech enters FY 2026-27 with enhanced scale, stronger regional presence and improved profitability visibility.

35.8% **Green power mix**

Paints

Birla Opus is redefining India's decorative paints industry through scale, speed and innovation. With one of the industry's largest greenfield investments of ₹ 10,000 crore, six world-class manufacturing facilities, Birla Opus has fast emerged as a formidable player, driven by superior product quality, deep distribution network and strong consumer acceptance.



"As Birla Opus transitions from the 'build' phase to the 'harvest' phase of its investment cycle, the confluence of complete infrastructure, growing brand equity, a deepening distribution network, and a strengthening institutional pipeline positions the business to deliver both increased revenue and improved profitability in FY 2026-27 and beyond. The paints disruption that Birla Opus initiated is now a permanent feature of the Indian competitive landscape."

Himanshu Kapania
Managing Director and
Business Head

3rd Largest
Indian decorative paints player by revenue



LEFT TO RIGHT

Sachin Sahay, Chief Executive Officer • **Ajith Kumar,** Chief Operating Officer • **Inderpreet Singh,** Head – Marketing
Ashish Jajoo, Head - Sales • **Srikanth Sasikumar,** Head - Consumer Experience • **Shantilal Dugar,** Chief Financial Officer
Gautam Sinha, Chief Human Resource Officer

Industry Structure and Developments

The Indian decorative paints industry continued to demonstrate resilient growth in FY 2025-26 on the back of sustained demand from urban housing, renovation activity, infrastructure development and increasing premiumisation across product categories. Despite a relatively mixed consumption environment during parts of the year, the sector saw healthy volume-led growth, driven by strong rural recovery, festive demand and continued expansion in Tier-2 and Tier-3 markets.

Consumer preferences increasingly shifted towards higher-quality emulsions, waterproofing solutions and value-added coatings, reflecting greater aspirations and deeper awareness around aesthetics and durability. The current pressure within the industry is less about consumption slowdown and more about subdued realisations driven by elevated competitive intensity, higher discounting, and an increasing mix contribution from economy and sub-economy categories, including the deep-discounted putty segment. The industry is estimated to have been grown in mid- to high-single-digit, in contrast, Birla Opus has been able to demonstrate 100% growth YoY.

The growth trajectory remains broad-based across paints categories, with premium and luxury products continuing to contribute nearly 65% of overall revenue. This highlights a clear consumer preference for differentiated, branded and higher-quality offerings even amid a competitive pricing environment.



Opportunities



Housing, Urbanisation and Market Dynamics

The paints industry continues to operate in a supportive macroeconomic environment, underpinned by sustained urbanisation, favourable demographics, and long-term housing demand. Rising aspirations, increasing disposable incomes, and evolving consumer preferences for quality, aesthetics, and durability continue to support demand across both new construction and renovation segments. The organised sector is gaining share, supported by formalisation, brand consolidation, and expanding reach across urban and emerging markets. Government-led initiatives focused on affordable housing, urban redevelopment, and infrastructure modernisation would support the incremental demand. Higher activity in Tier-2 and Tier-3 cities, along with refurbishment-led demand in established urban centres, continues to shape consumption trends in decorative coatings.



Disruptions and Demand for Sustainable Solutions

The decorative paints industry continues to undergo a transformation, driven by technological advancements, stress on sustainability, and evolving consumer expectations. Environmental considerations, regulatory norms, and growing awareness around health and safety are influencing the adoption of low VOC, eco-friendly, and compliant product solutions across markets. Innovation remains a key differentiator, with growing adoption of digital engagement tools, app-based advisory platforms, and advanced product offerings. Functional coatings with enhanced attributes such as durability, hygiene, and ease of maintenance are gaining traction, reflecting a shift towards value added and performance-oriented solutions.

Segment Performance

Design: Nurturing Growth in Diversified Offerings

In a short span since its launch in 2024, Birla Opus has built a wide portfolio spanning emulsions, enamels, waterproofing and wood finishes, wallpapers, designer finishes, tools and gained significant traction among dealers, painters, contractors, institutional customers, architects, interior designers and homeowners alike.

The fiscal under review had an extra shine at Grasim with Birla Opus Paints setting its sixth manufacturing facility at Kharagpur in West Bengal on stream with an installed capacity of 236 million litres per annum (MLPA). Our cumulative capacity reached 1,332 MLPA in the first phase of six greenfield plants, helping Birla Opus to raise its share of the organised decorative paints capacity to approximately 24%. It reinforced our capacity position as the second-largest decorative paints manufacturer in India. The fully operational pan-India manufacturing footprint enhanced supply chain efficiency, regional servicing capability, and resilience, particularly improving access to eastern and north-eastern markets.

The fully operational pan-India manufacturing footprint enhanced our supply chain efficiency, regional servicing capability, particularly improving the access to eastern and north eastern markets. During the year, Birla Opus Paints made its operating framework more robust by securing ISO 9001, ISO 14001, ISO 45001 certification for quality management, environmental management, and occupational health and safety.

Beyond paints, our dedicated wallpaper manufacturing facility at Bhiwandi (Maharashtra) performed well, with fresh collections launched during the year, supporting portfolio expansion and consumer engagement in the premium interior décor segment. The wallpaper category continued to register a steady market growth strengthening Birla Opus' differentiated product portfolio beyond conventional paint offerings.

Develop: Widest Range of Superior Quality Products



Our advanced R&D laboratory ecosystem, supported by an advanced pilot plant and a team of 102 scientists, continues to be a key driver of competitive differentiation, portfolio expansion, and cost leadership in architectural paints. During the year, R&D significantly strengthened the portfolio of SKUs across exterior and interior emulsions, waterproofing, textures and designer finishes, enamels and wood finishes, stainer and wallpapers. The addition of 42 products and 11-line extensions took the overall portfolio to 218 products, spanning across over 1,870 SKUs, in FY 2025-26. The point-of-sale colour system was rolled out in record time, integrating more than 60 Opus products and enabling approximately 7 lakh shades, including competitive shade matching. The shade repository has more than doubled, strengthening dealer and customer competitiveness. Birla Opus also expanded its product offering beyond paints into wallpapers, designer finishes and painting tools.

Product superiority has been driven by pioneering in-house polymer development, including emulsions and resins with intrinsic technology inputs. These have enabled multiple differentiated attributes such as high scuff and stain resistance, spatter resistance, distinctive haptic effects, outstanding Dirt Pickup Resistance (DPUR), and superior durability. R&D also successfully developed in-house opacifying polymers, surfactants, and RDPs, materially reducing dependence on external sourcing.

R&D operates a dedicated Product Life Cycle Management (PLCM) system integrated with SAP, Marketing, and Manufacturing, ensuring disciplined NPD and DCR governance. All products undergo rigorous internal and third-party validation, with NABL-accredited certifications (including GVM Test House), confirming superior performance versus leading competitors. The R&D function has also received the ISO 9001 certification.

Delight: Shades of Happiness for Consumers

In FY 2025-26, Birla Opus strengthened its market presence through a compelling combination of product breadth, brand building and high-impact consumer engagement. It also built strong brand salience, emerging as the second most top-of-mind paints brand with highest visibility in urban India.

We enabled this through a multi-pronged approach to offer robust solutions, product range expansion and boost brand resonance amongst diverse audience. A slew of consumer marketing initiatives were strategically rolled out throughout the year, enabling thematic campaigns, PR outreach for corporate reputation building, marquee event partnerships to innovative product launches.

This was reinforced by the launch of Birla Opus Assurance, a first-of-its-kind initiative in the paints industry, along with festival-led digital campaigns across Diwali, Ganesh Chaturthi, Pongal and Eid that embedded the brand into everyday Indian life. Media and activation efforts further amplified the reach through the India Colours League during the IPL, supported by around one lakh direct engagements, 4.5 lakh AI-customised videos featuring the brand ambassador, and more than 50 cricket and over 100 non-cricket content integrations.

Birla Opus Brand Love



*in urban India

Find more on:

https://www.youtube.com/@birlaopus/videos

Distribution: Painting a Pan-India Canvas

In FY 2025-26, Birla Opus has scaled rapidly to become the third-largest decorative paints brand in India in under two years of launch. This momentum was aided by an expansive market presence of 50,000 dealers spanning over 11,500 towns nationwide, covering 100% of towns each with more than 50,000 population, available in over 6,000 pin codes. A key enabler of this scale has been the development of the largest pan India sales depot network, 146 depots by March 2026 ensuring superior serviceability and faster replenishment cycles to dealers across the country. The dealer loyalty programme known as 'Signature Club' has garnered excellent response and is fast growing popular with dealers across India appreciating its uniqueness and looking forward to participate in the programme.

Birla Opus is the second most widely distributed decorative paints brand in India, with dealers armed with new-age compact tinting machines enabling real-time data analytics. Birla Opus operates the largest franchise network in the paints industry, with over 1,200 active franchise stores across the country. This extensive franchise footprint has enabled a differentiated, premium consumer experience while significantly upgrading the paints retail landscape through modern retailing format and consumer consultation.

Birla Opus offers exclusive range of products under 'Birla Opus Prime' for the institutional and project sales. The Birla Opus Prime has range of 46 products to cater to the specific needs of such customers. Birla Opus Products have received more than 70 specification approvals from multiple departments across cities such as CPWD, PWD, MES to name a few. The specification approvals under other governmental departments are under approval stage. Birla Opus has a dedicated institutional projects team that works on Builder, Co-operative Housing Societies (CHS), Government, Education, Commercial, Factory, Hospitality, Hospital, and Religious places segments. During the year, Birla Opus has a robust pipeline of over 45,000 sites in various stages of work progress spread across over 650 towns.

Disrupt: Ideas, Innovations, Influencers at Play

In FY 2025-26, our various functions delivered exceptional results across customers, partners, and systems, setting several industry firsts and redefining engagement standards in the paints sector. PaintCraft, the company Painting services launched in August 2025, achieved the fastest scale-up of an organised painting service in the industry, expanding from 11 to over 150 cities, generating more than 1.75 lakh leads within months.

Birla Opus became the second most searched paints brand in the country, with over one crore website visits year-to-date and the distinction of being the only one in its category selling across both its own platform and third-party marketplaces. Opus Assurance extended service warranty coverage to over 40,000 homes and 30,000 contractors since its August launch, another industry first.

A network of over 1,200 franchise stores drove 3.5 lakh customer walk-ins. The contractor ecosystem grew to 4.5 lakh active contractors, making a significant milestone in the second year of operations. Birla Opus Colour Stars, exclusive Contractor loyalty club recognises craftsmanship and commitment making their journey with Opus more rewarding. It supports their welfare beyond business through well-being assistance, special recognition, and privileges for top-performing partners. Birla Opus has done more than 10,000 enrolments for contractors through the last year across government schemes like e-Shram, etc. helping benefits reach the unorganised workforce. Proprietary systems, including industry-first Track & Trace, a dynamic pricing engine, and a unified data standards initiative collectively position Birla Opus as a technology-led, experience-first organisation built for disciplined growth.



Birla Opus Abhinandan Dealers Meet 2026

A network of over

1,200 Franchise stores

Key Performance Charts

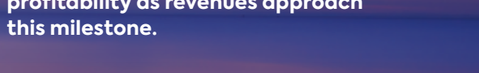
Contractors Working with Opus (No.)

~4,50,000 ↑ 42%



Towns Covered (No.)

11,500 ↑ 72%



Outlook

While structural tailwinds are driving the paints industry in India, housing construction cycle, driven by higher per-capita income and aspiration-led premiumisation is giving it the momentum. The acceleration is fuelled by multi-decade high government spending on infrastructure. With manufacturing scale, distribution reach and brand engagement progressing in a calibrated manner, Birla Opus continues to focus on building a resilient, differentiated decorative paints business. The Company remains committed to operational excellence, customer-centricity, and long-term value creation as it advances through its growth phase.

The competitive dynamics that Birla Opus helped catalyse, and that reshape the strategies of paints companies will be most beneficial for a challenger with brand strength, capacity, and distribution depth to capitalise on growing demand. The strategic priorities for FY 2026-27 are clear, drive secondary sales intensity, accelerate institutional project conversion, expand PaintCraft, and deliver the revenue scale required for profitable operations. Our target of ₹ 10,000 crore revenue in three years from the day the sixth plant went on stream in October 2025 stays fixed. It is supported by the volume trajectory and market share growth seen through FY 2025-26. The paints business is expected to become a meaningful positive contributor to Grasim's standalone profitability as revenues approach this milestone.

B2B E-commerce

Birla Pivot has evolved into a full-stack B2B E-commerce platform for building materials. The business is an operating system for procurement, offering price discovery, credit, fulfilment, and supply chain, unified on a digital backbone, purpose-built for the complexity of B2B commerce.

Every consignment tracked in real time. Every seller, transporter, and delivery milestone connected on a common platform. Credit and financing are embedded into every transaction seamlessly. The technology platform, built entirely in-house, is our deepest moat.



"Over the last three years, we have served businesses across the entire spectrum of India's construction and industrial economy, EPC companies, civil and MEP contractors, real estate developers, manufacturing entities, OEMs, retailers and delivered a B2C-like experience in a world that has historically been anything but. We are making complex procurement seamless. And when something becomes effortless and repeatable, it stops being a channel and becomes a habit."

Sandeep Komaravelly,
Chief Executive Officer

₹ 8,500 crore

Revenue nears one-year ahead of its guidance



LEFT TO RIGHT

Abhilash Pillai, Chief Operating Officer • **Vivek Gupta,** Chief Technology Officer • **Shathanand Rao,** Chief Product Officer
Shatrughan Singh, Chief Commercial Officer • **Vinod Kabra,** Chief Business Officer • **Shreya Chandra Shekar,** Head - Strategy
Nitin Hebbar, Chief Business Officer • **Mohana Sundaram,** Chief Financial Officer • **Anurag Saxena,** Chief Human Resource Officer

Industry Structure and Developments

India's B2B commerce is at a turnaround point. A market of US$ 2 trillion, one of the largest in the world, still runs largely on handshakes, phone calls, and intermediaries. Less than 2% of procurement is digital. And yet the ground is shifting fast: India's 73 million+ SMEs have embraced digital tools in their day-to-day operations, GST filings, e-way bills, UPI payments, and digital credit have become second nature.

What has been missing is a platform that brings that same transformation to how they buy, finance, and receive the raw materials that run their businesses. In a country as dynamic and fast-growing as India, the next great leap in commerce won't come from building another marketplace. It will come from digitising and organising B2B procurement at a scale and complexity few have imagined. That is exactly what Birla Pivot is doing: turning the most fragmented, operationally intense sectors of the economy into a single, seamless commerce experience.

Opportunities



Advancing Platform Intelligence and Digital Adoption

FY 2025-26 marked an important step in expanding the opportunity embedded within our technology platform. As Pivot EDGE builds deeper buyer-level intelligence, tracking procurement patterns across tenders, sites, and timing, and drawing on multiple data sources, it strengthens our ability to personalise engagement, anticipate demand, and improve conversion with increasing precision.

As the US$ 900 billion-plus business-to-business (B2B) industry grows over 10% a year to exceed US$ 1.5 trillion by 2030, driven by digitisation and industrial expansion, Pivot Vault's Early Warning System gives us the ability to monitor credit portfolio health in real time. It enables proactive intervention and sharper risk selection as we scale. At the same time, crossing 50% digitisation across WhatsApp and self-serve channels in a segment where technology adoption has traditionally been low highlights a much larger structural opportunity: to reshape customer behaviour, deepen platform stickiness, and unlock scalable, lower-friction growth through digital adoption.



Building Trust at Scale

As order complexity increased and volumes scaled, our operational performance strengthened alongside the business, opening up a larger opportunity to differentiate through execution. Improvements in OTIF (on-time and in-full) and NPS across both project and retail customer segments reflect more than operational discipline, they show our growing ability to deliver reliability at scale in categories where execution remains highly fragmented. This creates a meaningful strategic advantage. In B2B commerce, where trust is the hardest capability to build and the hardest to replicate, stronger service consistency deepens customer loyalty, increases repeat business, and positions Birla Pivot as the preferred procurement partner as buyer requirements become more complex.

Purpose-built B2B Architecture

Four proprietary modules handle every layer of the B2B commerce journey: **Pivot Edge** for buyer engagement, **Pivot Grid** for multi-party order fulfilment, **Pivot Vault** for credit-embedded commerce, and **Pivot XP** for real-time logistics orchestration.

These are not off-the-shelf tools. They are built for B2B complexity, multi-site deliveries, multi-seller sourcing, custom credit structures and WhatsApp-native workflows for even those buyers who have never used a laptop to place an order.



Segment Performance

FY 2025-26 the revenue reached nearly ₹ 8,500 crore, one full year ahead of its guidance. This was one of the fastest growth trajectories in India's B2B commerce landscape. Critically, this growth was not concentrated. Building materials, chemicals, and metals, all contributed meaningfully, and both our project and retail customer segments scaled in tandem. More than 1% of all steel consumed in India flows through Birla Pivot. Over 3% of imported bitumen, and growing volumes in polymer and copper signal that we are becoming a structural part of how India sources its industrial raw materials.

Geographically, we delivered to more than 5,000 pin codes across 400 cities, making us a multi-category platform connecting OEMs and brands directly to end buyers across the country. Within the retail channel, a network of over 5,000 touchpoints with our private label portfolio in tiles, ply, and bathware emerged as a differentiated offering for this channel. Average revenue from repeat buyers grew healthy YoY, a clear signal that customers who come to Birla Pivot stay and deepen their relationship with the platform over time.



50,000+ SKUs from 1,000+ brands offered by Birla Pivot

Outlook

Our goal for FY 2026-27 is to keep up our revenue momentum, deepen our presence across categories, scale new geographies, and exit FY 2026-27 with EBITDA break even. The priorities are deliberate. Deepen our presence in Building Materials, push further into Chemicals and Metals, where supply-side relationships are maturing and structural demand is strongest. Embed AI into credit underwriting and ordering workflows, faster decisions, sharper risk calibration, better experience at scale, and onboard customer segments that compound the network effects in our favour.

We are building a platform that connects every OEM and manufacturer to the last point of purchase underpinned by data intelligence that compounds with every transaction, the long-term potential here is not measured in revenue lines alone, it is measured in how Birla Pivot builds the infrastructure that transforms the entire B2B commerce landscape and in doing so, becomes the most trusted B2B E-commerce platform in the country.

Financial Services

Aditya Birla Capital Limited (ABCL), a subsidiary of Grasim Industries, is a diversified financial services platform, offering a comprehensive suite of solutions across lending, insurance, asset management, wealth management and digital payments.

The Company's business model is built around creating an integrated financial ecosystem where customers can access multiple financial products through a single platform, enabling deeper engagement, cross-selling opportunities and higher customer lifetime value. The Company is strategically positioned as a scalable, digital-first financial solutions platform focused on retailisation, ecosystem synergies and long-term value creation across the financial lifecycle of its customers.



"By integrating lending, insurance, investments and payments through our omnichannel ecosystem ABCD, we are creating a scalable model centred on 'One Customer, One Experience and One Team'. As India's financialisation journey accelerates, our focus remains on leveraging technology, data intelligence and cross-business synergies to deepen customer engagement, enhance lifetime value and build a scalable, resilient and innovation-led institution positioned for long-term sustainable growth."

Vishakha Mulye
Managing Director & Chief Executive Officer

₹ 4,000 crore
Equity capital raised to fund growth



LEFT TO RIGHT

Rakesh Singh, Executive Director, Chief Executive Officer, NBFC • **Vijay Deswal,** Chief Strategy Officer and Head - Investor Relations
Pinky Mehta, Chief Financial Officer • **Subhro Bhaduri,** Chief Human Resources Officer

Industry Structure and Developments

India's financial landscape is entering a new phase of evolution, shaped by rising household participation in formal financial products, accelerating digital connectivity and growing demand for integrated financial solutions.

Consumers today are increasingly seeking seamless access to credit, protection, savings and investment offerings through technology-enabled platforms. This in turn is driving a shift towards a more personalised, accessible and experience-led financial services. The industry also sees rapid expansion beyond metro cities, supported by improving financial awareness, digital public infrastructure and deeper penetration across emerging consumer segments.

At the same time, advancements in analytics, AI and automation are redefining how financial institutions engage with customers, assess risk and deliver scalable solutions with greater efficiency and agility. In this evolving environment, diversified financial services players are building strong digital ecosystems, multi-product capabilities and customer-centric platforms.

Together, these forces are expected to sustain the momentum of financial inclusion and innovation across both established and emerging markets, along with their unique positioning to participate in India's long-term structural growth opportunity and the ongoing transformation of the country's financial ecosystem.

Opportunities



India's Expanding Financialisation Opportunity

India is entering a multi-decadal structural growth cycle led by rising household participation in formal financial products, increasing penetration of insurance and investments, and expanding access to credit across emerging consumer segments. As aspirations rise and financial awareness deepens, the over US$ 1 trillion BFSI sector grows 22% annually, showing a significant shift towards holistic financial planning and creating long-term opportunities for diversified financial services platforms with scale, trust and innovation-led capabilities.



Technology and Data as Growth Multipliers

The next phase of growth in financial services will be shaped by intelligent digital ecosystems, hyper-personalisation and AI-led decision making. ABCL is strengthening its digital-first operating model through ABCD, leveraging analytics, automation and data intelligence to enhance underwriting, improve customer experience and create scalable, future-ready distribution capabilities across businesses.

Unlocking the Next Wave of Consumer Growth

Rapid digital adoption, increasing income levels and improving financial access across Tier-2, Tier-3 and emerging markets are redefining the opportunity landscape for the sector. ABCL continues to expand its reach through a diversified product portfolio, deeper distribution architecture and digitally enabled engagement models, positioning itself to participate meaningfully in India's evolving consumption and financial inclusion story over the coming decade.



Segment Performance

NBFC

The NBFC business delivered strong and well-diversified growth momentum in FY 2025-26, with the lending portfolio scaling up significantly on the back of sustained traction across retail, SME and secured lending segments. The segment's AUM grew 27% YoY to approximately ₹ 1.60 lakh crore, supported by deeper penetration into granular customer segments and continued expansion across emerging markets. Asset quality metrics improved materially, with gross Stage 2 and 3 assets reducing to 2.42%, reflecting the strength of the underwriting framework and collections infrastructure.

Housing Finance

The housing finance business continued to emerge as a key growth engine for the group, driven by strong demand in affordable and mid-income housing markets. Housing Finance AUM grew 53% YoY to ₹ 47,452 crore, while disbursements increased 37% to ₹ 7,977 crore in Q4FY26. Profit before tax for the business nearly doubled to ₹ 832 crore in FY 2025-26, reflecting strong operating leverage and improving business scale. The business also strengthened its capital position through a ₹ 2,750 crore equity fund-raise from Advent International, positioning it well for the next phase of growth.

AMC

The AMC business continued to benefit from increasing financialisation of household savings and robust participation in capital markets. Quarterly average mutual fund AUM grew 14% on-year to ₹ 4,35,866 crore, supported by healthy equity inflows, sustained SIP momentum and rising retail investor participation. The business maintained its focus on strengthening digital engagement, broadening distribution reach and enhancing product capabilities across investment categories.

Life Insurance

The life insurance business delivered resilient growth supported by improving product mix, higher protection orientation and strong customer demand for long-term savings solutions. Individual first-year premium income grew 15% YoY to ₹ 4,725 crore in FY 2025-26, reflecting healthy traction across proprietary, banca and digital channels. The business continued to strengthen its market positioning through customer-centric offerings, improved distribution productivity and greater operational efficiencies.

Health Insurance

The health insurance business sustained strong growth momentum during the year under review, driven by increasing healthcare awareness and rising adoption of comprehensive health protection products. Gross written premium increased 39% over the previous fiscal to ₹ 6,855 crore, making it one of the fastest growing businesses within the portfolio. Growth was supported by expansion in retail health, product innovation and wider distribution reach across physical and digital channels. The business also continued to strengthen operational capabilities and customer experience through technology-led interventions.

Key Performance Charts

Revenue (crore)

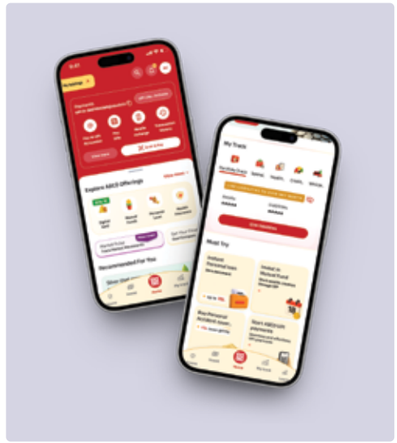
₹ 45,427 ↑ 12%



PAT - Owner's share (crore)

₹ 3,635 ↑ 22%





Tech-led Transformation

ABCL's ABCD Digital Platform

Accelerates a technology-led approach to customer acquisition, servicing, and distribution while leveraging data analytics and AI-powered capabilities to enhance underwriting, personalisation, and operational efficiency.

Outlook

Aditya Birla Capital enters FY 2026-27 with strong operating momentum, improving profitability and a well-diversified financial services platform that is increasingly benefitting from India's structural growth drivers. ABCL is strategically positioned to enhance market share across its core businesses while maintaining focus on profitability, operational efficiency and prudent risk management.

With a granular portfolio, strong distribution capabilities and an integrated common-platform approach, FY 2026-27 is expected to mark another year of sustainable growth, deeper customer franchise expansion and long-term value creation for stakeholders.

Renewables

Aditya Birla Renewables (ABRen) is the renewables energy platform of the Aditya Birla Group (ABG) with over a decade of expertise in developing and executing large-scale and complex renewable projects across India. The business provides integrated clean energy solutions across solar, wind, hybrid, floating solar and round-the-clock renewable power solutions for public and private sector customers. Driven by its vision of building a better world powered by accessible and sustainable green energy, ABRen continues to strengthen its position across the renewable energy value chain through a diversified portfolio, operational excellence, and customer-centric energy solutions. ABRen is a subsidiary of Grasim Industries Limited, with Global Infrastructure Partners (Part of BlackRock) as a strategic investor.

~2 GW
Pan-India portfolio



"ABRen is contributing to India's transition towards a greener future by offering a diverse range of renewable energy solutions, including solar, wind, hybrid, floating solar and round-the-clock renewable power solutions. 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. ABRen is on an accelerated growth journey. ABRen, backed by an experienced team and marque investor, is well positioned to achieve its growth target of 8-10 GW capacity ambitions in medium term by executing complex, large-scale renewable projects. We aim to build a comprehensive renewables platform with a presence across all major technologies, focusing on both Commercial and Industrial (C&I) segment and utility-scale projects."

Jayant Dua,
Business Head



LEFT TO RIGHT
Amit Jain, Chief Executive Officer • **Piyush Maheshwari,** Chief Financial Officer

Industry Structure and Developments

India's energy demand is projected to witness one of the fastest growth rates globally over the coming decades, driven by structural stimulants like urbanisation, industrialisation, digitalisation, rising income levels, and increasing electrification across transportation and industrial sectors.

This sustained growth is driving the need for large-scale capacity additions and resilient power infrastructure, while also accelerating the transition towards cleaner sources of energy. Peak power demand in India has continued its upward trajectory and is expected to reach approximately 285–300 GW in FY 2025-26, reflecting continued growth in electricity consumption.

India has made significant progress in scaling renewable energy infrastructure, with total installed renewable capacity exceeding 274.7 GW as of March 2026, compared to 75.5 GW in March 2014. Solar energy remains the key growth driver, contributing nearly half of the renewables mix with an installed capacity exceeding 110 GW. The policy environment also remains supportive of long-term sectoral growth. The government continues to promote renewable energy adoption through capacity bidding programmes, transmission infrastructure development, production-linked incentives for domestic manufacturing, and initiatives aimed at strengthening grid integration and energy storage capabilities.

Opportunities



Commercial & Industrial (C&I) Segment

We continue to expand our presence in the C&I segment, serving both ABG 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 Renewables and Hybrid Solutions

To provide stable and dispatchable clean energy solutions, ABRen is increasing its focus on solar-wind hybrid and RTC renewable energy projects. These projects improve generation profiles and enable enhanced renewable energy utilisation compared to standalone renewable assets. We are also increasing deployment of Battery Energy Storage Systems (BESS) across both hybrid and standalone projects to support grid balancing, peak power management and reliable green power supply.



Utility-scale Renewable Energy Projects

ABRen is actively expanding its participation in utility-scale renewable energy opportunities through bids issued by SECI, NTPC, and state utilities. This will support portfolio diversification, strengthen ABRen's national footprint, and enhance long-term growth visibility.



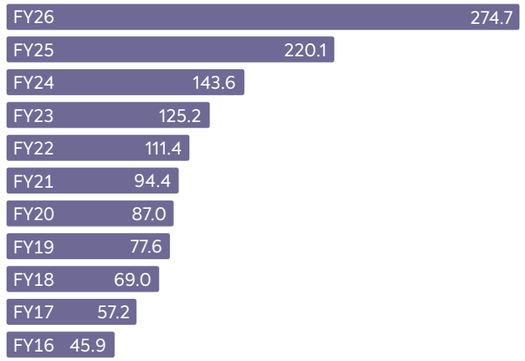
Supporting the Group's Net-Zero Aspirations

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, reducing carbon footprints across their operations.

Market Size

India Renewable Energy Capacity (GW)

274.7



Segment Performance

For FY 2025-26, our revenue stood at ₹ 924 crore, marking a 81% YoY increase from ₹ 509 crore in FY 2024-25. This growth was propelled by the commissioning of additional operating capacities. EBITDA for FY 2025-26 reached ₹ 734 crore, up from ₹ 400 crore in the previous fiscal year.



Parameters	FY 2025-26	FY 2024-25
Total Cumulative Installed Capacity (MWp)	1,951	1,470
Number of Projects	51	49
Capacity with Group Companies (MWp)	837	564
Number of Projects with Group companies	37	35

Key Performance Charts

Revenue (crore)

₹ 924 ↑ 81%



EBITDA (crore)

₹ 734 ↑ 83%





Outlook

India continues to strengthen its position as one of the world's fastest-growing renewable energy markets, supported by favourable policy initiatives, rising electricity demand, increasing corporate decarbonisation commitments, and growing emphasis on energy security. The country's long-term climate commitments, including achieving net-zero emissions by 2070, continue to drive investments across solar, wind, hybrid, storage, and other emerging clean energy technologies.

The renewable energy sector is also expected to benefit from continued declines in solar generation costs, advancements in battery storage technologies, and increasing demand for sustainable energy solutions from commercial and industrial consumers. At the same time, the government's focus on energy self-reliance and domestic manufacturing is expected to strengthen India's renewable energy supply chain ecosystem over the long term.

ABRen has a strong future opportunity profile supported by Indian industry's decarbonisation objective. Supported by strong shareholder backing, deep sector expertise, and India's accelerating decarbonisation agenda, ABRen is well positioned to capture long-term growth opportunities in the renewable energy sector. The Company continues to support the clean energy transition of both external customers and companies within the ABG ecosystem through scalable captive and utility-scale renewable energy solutions, executed within an evolving and complex regulatory environment. By strategically developing projects in India's resource-rich renewable energy regions, ABRen continues to build efficient and future-ready energy assets that deliver reliable, sustainable, and competitive power solutions while contributing meaningfully to India's energy transition and decarbonisation objectives.

Textiles

Grasim's Textiles business is anchored in three Strategic Business Units (SBUs) - Linen, Wool, and Premium Cotton, each focused on natural fibres and integrated across key stages of the textile value chain.

In the Linen segment, we procure the finest flax fibres from France, Belgium, and the Netherlands, transforming them into high-grade linen yarn, fabric, and apparel. In the Wool segment, we produce high-quality wool tops and worsted yarn sourced from fine Merino wool supplied to leading downstream apparel manufacturers. In Premium Cotton, we operate brand called SÖKTAŞ marketed over OTC, branded & retail (B&R) and exports segment.

~242 **Linen club stores (EBOs)**



"On the product and market front, we are doubling down on our core strengths. Linen, which we see as a category with significant structural growth ahead, remains at the heart of our ambition. We are accelerating brand expansion in North and East India through our 'Passionate for Pure' national campaign, now refreshed and relaunched. We expect to add over 20 exclusive brand outlets (EBOs) and 200 multi-brand outlets (MBOs), scale linen yarn exports, and widen our premium portfolio with Lino Wool, Linen-Silk, and GRS-certified recycled linen, all reflecting our conviction that this category is only beginning to realise its potential. In cotton, our blueprint includes expanding the MBO presence for SOKTAS, deepening global brand-nomination relationships, and advancing innovations in mercerised cotton, lyocell blends, and cotton-wool fabrics."

Kapil Agarwal,
Business Head



LEFT TO RIGHT
Jasvinder Kataria, Chief Executive Officer • Chandra Bansal, Chief Financial Officer* • Chandra Bhattacharjee, Chief Human Resources Officer

*Effective 1st April 2026

Industry Structure and Developments

The US$ 1.16-1.39 trillion global textile industry went through a phase of recalibration marked by uneven consumer demand, geopolitical disruptions, tariff uncertainties, and supply chain realignments in FY 2025-26. While demand in apparel remained muted across key western markets, segments such as technical textiles, home textiles, and value-added products continued to show resilience. Sustainability, traceability, and supply chain diversification emerged as defining themes, with global brands increasingly shifting sourcing strategies towards reliable and compliant manufacturing destinations.

For India's US$ 152.40 billion textile market, FY 2025-26 has been a year of resilience amid global headwinds. Despite export volatility and pressure on cotton-led segments, India continued to strengthen its position as a diversified and integrated textile manufacturing hub, averaging a 3.83% annual growth rate to reach US$ 213.75 billion by 2034. Domestic demand remained relatively stable, while policy initiatives such as PLI, PM MITRA parks, and the push towards MMF and technical textiles supported long-term structural growth. Rising cotton prices, logistics challenges, and tariff-related uncertainties impacted margins across the value chain. The industry is now increasingly transitioning towards man-made fibres, technical textiles, digitalisation, and sustainable manufacturing practices. India's strong raw material base, integrated value chain, and improving global positioning continue to create long-term opportunities, even as the sector navigates short-term demand and pricing pressures.

Opportunities



Structural Growth from Premium Sustainable Fibres

A key opportunity for the textiles business lies in deepening its play across premium sustainable fibres, as both consumers and brands increasingly shift towards natural, higher-quality, and responsibly sourced products. Across linen, wool, and premium cotton, rising preference for premium fabrics with strong sustainability credentials is expanding the addressable market and strengthening the relevance of the business's integrated portfolio.



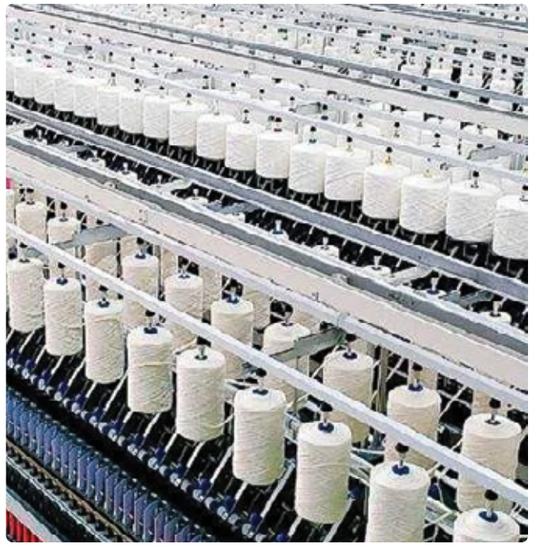
Developing Markets Beyond India

In wool and premium cotton, the focus on brand nominations and deeper penetration into export markets such as the UK, Japan, Italy, Europe, and Australia is poised to unlock higher-value growth. Emphasising alignment with global customer requirements, particularly in sustainability, traceability, and compliance, will strengthen the competitive position and facilitate access to international markets.



Channel Expansion and Portfolio Enhancement

The business has identified growth opportunities through channel expansion, export market development, and refined portfolio management. For the linen segment, asset-light retail expansion and improved wholesale productivity are expected to enhance both reach and profitability. Strategically scaling branded and ready-to-wear formats will drive growth by catering to evolving customer preferences and expanding market access.



In Premium Cotton, under our SOKTAS brand, the business staged a strong recovery, with OTC outperforming budget and branded & retail (B&R) exports gaining momentum through brand nominations with marquee global clients.

Segment Performance

Linen

FY 2025-26 was marked by stable flax prices, resilient linen demand, and price increase across linen value chain, yarn, fabric, and apparel. The business was able to pass on higher raw material and yarn costs, supported by improved demand and strong market acceptance, particularly in yarn. In apparel, higher yarn prices and the GST rate hike led to MRP increase, with some temporary shift towards blended offerings as the market absorbs revised price points. Linen affinity continued to strengthen, prompting national brands to expand their portfolios and regional players, especially in Southern India, to increase participation at competitive prices. Competitive intensity has risen, while faster demand cycles and the US tariff-led shifts in global supply remain watchpoints.

Wool

FY 2025-26 was a mixed but resilient year for the wool business, supported by its strong position in domestic and export markets, differentiated super wash capability, and consistently high-return profile. In the domestic market, the demand remained flat, but exports stayed subdued. The operating environment remains challenging, as cyclical demand softness across major consumption markets may limit the ability to pass on higher raw material costs arising from rupee depreciation and elevated greasy wool prices.

Cotton

FY 2025-26 for the premium cotton business was shaped by a stable domestic demand environment, a supportive outlook on cotton prices, and continued premiumisation in the OTC segment. Demand for premium cotton fabrics remained healthy in the OTC market, with stronger retail offtake further supported by recent rationalisation of garment GST slabs.

Key Performance Charts

Revenue (crore)

₹ 2,377 ↑ 7%



EBITDA (crore)

₹ 105



Outlook

India is emerging as an ever-growing market for the textile industry, supported by a powerful combination of domestic consumption, premiumisation, and structural policy support. Linen segment growth would continue to be anchored in the business's integrated presence across yarn, fabric and apparel.

The business will continue to strengthen linen yarn, the largest and the most consistent profit pool, while leveraging integration to fabrics and apparel businesses. The wool business is targeting a meaningful scale-up in superwash, supported by additional offtake from existing markets, business development initiatives, and incremental growth across key export markets, including the UK, Japan, Italy, and new geographies. As global brands diversify sourcing and seek reliable partners, India is well placed to capture both domestic and export-led growth.



Insulators

Aditya Birla Insulators is among India's leading manufacturers of high-quality porcelain and polymer insulator, serving sectors like power transmission and distribution, railways, and power equipment sectors with a strong commitment to quality, reliability, and technological excellence. Backed by two advanced manufacturing facilities at Halol near Vadodara and Rishra near Kolkata, the Company combines world-class infrastructure with advanced engineering capabilities to deliver precision-driven products that meet global standards. With internationally accredited manufacturing systems and stringent quality control processes, Aditya Birla Insulators continues to strengthen its position as a trusted partner for critical power infrastructure solutions in India and across global markets.



"With accelerating investments in power transmission, renewable energy integration, railway electrification, and grid modernisation globally, the insulator industry is poised for strong long-term growth. Backed by world-class manufacturing facilities, advanced engineering capabilities, and a sharp focus on quality, reliability, and innovation, Aditya Birla Insulators is strategically positioned to capitalise on these opportunities and strengthen its leadership as a trusted partner for next-generation power infrastructure solutions."

Ajit Rajagopalan,
Chief Executive Officer

34%
Share of exports in total revenue

Industry Structure and Developments

Insulators are critical components in power transmission and distribution networks, ensuring electrical isolation, mechanical reliability and safe grid operation across diverse environments. The Insulator market continues to be supported by sustained transmission and distribution investments, globally and in India.

Demand is being driven by grid expansion, renewable integration, rising power needs from data centres and electrification, along with refurbishment of ageing infrastructure. While competitive intensity and tariff-related uncertainty remain key market variables in certain regions, the overall outlook remains positive, with utilities and OEMs continuing to invest in capacity expansion and supply-chain diversification.

Key Performance Charts

Revenue (crore)

₹ 513 ↑ 7%



EBITDA (crore)

₹ 31 ↑ 343%



Opportunities



Capitalising on T&D Grid Expansion and Railway Electrification

India's massive investments in upgrading transmission and distribution (T&D) networks, expanding high-voltage corridors, and executing railway electrification present a major infrastructure demand runway. By leveraging its global leadership, extensive product range, and advanced manufacturing facilities, the business benefits from government initiatives like the Revamped Distribution Sector Scheme (RDSS) and ongoing rural and urban electrification projects.



Powering India's Renewable Energy Grid

The rapid national pace of renewable energy integration requires robust grid infrastructure capable of managing long-distance power evacuation. This transition drives premium growth for specialised insulation, enabling us to leverage our partnerships and co-develop solutions tailored to the unique operational demands of clean energy networks.

Outlook

For FY 2026-27, the insulators business is expected to focus on broad-based growth across its porcelain and polymer portfolios, supported by stronger domestic demand, expanding export opportunities and continued progress on customer qualifications. The outlook remains anchored by improving operating efficiency, stabilising processes, reducing rejections and driving better execution across manufacturing units.

The business will also continue to prioritise conversion of strategic approvals into recurring orders, strengthen its position in high-value and high-voltage applications, and leverage global supply gaps and supply-chain diversification trends.

Risk Management

Derisking Business with Discipline

Grasim's risk management is a foundational discipline that protects and enables value by safeguarding all forms of capital, ensuring integrity, and strengthening organisational resilience to drive sustainable long-term success.

A Volatile Operating Backdrop

The external environment through the year reinforced the interconnected nature of risks. Disruptions in global trade routes, including constraints along key maritime corridors, increased transit times and reduced supply chain reliability. These logistical challenges were compounded by heightened security concerns and rerouting requirements, adding cost and complexity to global operations.

At the same time, energy and commodity markets remained volatile, driven by geopolitical tensions. Regulatory and trade fragmentation further added to the complexity. For Grasim, the increasing use of tariffs, policy interventions, and evolving regulatory frameworks have had a limited impact with the broader operating and competitive environment staying largely stable.

Absorbing Shocks, Protecting Performance

Grasim's approach to risk management is centred on preparedness, responsiveness, and continuous adaptation. The ERM framework, supported by a multi-tier governance structure, enables early identification of emerging risks, consistent evaluation, and timely mitigation through clearly defined ownership and accountability.

As external volatility unfolded, the Company focused on limiting the transmission of shocks into its operations. This was achieved through the institutionalisation of structured practices aimed at strengthening risk anticipation and response, enabling the Company to enhance resilience and derive greater effectiveness from its risk management processes. These measures ensured that operational stability was maintained and execution remained on track across businesses, even in a challenging environment.

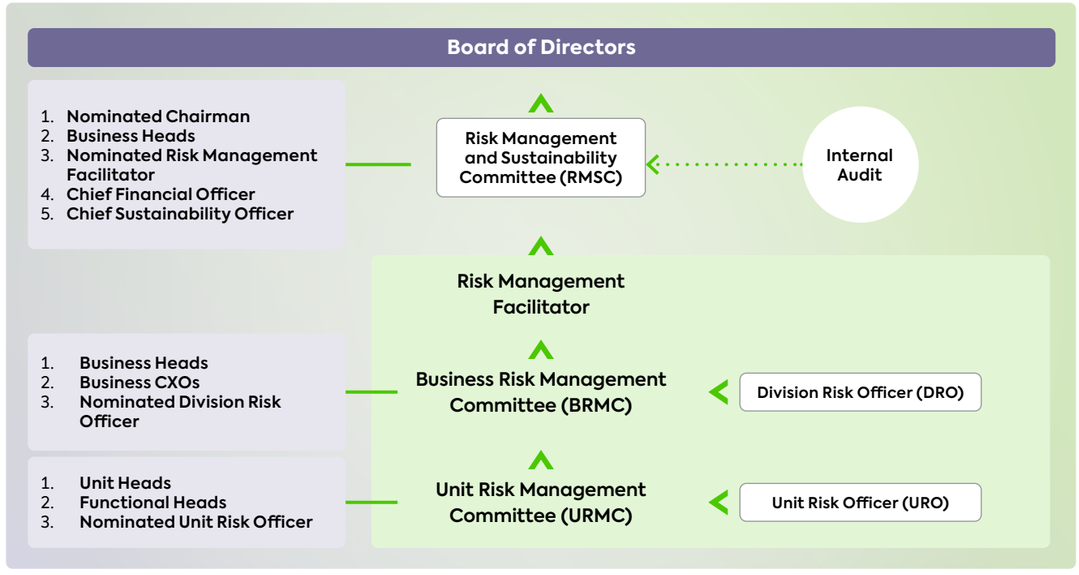
Grasim's risk management approach continues to evolve in line with the external landscape. Resilience is being systematically embedded into strategy, risk thresholds are periodically reassessed, and contingency preparedness is strengthened to address emerging uncertainties. In an environment marked by evolving trade dynamics, cost volatility, and policy uncertainty, the Company approaches risk management by protecting value and supporting sustainable growth.

From Protection to Performance

We manage risk to achieve two outcomes: Protect our people from any kind of harm, ensure safe and compliant operations, safeguard assets, and maintain continuity; and Perform to strengthen our decision quality, protect margins, improve reliability, and enable disciplined growth even under uncertainty. This is reflected in how risks are governed, how ownership is assigned, and how mitigation progress is monitored and tested.

Enterprise Risk Management Framework

The Company's ERM Framework takes into consideration COSO principles and is aligned with ISO 31000 which establishes a common risk management framework and effective risk governance structure across the organisation. It enables a disciplined approach to identifying, assessing, managing, and monitoring risks, supports informed decision making and business objective achievement, and incorporates ESG considerations to enhance resilience, sustainable growth, and long-term value creation.



Grasim has established a multi-tier risk governance model that enables enterprise-level direction and operational-level execution. Grasim integrated the outcomes of its Double Materiality Assessment into its Enterprise Risk Management framework, strengthening the identification and management of sustainability-related risks alongside traditional business risks and supporting informed decision making and long term resilience.

At Enterprise-level:

- The Board of Directors provides oversight of the risk management process, including the adequacy of ERM and alignment with strategic priorities.
- Risk Management and Sustainability Committee (RMSC) support the Board by defining risk management policies and overseeing ERM implementation, including sustainability and emerging risks.
- A risk management facilitator coordinates risk-related activities across businesses and supports a risk-based approach to internal audit planning and reporting to the RMSC.

At the Execution-level:

- Our Business Risk Management Committee (Business Heads, CXOs and Division Risk Officer) meets at least twice a year to review business-specific risks and mitigation effectiveness.
- The Unit Risk Management Committee (Unit Head, Functional Heads and Unit Risk Officer) meets every quarter to review operational risks, track KRIs, and monitor mitigation plans.
- Division Risk Officers and Unit Risk Officers maintain risk registers, track mitigation actions, and support timely escalation.

From Identification to Assurance

Risk Management Process

Our ERM cycle is continuous and standardised across the organisation.

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

Further the external environment is continuously scanned to identify emerging risks through the review of global risk reports, participation in independent risk surveys and monitoring of external risk events.

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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 and drive accountability.

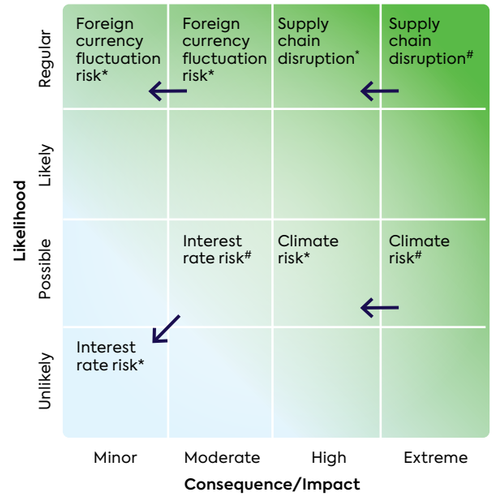
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Risk Mitigation
Selecting appropriate risk mitigation strategies (Avoid, Reduce, Share or Accept) and developing suitable action plans. Measuring the effectiveness of mitigation plan implemented and establishing Internal control systems and processes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

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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.

Risk Heat Map



#Inherent Risk, *Residual Risk
Note: Above is for illustrative purpose only

Risk Assessment Matrix

At Grasim, risk assessment and prioritisation form a core pillar of the Enterprise Risk Management (ERM) framework. This process enables the Company to focus on material risks that could impact strategic and operational objectives, while also identifying and leveraging potential opportunities.

Risks are evaluated using a structured Risk Assessment Matrix, which considers two key dimensions:

- **Impact (Consequence):** Assessment is based on the potential effect on business performance, operational continuity, safety outcomes, regulatory compliance, reputation, and financial metrics such as EBITDA
- **Probability (Likelihood):** Evaluation is based on the estimated frequency or likelihood of the risk materialising

Risk Tolerance and Appetite

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

Accountability that Shows Up in Decisions

Risk Culture

A strong risk culture is critical to resilience. At Grasim, risk is treated as a management responsibility, not a separate function.

- A structured familiarisation programme supports Independent and Non-Executive Directors with business and risk context to enable effective oversight
- Risk is assessed early in product and service development to meet sustainability expectations, regulatory requirements, and market relevance
- Key risk indicators are monitored on an ongoing basis and linked to the key result areas of responsible managers; risk-related outcomes are considered in performance evaluations and incentives
- To strengthen enterprise-wide risk management capabilities and foster a risk-aware culture, the Company provides structured learning opportunities for Unit Risk Coordinators, Risk Committee members, and employees seeking to develop risk assessment competencies alongside their functional responsibilities. Through the Gyanodaya Virtual Campus programme, participants are enrolled in the Chairman Series: Leadership Suite – Enterprise Risk Management, delivered by a subject matter expert from the Institute of Risk Management (IRM). The programme enhances participants risk management expertise and provides globally recognised professional certification across more than 140 countries.

Key Risks and their Mitigation Plans

We have systematically identified and evaluated a broad spectrum of risks across our operations, including strategic, operational, knowledge, compliance, financial, and sustainability related risks. By proactively anticipating potential exposures and responding to emerging challenges, we enhance organisational resilience and protect long term shareholder value. Each identified risk is managed through customised and comprehensive mitigation strategies.

1 Strategic Risk

RISK	MITIGATION PLAN
Intensifying competition could reduce market share and pressure margins G1 G3 S2 E1 E2	• Expand capacity to meet demand and retain market share • Invest in brand equity through R&D, quality, cost efficiency, delivery and customer service • Increase customer engagement and outreach initiatives • Implement customer connect initiatives to reach out to end-users • Develop customised products • Enter long-term contracts to secure sales • Improve energy, water and waste efficiency to optimise production process and reduce operational costs
Rising imports may reduce demand and pressure prices, impacting profit margins G1 G3 S2	• Explore new markets and deepen penetration in existing markets • Expand specialty products portfolio • Strengthen R&D and new product development • Increase customer base through targeted approach • Seek safeguard protection through policy advocacy

ESG Focus Areas

- G1 Governance and Business Integrity
- G2 Supply Chain and Sustainable Sourcing
- G3 Product Quality and Innovation
- S1 People and Workplace Culture
- S2 Customer Trust and Responsibility
- S3 Community Prosperity and Inclusion
- E1 Climate and Energy Transition
- E2 Resources and Ecosystems

2 Operational Risk

RISK	MITIGATION PLAN
High attrition and difficulty in sourcing and retaining skilled professionals may hinder operational efficiency S1	• Benchmark HR practices and improve talent strategy • Monitor and develop high potential employees • Strengthen hiring and talent pipeline • Retaining critical talent through rewards and recognition
Fluctuations in raw material and finished goods prices may impact cost structures and profitability G2 G3 E1 E2	• Strengthen sourcing and supplier diversification • Improve cost and operational efficiency • Optimise procurement and inventory • Secure critical supplies • Expand and diversify markets • Strengthen energy resilience • Localisation of raw material value chain • Pass-through of rising input costs in a measured manner
Safety risks in manufacturing, especially hazardous chemical handling G2 S1	• Implement safety standards and SOPs • Introduce Life Saving Rules • Build robust safety culture • Ensure adequate insurance coverage • Assign safety KRAs to managers • Conduct training, audits, and mock drills • Use virtual reality training for logistics • Conduct transporter safety meetings • Structural audit for facility safety • RFID tracking for hazardous chemicals like chlorine cylinders
Supply disruption impacting production may increase costs, hence impact operational efficiency and margins G2	• Identify alternate global suppliers • Establish long-term supply agreements • Optimise blending ratios without impacting quality

3 Knowledge Risk

RISK	MITIGATION PLAN
System vulnerabilities or cyberattacks causing financial and reputational damage G1	• Implement Group-level Information Security policy • Maintain backups and disaster recovery systems • Upgrade systems regularly and update security policies • Conduct awareness training and phishing simulations • Perform annual security assessments • Conduct vulnerability assessment and penetration testing • Ensure patching, anti-virus, and access controls • Maintain cyber insurance

4 Financial Risk

RISK	MITIGATION PLAN
Foreign exchange volatility affecting financial performance → PG 443	• Follow structured forex hedging guidelines • Proactively monitor currency hedges and periodically recalibrate to address volatility arising from geopolitical developments
Interest rate or funding access issues may affect the Company's liquidity position and cost of capital → PG 447	• Maintain strong credit rating and balance sheet • Keep sufficient credit lines and liquidity • Monitor cashflows and working capital • Use diversified funding instruments (Commercial Papers, loans, rights issue)
Credit risk from delayed or non-payment by customers may lead to bad debts and potential write-offs, impacting cash flows → PG 448	• Implement strong Credit Policy and customer evaluation • Deploy automated payment reminder systems • Define collection and legal recovery processes • Provide incentives for timely payments • Use invoice discounting and insurance

5 Sustainability Risk*

RISK	MITIGATION PLAN
Climate change increasing frequency and intensity of natural disasters G1 S1 E1 E2	• Adopt green technologies and develop sustainable products like LivaEco, Lyocell, and Birla EcoSodium • Increase share of renewable energy and reduce reliance of non-renewable energy source • Comply with the global environmental and sustainability norms • Conduct vulnerability studies for natural disasters, heavy rainfall, heat stress to implement protective infrastructure that can withstand them • Ensure adequacy of sum assured to ensure financial losses are covered in an extreme climate event • Minimise waste generation, strengthen segregation at source and improve recovery of materials and by-products • Implement Zero Liquid Discharge (ZLD) systems across plants to minimise water discharge • Implement disaster recovery plans and drills • Enhance process and adopt cleaner technologies to help reduce energy intensity • Optimisation of energy consumption across operations. • Implement real-time weather monitoring and alert systems for enhanced responsiveness for extreme events • Continually revisit heat stress protocols to ensure employees are protected in extreme heat events • Implement disaster recovery plans and drills

***GRI 201-2:** Financial implications and other risks and opportunities due to climate change

Emerging Risks

1 Technological Risk

RISK

As sustainability regulations, stakeholder expectations, and technological advancements continue to evolve, Grasim faces an emerging risk associated with the pace and effectiveness of adopting next-generation manufacturing and digital technologies. Achieving the Company's greenhouse gas (GHG) emissions intensity reduction goals will require sustained investments in research and development, process innovation, energy-efficient technologies, automation, artificial intelligence (AI), and sustainable manufacturing solutions.

Any delay in technology deployment, slower-than-anticipated improvement in emissions performance, or inability to realise targeted operational efficiencies may impact the Company's decarbonisation roadmap. Failure to meet planned GHG intensity reduction targets could necessitate the purchase of carbon credits or other market-based compliance instruments, resulting in additional operating costs. Such costs may materially influence project economics by reducing expected returns, extending payback periods and affecting investment viability.

At the same time, rapid technological disruption across industries is reshaping customer expectations, production processes and supply chains. Delays in adopting digital, automation, AI-enabled and advanced manufacturing technologies could limit operational agility, innovation capabilities, cost competitiveness and the Company's ability to respond effectively to evolving market requirements.

G1 S1 E1

IMPACT	MITIGATION ACTION
• Increased capital and operating expenditure due to higher investments in advanced technologies, R&D, and sustainability initiatives • Potential risk of increase in carbon compliance cost • Pressure on project returns , IRR and longer payback periods • Potential loss of competitive advantage in an increasingly technology driven and low carbon economy	• Develop a phased technology and decarbonisation roadmap with clearly defined milestones and accountability • Prioritise investments in energy efficiency, process optimisation, digitalisation, automation and low carbon technologies • Strengthen R&D and collaborate with technology partners to accelerate innovation and deployment • Integrate carbon and technology risks into capital allocation, project appraisal, and strategic planning processes • Upskill employees to support digital transformation and adoption of emerging technologies

2 Geo-economic Confrontation and Reciprocal Tariffs-related Risk

RISK

As a diversified conglomerate, Grasim is exposed to evolving geo-economic dynamics, including global trade tensions. These developments can lead to elevated raw material costs, exerting pressure on operating margins. At the same time, higher tariffs and resulting inflationary pressures may dampen consumer sentiment, leading to deferred discretionary spending and a slowdown in demand across key markets. This creates a dual impact for the Company by escalation in input costs alongside softening demand conditions which can collectively influence business performance.

G2

IMPACT	MITIGATION ACTION
• Increased tariffs raise the cost of imported raw materials, impacting input costs and profit marginsInflation-driven consumer price increases can suppress demand for end products • Temporary stabilisation in sales volumes, coupled with higher input costs, may exert pressure on profitability	• Flexible pricing and product mix strategies to partially offset input cost increases and sustain value realisation • Market diversification and demand management initiatives to mitigate the impact of demand slowdown across regions • Strengthened scenario planning and monitoring mechanisms to anticipate geo-economic developments and enable timely response • Diversification of sourcing strategies with increased focus on domestic procurement and alternative supplier markets to reduce tariff exposure • Collaboration amongst industry players for knowledge, research and technology sharing

Internal Control System

Grasim has an internal control system that is appropriate to the nature, size, scale, and complexity of its operations. The controls extend across all key business processes and are supported by a clearly defined organisational structure with assigned roles and responsibilities. The system undergoes periodic review to remain aligned with the Company's growth and changing operating environment.

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

Internal Audit provides independent assurance on the effectiveness of risk management, internal control, and compliance processes. Through periodic risk-based audits across business functions and operations, control gaps are identified and addressed in a timely manner. The Audit Committee reviews audit findings and management actions on a regular basis and provides guidance to management, which ensures that internal controls remain effective and operate as intended.

Note: accordance to LODR requirements on MD&A find additional details on:
Ratios covered at → PG 451
Material developments in Human Resources / Industrial Relations front, including number of people employed covered at BRSR and → PG 112

Our Stakeholders*

Voices that Count in Shaping the Business

Identifying stakeholders and connecting with them shaping Grasim's priorities. We are guided by a two-pronged framework: Stakeholder Engagement Policy and Grievance Handling Policy.

Employees and Workers

Critical to operational capability and organisational culture
Skill development, equitable remuneration, health and safety measures, performance reviews, and internal communication channels.

₹ 2,997 crore
Employee remuneration and benefits



Investors and Shareholders

Providers of capital and drivers of long-term value
Transparent reporting, regular communication through AGMs and investor interactions, and performance disclosures.

~200%
Dividend distributed (% of PAT)



Local Communities

Directly and indirectly affected by business presence and activities
CSR interventions, employment generation, community engagement initiatives, and local grievance handling.

₹ 73 crore
CSR and community development spend

Customers

Central to demand, market relevance, and business resilience
Product quality assurance, service responsiveness, innovation, customer communication, and feedback mechanisms.

Zero
Product recalls

Suppliers

Essential to supply chain efficiency and resilience
Responsible sourcing, supplier evaluations, capability development, and engagement with marginalised or vulnerable suppliers.

69%
Input materials locally sourced

Government, Regulators and Industry Associations

Determinants of the regulatory and industry landscape
Statutory reporting, tax compliance, regulatory adherence, public policy advocacy, and participation in the industry forums.

30+
Collaboration with industry association



NGOs and Developmental Partners

Partners and sources of external perspective on social, community and environmental matters
Partnerships for CSR programme implementation, CSR execution, and issue- focused engagement.

40+
NGO partners

Media

Important channel for public information, awareness and corporate visibility
Press releases, interviews, and dissemination of material business information through traditional and digital channels.

70%
Growth in organic followers

Read more about stakeholder engagement in BRSR
→ PG 304

*GRI 2-16: Communication of critical concerns, *GRI 2-29: Approach to stakeholder engagement,
*GRI 207-3: Stakeholder engagement and management of concerns related to tax

Double Materiality*

Where Impact Meets Business

At Grasim, sustainability is built on trust, anchoring our commitment to responsible growth, environmental stewardship, and inclusive progress. This year we carried out a comprehensive Double Materiality Assessment (DMA) to deepen our understanding of the sustainability matters that are most significant to both our stakeholders and our business. At Grasim, we view this exercise as an integral component of our governance and strategic planning processes, enabling us to assess not only the impacts of our operations on society and the environment, but also the sustainability-related risks and opportunities that can influence our long-term value creation. Drawing upon a structured and evidence-based methodology, the assessment incorporated extensive stakeholder engagement, sectoral insights, and evolving regulatory and market expectations to identify and prioritise material topics across our businesses. The process was enriched by the perspectives of employees, customers, investors, communities, industry associations, and subject-matter experts, ensuring that our priorities reflect both current realities and emerging trends.



"Double materiality enables us to look beyond disclosure and understand where our impacts intersect with the risks and opportunities shaping our businesses. The insights derived from our DMA are being embedded into Grasim's sustainability strategy, risk management, performance monitoring and decision-making processes. By identifying the ESG issues most material to our stakeholders and long-term value creation, the assessment provides a stronger foundation for navigating emerging risks and opportunities, enhancing resilience, improving resource efficiency and supporting informed capital allocation. As a diversified and purpose-driven organisation, we remain committed to translating these insights into meaningful action across climate stewardship, circularity, natural resource management, responsible value chains and inclusive growth, creating sustainable long-term value for shareholders, society and the environment."

Surya Valluri,
Chief Sustainability Officer

During the reporting period, Grasim refined its Double Materiality Assessment to capture 18 specific priority topics tailored to its updated ESG risk landscape. While 'Corporate Governance', 'Risk Management', and 'Customer Centricity' did not appear on the final matrix due to scoring methodology, they were designated as Tier 1 priorities. This classification aligns with the EFRAG-ESRS emphasis on foundational governance and customer accountability, which Grasim maintains through established policies and functional oversight.

This refreshed cycle specifically sharpened the dual lens of impact and financial materiality across the value chain. It mapped out how emerging ESG factors explicitly translate into financial implications, such as revenue, cost, business continuity and access to capital. Furthermore, this exercise strengthened direct alignment with the Enterprise Risk Management (ERM) framework, shifting the materiality process from a traditional reporting exercise into an actionable strategic tool.

Double Materiality Assessment Process*

1 Identification of topic universe

- Existing material topics
- Sectoral peers and industry disclosures
- Emerging ESG risks and industry trends
- Investor expectations and market signals
- Regulatory developments
- Business strategy and priorities

63+ comprehensive topic universe identified

2 Assessment across the value chain

- Manufacturing operations
- Sourcing and supply chain
- Workforce practices
- Customer and product responsibility
- Community engagement

Impact areas mapped across the value chain

3 Stakeholder consultation

- Leadership and senior management
- Employees and workers
- Customers
- Suppliers
- Investors and shareholders
- Communities, NGOs, and industry associations

214 responses from critical internal and external stakeholders

4 Materiality assessment and scoring

- Evaluation of impact and financial materiality
- Application of defined assessment parameters
- Classification of topics into Critical, Significant and Important

18 Material topics identified

5 Validation and finalisation

- Internal cross-functional review
- Senior management validation
- Board / Committee oversight
- Alignment with risk management and strategy

Materiality matrix validated and approved

*GRI 2-22: Statement on sustainable development strategy

*GRI 3-1: Process to determine material topics

Double Materiality Matrix#



Environment Social Governance

Critical (High Priority)
Immediate business impact and heightened stakeholder relevance

- 1 Climate Change
- 2 Waste and Circular Economy
- 3 Water Stewardship
- 7 Occupational Health and Safety
- 12 Supply Chain Resilience
- 13 Data & Digital Ecosystem

Significant (Strategic Focus)
Important for ongoing management attention and decision-making

- 4 Energy Management
- 14 Product Stewardship
- 15 Partnerships, Collaborations & Recognitions

Important (Monitor and Evaluate)
Relevant for long-term planning and continuous tracking

- 5 Biodiversity
- 6 Resource Efficiency
- 8 Workforce Capability & Wellbeing
- 9 Human Rights
- 10 Community Engagement
- 11 Diversity, Equity & Inclusion

16 Corporate Governance* 17 Risk Management* 18 Customer Centricity*

*Topics have been identified as inherently critical to the organisation and hence not included in the materiality matrix.

#**GRI 3-2:** List of material topics

Critical Double Material Topics*

Supply Chain Resilience

BUSINESS CASE
Supply chain resilience is essential for ensuring continuity of operations and maintaining stakeholder confidence in sourcing practices. Increasing complexity and dependence on multi-tiered and geographically diverse supplier networks can expose the organisations to disruptions, price volatility, and compliance-related risks. Such gaps may affect procurement costs, timelines, and lead to reputational risks. Strengthening visibility across the value chain and diversifying sourcing channels are therefore critical to reducing vulnerabilities and enhancing operational stability.

MANAGEMENT APPROACH
Supply chain risks are managed through a structured and proactive approach focussed on diversification, visibility, and responsibility. The organisation is strengthening traceability across supplier networks to improve transparency and enable more effective risk identification. Procurement decisions prioritise suppliers that meet defined sustainability, quality, and compliance standards, ensuring alignment with responsible sourcing expectations. This is supported by risk-based supplier ESG assessments and audits, where required, which enhance oversight and promote adherence to established standards. Ongoing evaluation of supplier performance, combined with risk-based segmentation, enables timely identification of potential disruptions and supports more resilient sourcing decisions.

Climate Change

BUSINESS CASE
Operating in energy-intensive sectors makes climate change a critical business consideration. Evolving carbon pricing mechanisms and trade-related measures such as Carbon Border Adjustment Mechanism (CBAM), where applicable, influence cost structures and market access, while investor expectations increasingly favour credible decarbonisation pathways. Progress in renewable energy adoption and improvement in emission intensity support regulatory alignment, energy cost optimisation and long-term competitiveness.

MANAGEMENT APPROACH
Our decarbonisation roadmap involves a gradual increase in renewable energy use and continued improvements in energy efficiency. Process enhancements and adoption of cleaner technologies help reduce energy intensity, supported by initiatives such as waste heat recovery and fuel optimisation. Energy management systems enable continuous monitoring and optimisation of consumption across operations. Renewable energy sourcing is being scaled through a mix of captive generation and external procurement, supporting a gradual transition towards lower-carbon operations.

Water Stewardship

BUSINESS CASE
Water is a critical operational input across several processes, making efficient management essential for business continuity. Dependence on freshwater sources, along with regulatory and compliance requirements, can pose operational and financial risks. Improving water efficiency through recycling, reuse, and process optimisation helps reduce reliance on natural water sources, enhances resource efficiency, and supports long-term water security.

MANAGEMENT APPROACH
Water management is driven through a combination of recycling systems, process optimisation, and responsible use practices. Wastewater treatment enables recovery and reuse, reducing dependence on freshwater sources. Zero Liquid Discharge (ZLD) practices minimise discharge and support efficient water utilisation, while the use of desalinated seawater supplements supply and strengthens resilience. Regular monitoring of water consumption and discharge quality supports effective management and compliance.

Risk Opportunity **FINANCIAL IMPLICATION →** Positive Negative

***GRI 3-3:** Management of material topics , ***GRI 201-2:** Financial implications and other risks and opportunities due to climate change

Occupational Health and Safety

BUSINESS CASE

Occupational health and safety is critical to maintaining operational continuity and workforce productivity. Workplace incidents can disrupt operations, affect workforce availability, and lead to regulatory and financial implications. Consistent safety performance therefore supports stable operations, ensures compliance with regulatory requirements, and enables reliable execution across business units.

MANAGEMENT APPROACH

Safety is managed through defined safety systems, standard operating procedures, and structured training programmes across operations. Regular assessments and audits help identify potential risks and enable timely corrective action. Focus areas include strengthening on-ground practices, monitoring high-risk activities, and improving contractor safety management. Safety processes and certifications are reviewed periodically to ensure alignment with established standards and to support safe working conditions across units.

Data and Digital Ecosystem

BUSINESS CASE

Digital systems are central to improving operational efficiency and enabling data-driven decision-making. The use of automation and integrated platforms supports process consistency, strengthens compliance monitoring, and improves visibility across operations. A well-developed digital ecosystem also enhances responsiveness to operational needs and provides better control over performance, supporting overall business effectiveness.

MANAGEMENT APPROACH

Digital capabilities are being strengthened through ongoing system upgrades and improvements in data governance. Efforts focus on improving platform integration and maintaining data quality to support reliable decision-making. Cybersecurity measures and periodic system assessments are designed to protect critical systems and information. Continuous improvements in digital processes support operational efficiency and alignment with evolving regulatory and compliance requirements.

Waste and Circular Economy

BUSINESS CASE

Effective waste management and circular practices are important for maintaining operational efficiency and controlling costs. Inefficient handling of waste can increase disposal requirements and compliance risks, while increasing regulatory expectations are driving the need for more sustainable practices. Adopting circular approaches such as reducing waste generation and improving material recovery, better resource utilisation, enhances process efficiency, and strengthens overall cost performance.

MANAGEMENT APPROACH

Waste management at Grasim is guided by the 3R philosophy – Reduce, Reuse and Recycle. Efforts focus on minimising waste generation, strengthening segregation at source, and improving recovery of materials and by-products. Eligible waste streams are increasingly integrated into processes to enhance material efficiency and reduce disposal requirements. Continuous improvements in waste handling and utilisation practices support more efficient resource management and reinforce circularity across operations.

Corporate Governance

BUSINESS CASE

Corporate governance establishes the framework through which an organisation is directed and overseen. It shapes how decisions are made, ensures alignment with regulatory expectations, and defines accountability across the organisation. Weak or inconsistently applied governance can lead to regulatory non-compliance and reputational risks. Conversely, a well-defined governance structure strengthens clarity in roles, enhances oversight, and supports sustainable business performance.

MANAGEMENT APPROACH

We operate within a structured governance framework with oversight at both the Board and management levels. Code of Conduct, ethics, compliance and related policies define expectations around conduct and compliance, supported by formal review mechanisms and internal controls. Regular assessments support consistent implementation across the organisation, while governance practices are periodically reviewed to remain aligned with regulatory requirements and evolving business needs. Key matters are escalated through established reporting structures to ensure timely and informed decision-making.

Risk Management

BUSINESS CASE

Risk management supports the identification and evaluation of uncertainties that may impact operations and performance. It provides visibility into potential exposures, allowing the organisation to respond effectively to changing conditions and maintain business continuity. Inadequate risk assessment or response can lead to operational disruptions, financial losses, and stakeholder concerns. A structured approach strengthens informed decision-making and improves organisational resilience.

MANAGEMENT APPROACH

We manage risks through a structured framework that identifies and evaluates exposures across key business areas. Risk considerations are integrated into planning and decision-making processes, with regular reviews to monitor changes in risk profiles. Clear reporting lines ensure visibility of key risks, with escalations to management and the Board as where required. The framework is periodically reviewed to align with evolving business conditions and regulatory requirements, supporting its continued effectiveness.

Customer Centricity

BUSINESS CASE

Customer centricity is fundamental to sustaining demand, maintaining market relevance and driving long-term business growth. Evolving customer expectations around quality, transparency, product performance and responsible practices are shaping purchasing decisions across markets. A clear focus on customer requirements enables better product alignment and consistent demand across business segments.

MANAGEMENT APPROACH

Customer requirements are integrated into product development, service delivery and business planning processes. Regular engagement through feedback mechanisms, interactions and market assessments informs product improvements and innovation. Dedicated teams address application-specific requirements to ensure alignment between product performance and end-use needs. Continuous monitoring of customer feedback and service outcomes enables timely improvements and builds long-term customer relationships.

Risk Opportunity FINANCIAL IMPLICATION → Positive Negative

Sustainability Framework*

Built into How We Operate

Our Journey Over the Years

The early years of our journey were driven by a clear focus on building strong and efficient operations. The priority was on improving processes, scaling businesses, and ensuring consistent performance across sites. Over the years, this created a culture of operational discipline and reliability, with systems and practices that enabled the business to perform at scale. This phase did not begin with sustainability as a defined agenda, but it built the foundation that made it possible to integrate sustainability in a meaningful way later.

The journey is now focused on making sustainability a core part of how decisions are made across the business. The emphasis is shifting from standalone initiatives to more integrated ways of working that connect climate action, resource management, and operational performance. There is also a growing focus on using data and digital systems to improve visibility and support decision-making, along with deeper engagement across the value chain. The objective is to build systems that are efficient, adaptable, and aligned with evolving expectations.

Sustainability Governance

The Board of Directors provide overarching direction on sustainability and ESG priorities, driving alignment with the organisation's vision. Focused oversight is exercised by the Risk Management and Sustainability Committee, which reviews climate and sustainability-related risks, mitigation strategies, adaptation actions, and progress against defined targets.

Sustainability priorities are translated into execution through business and functional teams, where sustainability considerations are systematically integrated into business strategy and planning, capital allocation decisions, enterprise risk management frameworks, performance evaluation processes, and merger, acquisition and investment decisions. This integrated approach ensures that sustainability is not treated as a parallel agenda, but as a core component of decision-making across the organisation.

Governance effectiveness is reinforced through clearly defined roles and accountability across levels, cross functional coordination mechanisms, and periodic reviews at the Board and Committee levels. As the journey progresses, governance systems continue to evolve to strengthen climate risk assessment, scenario analysis, and sustainability integration, enabling more forward-looking and resilient approach.

Policies, Management Systems and Controls

Grasim's sustainability policies help set the tone for responsible business conduct throughout the organisation. These policies define expectations for environmental and social management, guide compliance with regulatory requirements, reinforce fair labour practices and respect for human rights, promote efficient resource utilisation, and prioritise the health, safety, and well-being of our people. Together, these policies guide day-to-day decision-making and help maintain consistency in the management of sustainability priorities. Their implementation is supported through clearly defined processes, performance monitoring, and management oversight.

We integrate the requirements of ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System), and ISO 45001 (Occupational Health and Safety Management) through the Integrated Management System (IMS), creating a unified system for managing key operational and compliance requirements. Standardised procedures, internal audits, management reviews, and digital controls provide visibility into key performance parameters and risk areas. Regular monitoring and evaluation enable timely action and drive continual improvement while maintaining consistency in management practices throughout the organisation.

→ PG 102

*GRI 2-22: Statement on sustainable development strategy

Sustainability Framework

Our sustainability framework guides decisions and actions across the business and aligns sustainability with strategic objectives, helping us consistently manage environmental and social impacts while boosting overall performance and managing risks.

Our Sustainability Pillars

Environmental Stewardship
Striking a Fine Balance
→ PG 138

Social Responsibility
Powered by people
→ PG 112

Resilient Business
The Right Way Forward
→ PG 98

Our Focus Areas

E1 Climate and Energy Transition
Advancing decarbonisation through efficient energy use, adoption of low-carbon solutions, and management of climate-related risks and opportunities.

1 Climate Change
4 Energy Management

E2 Resources and Ecosystems
Managing natural resources responsibly while preserving ecosystem health, biodiversity, and enabling circular use across operations.

2 Waste & Circular Economy
3 Water Stewardship
5 Biodiversity
6 Resource Efficiency

S1 People and Workplace Culture
Enabling a safe, inclusive, and engaging workplace through talent development, employee wellbeing, and responsible labour practices.

7 Occupational Health & Safety
8 Workforce Capability & Wellbeing
9 Human Rights
11 Diversity, Equity & Inclusion

S2 Customer Trust and Responsibility
Strengthening customer relationships through transparency, responsiveness, and a consistent focus on customer needs and expectations.

18 Customer Centricity

S3 Community Prosperity and Inclusion
Contributing to inclusive development through community engagement and programmes that create long-term social impact.

10 Community Engagement

G1 Governance and Business Integrity
Ensuring strong governance systems and ethical conduct supported by risk management, compliance, and accountability mechanisms.

13 Data & Digital Ecosystem
16 Corporate Governance
17 Risk Management

G2 Supply Chain and Sustainable Sourcing
Promoting responsible sourcing practices and integrating sustainability considerations across the supply chain.

12 Supply Chain Resilience

G3 Product Quality and Innovation
Managing product impacts across the lifecycle with a focus on safety, quality, responsible use, and continuous improvement in design and performance.

14 Product Stewardship
15 Partnerships, Collaborations & Recognition

Double Material Topics:
Environment · Social · Governance

What We Aim to Achieve

We continue to drive progress against our sustainability targets, including our commitment to achieve Net Zero by 2050, through focused implementation across key areas. Performance against these targets is tracked on an ongoing basis, providing visibility into outcomes and enabling course correction where required. The targets support consistent monitoring of environmental and social parameters and guide action across businesses to deliver measurable results.

		Description	Performance in FY 2025-26	Targets for FY 2029-30
Energy and Emissions	Renewable Energy Share	The total energy mix includes both renewable and non-renewable sources used across operations.	8%	16% renewable energy share in the total energy mix
	Renewable Capacity Share	The total installed power capacity comprises renewable and conventional capacity, including captive and purchased power.	24%	25% installed electrical capacity from renewable sources
	Emission Intensity	The emission data covers both direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions.	23%	45% reduction in Scope 1 and 2 emissions per unit of production (Base Year: FY 2023-24)
Water Management	Recycled Water Share	The total water usage includes water withdrawal and recycled water used in operations.	32%	38% of water recycling in the total water requirement
Biodiversity	Biodiversity Assessment	Biodiversity risk assessments are conducted across operational sites, followed by development of site specific management plans.	12 out of 27 units	100% assessment of operational 27 manufacturing units for biodiversity-related risks
Gender Diversity	Gender Representation	The representation of women is considered across total permanent employees.	10%	14% representation of women within total permanent employees

Resilient Business

FOCUS AREAS

G1 Governance and Business Integrity

G2 Supply Chain and Sustainable Sourcing

G3 Product Quality and Innovation

UN SDGs Linkage



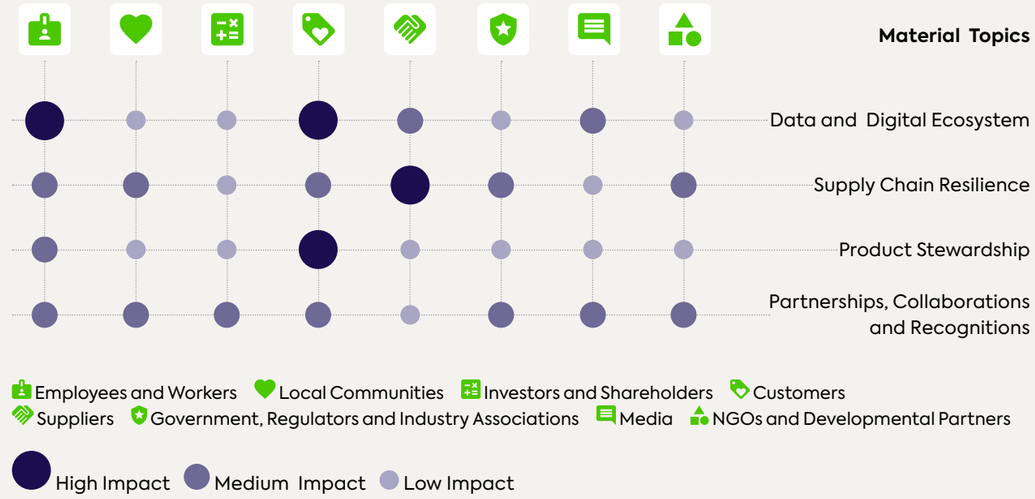
Guided Responsibly

At Grasim, governance is a guiding thread that quietly runs through every decision, every action, and every milestone in our journey. It is what shapes how we lead, how we make decisions and how we build trust with our stakeholders. Over the years, as the organisation has grown and evolved, this deep-rooted commitment to integrity, transparency, and accountability has remained constant, providing a steady foundation.

Today, as we continue to scale with purpose, governance plays an even greater role. It goes beyond oversight to enable responsible growth. Every system, every policy, and every framework, from grievance redressal to supply chain responsibility, comes together to create a structure that is both robust and responsive. At the same time, we are consciously strengthening our ability to anticipate and manage emerging risks, whether they arise from technology disruptions, cybersecurity challenges, or an increasingly complex business environment. This is complemented by the Board's continuous review of our ESG journey, ensuring alignment with our sustainability vision and evolving stakeholder expectations.

Beyond the organisation, our approach to governance extends into the larger ecosystem which we operate in. Through partnerships and industry engagement, we actively contribute to shaping responsible practices across the value chain. In doing so, governance becomes more than an internal discipline; it becomes a shared commitment to building a future that is resilient, responsible, and trusted.

What Matters Most to Our Stakeholders



Consistent Governance Builds Trust

One instance is not enough to build trust. It needs years of consistent actions, transparent leadership and a commitment to doing what is right. This belief passed through many a challenging time and only emerged stronger in every instance.

In FY 2016-17, Grasim announced a major recast by merging with Aditya Birla Nuvo and the subsequent demerger and listing of its financial services business, Aditya Birla Financial Services, which was rechristened as Aditya Birla Capital.

The proposal invited considerable scrutiny, with investors and proxy advisory firms questioning its structure and implications for minority shareholders. Grasim leaned on independent valuations, fairness opinions, regulatory reviews and transparent communications. Not even a decade since the restructuring, Aditya Birla Capital stands at a market valuation of more than ₹1,00,000 crore, and Grasim sees its newer ventures like Birla Opus and Birla Pivot making big strides, while creating enduring value for shareholders.

The same governance discipline shaped a very different milestone in March 2024, when Grasim secured ₹1,250 crore from its first Sustainability-Linked NCD from the International Finance Corporation (IFC) to expand Birla Opus. Unlike conventional financing, the instrument tied capital directly to measurable commitments in renewable energy and water stewardship.

The Group's disciplined governance grew stronger with every success and kept building on its robust foundation of trust.

FOCUS AREA G1

Governance and Business Integrity

Inside this section → **Sustainability Governance, Policy Advocacy, Cyber and Information Security**

As a responsible enterprise, we have deployed sound governance practices that ensure ethical, transparent decision-making and strong regulatory compliance. Our proactive policy advocacy aligns our position with evolving regulations. We have built a cyber and data security framework which translates stakeholder confidence in us.



Key Milestones Achieved

Independent Chair of Risk Management and Sustainability Committee (RMSC)

100%
Manufacturing sites covered under IMS Certification

Zero
Data breaches

Strategic Enablers

ESG governance and oversight structures

ESG integration across business functions

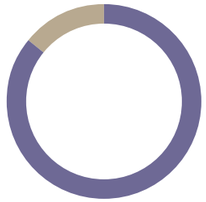
Collaboration with industry associations and regulators

Performance Overview



RMSC independence (%)

Independent	50
Non-Independent	50



Board skill set (%)

ESG & Social Skills	86
Other Skills	14

Forward-looking Priorities

Deepening sustainability linkages with capital allocation and risk oversight

Enhancing policy framework and implementation

Strengthening ESG related KPIs into performance evaluation and incentive structures

Sustainability Governance*

Ensuring Accountability, Transparency and Resilience

At Grasim, sustainability is ingrained into the way we govern, set our strategy, mitigate risks, and create long-term value. Sustainability considerations are integrated into business planning, capital allocation, risk management, and operational decision-making, ensuring that environmental, social, and governance priorities remain closely linked to business objectives.

Sustainability Governance Framework

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

Business Heads

Cellulosic Fibres | **Chemicals** | **Building Materials** | **Other Businesses**

- Setting, reviewing, and driving 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 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

Functional Heads

Operations | Finance and accounts | Marketing | Supply chain and logistics | Environmental sustainability | Occupational health and safety | Human Resources | Corporate social responsibility | Engineering

- 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 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

***GRI 2-12:** Role of the highest governance body in overseeing the management of impacts, ***GRI 2-13:** Delegation of responsibility for managing impacts, ***GRI 2-14:** Role of the highest governance body in sustainability reporting

Policy Advocacy*

Balancing Business Priorities with Industry Preferences

We engage in policy advocacy in a transparent and responsible manner through recognised industry bodies and lawful consultation mechanisms, carefully balancing our business priorities with industry, stakeholder and public policy considerations.

This engagement forms an important part of our efforts to contribute to progressive, balanced, and sustainable regulatory frameworks across its operations. Through active participation in international, national, and state-level industry associations and forums, the Company representatives contribute constructively to policy advocacy by sharing industry insights, market intelligence, and practical recommendations with policymakers, regulators, and other stakeholders. Effective execution of advocacy activities across the organisation is supported by defined roles, responsibilities, and collaboration among relevant teams.

Participation in organisations such as the Global Cement and Concrete Association, the Sustainable Apparel Coalition, the Confederation of Indian Industry (CII), Federation of Indian Chambers of Commerce and Industry (FICCI), and Textile Exchange places us within broader industry efforts to strengthen credible sustainability standards and encourage collaborative action. In particular, our involvement with Textile Exchange keeps us closely connected to evolving global best practices, and supports dialogue on the wider adoption of environmentally responsible materials and processes.

Our public policy engagement recognises the close link between long-term business resilience and broader economic, environmental, and societal priorities. Participation in industry associations and collaborative forums enables the Company to contribute perspectives aligned with climate and sustainability ambitions, including the Paris Agreement and India's net-zero emissions target for 2070. These platforms provide opportunities to share industry experience and contribute to discussions on responsible growth, operational efficiency, innovation, and long-term value creation.

The Company does not undertake lobbying activities, either directly or indirectly, and ensures that all policy engagements are conducted in a manner consistent with applicable laws, regulatory expectations, and the highest standards of corporate governance. Integrity remains central to all stakeholder interactions, with zero tolerance for bribery, corruption, or unethical influence. Supported by a robust anti-bribery and anti-corruption framework, internal controls, and compliance mechanisms, the Company upholds transparency, accountability, and ethical conduct in all its engagements, reinforcing stakeholder trust.

Grasim engaged with policymakers on the draft Greenhouse Gas Emission Intensity Target Rules, 2025, under India's Carbon Credit Trading Scheme (CCTS).

***GRI 2-28:** Membership associations

Cyber and Information Security

Protecting Trust in a Connected World

Cyber security and data privacy are crucial in safeguarding operations, protecting data, and complying with legal and regulatory guidelines. We have a three-tier governance model for cybersecurity with a dual approach to implement IT security systems and procedures.

The Risk Management Committee provides strategic oversight, while business leadership translates it into operational control. This approach combines strong oversight with flexibility.

The framework is supported by the Information Security Policy, which sets clear expectations for secure asset usage, access controls, data sharing, backup and recovery, and system usage, pre-empting cyber threats.



Operational Controls and Assurance

Our cybersecurity environment is supported by access controls and encryption, wherever applicable, regular data backups, and system monitoring. Business continuity and contingency planning are part of our regular operations. The Information Security Management Systems (ISMS) are assessed through periodic vulnerability assessments.

Data Awareness Drives Automation

We impart mandatory trainings that are tailored to business contexts and roll out awareness initiatives on data privacy, cybersecurity, responsible use of AI, and phishing. These are part of our efforts to drive digital transformation through various programmes in automation, analytics, and integrated platforms.

Key Initiatives



Enterprise Data Platform and Analytics
A unified, cloud-based enterprise data platform built on the lake house architecture. It supports scalable analytics and offers insight into business dashboards.



AI-led Automation and Customer Interaction
AI-driven voice bots with advanced language models, intent recognition, and contextual understanding to automate customer interactions. It enabled efficient handling of incoming queries.



GenAI-enabled Sales and Visualisation Tools
A GenAI application to transform site images into photorealistic painted outputs for customers, accelerating decision-making and raising lead conversions.



Digital Platforms for Partner Ecosystem (Opus ID)
The Opus ID digital platform helps contractors and painters to access loyalty programmes, track incentives, and manage projects.

FOCUS AREA G2

Supply Chain and Sustainable Sourcing*

Inside this Section → Responsible and Sustainable Supply Chain

Sustainable sourcing and responsible supply chain management are an important part of our sustainability strategy. We are committed to the responsible procurement of raw materials, with a strong emphasis on traceability and ethical sourcing practices. By fostering deeper collaboration with suppliers and embedding robust risk assessment and management frameworks, we strengthen supply chain resilience, enhance operational continuity, and mitigate potential environmental and social risks. This approach not only supports accountability and transparency across the value chain but also reinforces our commitment to sustainable business practices.



Key Milestones Achieved

37%
Inputs sourced sustainably

~200
Awareness programs held for suppliers

~98%
Pulp sourced from FSC# certified forests

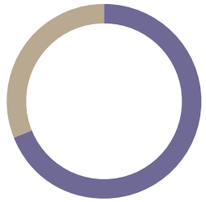
Strategic Enablers

Responsible sourcing guided by governance in procurement decisions

Supply continuity through management of critical inventory and logistics

Collaboration with suppliers driven by ESG considerations

Performance Overview



Procurement by region (%)

Within India	69
Others	31



Procurement by source type (%)

MSMEs /small producers	28
Others	72

Forward-looking Priorities

Expanding supplier assessment coverage and strengthen responsible sourcing

Digital enablement through unified platforms for tracking and assessment

Advancing circularity through collaborative supplier partnerships

#FSC – Forest Stewardship Council

***GRI 204-1:** Proportion of spending on local suppliers

Responsible and Sustainable Supply Chain*

Reliability Intact from Origin to Destination

Grasim's supply chain management strategy guides all stages of supplier engagement. Suppliers play an important role in supporting the scale and continuity of operations and are viewed as key partners in our value chain. Partnerships are built around shared commitments to quality, responsible practices, and operational discipline, with engagement driven through defined processes and periodic interactions.

As part of this engagement, suppliers are onboarded and screened against defined operational, financial, and compliance criteria. Expectations for ethical conduct, safety, labour practices, and environmental responsibility are defined through the Suppliers Code of Conduct, while the Responsible Supply Chain Policy guides transparent sourcing, risk management, and consistent engagement. Supplier ESG programmes enable regular assessment, ongoing dialogue, and capability development, bringing ESG considerations into day-to-day operations and aligning them with responsible sourcing expectations.



Supplier Onboarding and Screening

1. **Supplier classification:** Suppliers are categorised into Tier-1 and non-Tier-1 based on engagement levels and procurement spend, enabling a risk-based approach to oversight.
2. **Registration and documentation:** Prospective suppliers submit required documentation and compliance declarations, supported by initial eligibility and alignment checks.
3. **Comprehensive evaluation:** Suppliers are assessed on technical capability, financial stability, certifications, and past performance, with ESG risks reviewed through desk-based assessments considering geography, sector, and product category.
4. **ESG integration:** ESG considerations are embedded into evaluations, with emphasis on environmental performance, occupational health and safety, and overall workforce well-being to support responsible supplier selection.
5. **Expectations and compliance:** Suppliers are required to maintain compliance with the Supplier Code of Conduct and defined standards, with corrective actions addressed and disengagement considered in cases of persistent non-compliance.

Supply Chain Governance

Grasim's responsible procurement framework is anchored in a clear governance structure, guided by the Supplier Code of Conduct and the Responsible Supply Chain Policy, which together define how we engage with suppliers across the value chain.

The Supplier Code of Conduct aligns with responsible business principles and sets standards on health and safety, environmental performance, business integrity, and labour practices, including fair wages, safe working conditions, reasonable working hours, and respect for freedom of association. These requirements are reinforced through the Responsible Supply Chain Policy, which promotes transparent sourcing, risk-based oversight, and supplier capability development.

The framework also supports broader goals such as strengthening local sourcing, engaging MSMEs, and encouraging participation from under-represented groups. Suppliers are expected to operate in line with these standards, supported by internal reviews and governance mechanisms to ensure consistent implementation across businesses.



Supplier Assessments

Periodic supplier assessments are conducted through a combination of internal reviews and contracted consultants (2nd party and 3rd party) to identify key partners, track performance, and assess ESG risks across key supplier categories. During onboarding, 100% of tier-1 suppliers undergo on-site assessments in alignment with relevant standards and methodologies such as ISO certifications, SA8000, etc, as applicable. Supplier performance is supported through regular engagement, targeted training, and accessible grievance mechanisms. This feedback process enhances accountability, builds supplier capabilities, and drives ongoing improvement.



***GRI 308-1:** New suppliers that were screened using environmental criteria, ***GRI 414-1:** New suppliers that were screened using social criteria

Supplier ESG Programme

Governance

Our ESG programme is overseen by Chief Sustainability Officer, who in turn appraises the Risk Management and Sustainability Committee.

Engagement

We conduct workshops and training for suppliers, contractors, and employees on key topics such as climate, resource efficiency, human rights, and diversity.

Enablement

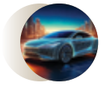
These engagements help identify operational challenges and inform targeted support. Technical guidance is provided to strengthen supplier capabilities and improve ESG performance.



Key Initiatives



PositiivPlus
Supplier ESG assessments are being digitised through the PositiivPlus platform, deployed via Utopiic as a SaaS solution to improve data capture, standardise evaluation criteria and enable consistent monitoring of supplier ESG performance.



E-Conformity
The Chemicals business has implemented E-Conformity software for tracking of vehicle fitness, reduction of manual processes and generation of deviation reports and improved monitoring and digitisation of compliance.



Supplier ESG Training
Training programmes were conducted for MSMEs and local suppliers, covering ESG fundamentals, organisational expectations and management practices.



Technology Enabled Logistics
The use of electric vehicles (EVs) for downstream transportation, including pilots conducted for customer-related e-mobility. Additionally, geo-tracking systems for outbound vehicles have been implemented to enhance monitoring and reduce driver fatigue.

FOCUS AREA G3

Product Quality and Innovation

Inside this section → Product Stewardship

Innovation is integrated into product development, with a focus on advancing solutions that incorporate sustainability considerations and enhanced traceability. Quality standards are applied across production processes to support product performance and consistency. Product stewardship efforts extend across the value chain, encompassing responsible sourcing, safe material handling, and considerations for end-of-life management.



Key Milestones Achieved

268
R&D team members

53
Active patent application

9
R&D facilities

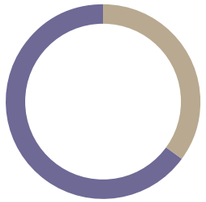
Strategic Enablers

Responsible product management across the product lifecycle

Specialised R&D capabilities supported by capital allocation and market expansion strategies

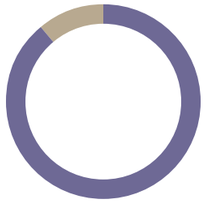
Collaboration-led innovation through partnerships and knowledge sharing

Performance Overview



R&D spend by initiative (%)

Environmental & Social	35
Others	65



Total capex break-up (%)

Environmental & Social	11
Others	89

Forward-looking Priorities

Accelerate innovation for high-performance sustainable product

Expand lifecycle assessment coverage across product portfolio

Strengthen collaboration with customers to co-develop sustainable products

Product Stewardship

Thoughtful By Design

Innovation and R&D

Product innovation builds on our product stewardship approach, enabling solutions that balance performance, quality, and sustainability considerations. Innovation priorities are shaped by market insights, customer engagement, and operational learnings, guiding decisions across product design, process improvements, and material selection. This ensures responsiveness to evolving expectations while maintaining quality, safety, and performance expectations.

This innovation is supported by a well-established network of research and development (R&D) facilities across five key locations (Taloja, Kharach, Vilayat, Nagda and Harihar) in India, complemented by strong technical expertise. Our advanced R&D infrastructure enables continuous innovation, rigorous testing, and efficient scale-up of solutions with improved performance, safety and sustainability attributes across businesses.

- Reducing water and energy use across plants
- Closed-loop processes and waste recovery
- Green chemistry and safe processes
- Circular materials and recycling initiatives
- Reducing water and energy use across plants

Areas for Innovation

Innovation initiatives are governed through structured review mechanisms that assess technical feasibility, scalability, safety, regulatory readiness, and performance outcomes, ensuring disciplined decision-making and effective transition from development to deployment. These initiatives progress through a structured innovation process that guides ideas from initial evaluation to commercial application, with each stage aligned to business priorities, technical readiness, and sustainability considerations. The process spans priority setting and ideation, development and validation through R&D-led testing and cross-functional collaboration, followed by scale-up and deployment leveraging existing infrastructure, and culminates in continuous performance review and learning, enabling consistent, scalable, and outcome-driven innovation.

Our R&D Infrastructure

- Aditya Birla Science and Technology Company Pvt. Ltd. (ABSTC)
- Paints R&D Lab and Pilot Plant
- Pulp & Fibre Innovation Centre (PFIC)
- Performance Material Research Centre (PMRC)
- Fibre Research Centre (FRC)
- Textile Research Application and Development Centre (TRADC)
- Aditya Birla Water Application and Product Development Centre
- Next Generation Fibre Research Centre (NGFRC)
- Clonal Production Centre (CPC)

CASE STUDY

Moving Beyond PAC: Building Application-led Treatment Solutions

Overview

Water scarcity and tightening environmental regulations are shaping the need for more effective wastewater treatment. While Poly Aluminium Chloride (PAC) remains widely used across many applications, variations in effluent characteristics require application-specific solutions to achieve consistent treatment outcomes. This created a need to move beyond a single-product offering and develop solutions suited to varied industrial and municipal requirements, leading to the creation of Vytal as a specialised portfolio of water and wastewater treatment formulations.

Solution

The initiative involved analysing wastewater samples from different industries and identifying suitable treatment combinations for each use case. Based on these studies, specialised coagulants, flocculants and decolouring agents were developed for applications such as textile effluents, refinery streams, sewage treatment and fluoride removal. Pilot trials were conducted at customer sites to validate performance under actual operating conditions. Learnings from these trials were translated into defined treatment protocols covering dosage, sequencing and process control, supported by laboratory evaluation and field validation.

Impact

Treatment outcomes became more consistent across varied wastewater streams, with clearer guidance on chemical selection and dosage. Improved removal of colour, suspended solids and impurities led to more stable discharge quality and better suitability for reuse in several applications. The shift to application-specific treatment solutions improved customer acceptance and led to repeat use across multiple industrial segments.

Future Outlook

Work will continue on expanding the range of formulations for complex effluents and improving performance under varied operating conditions. Ongoing efforts will focus on refining treatment protocols, developing additional products for niche applications and deepening application knowledge through field engagement and testing.

Product Responsibility

Grasim extends product responsibility across key stages of the product lifecycle, from raw material selection to manufacturing, use, and end-of-life considerations. Environmental and safety aspects are integrated into product development and operational decision-making.

Product quality, safety, and reliability are central to this approach, with internal reviews, customer feedback, and performance insights informing improvements in design, processes, and material selection. These efforts are supported by defined review mechanisms and cross-functional oversight to ensure consistency across businesses. Collaboration across the value chain further strengthens stewardship, with engagement across suppliers, customers, and industry forums promoting responsible sourcing, safe product use, and alignment with evolving regulatory requirements.

Life Cycle Assessments (LCA) are conducted for selected products to evaluate environmental impacts and identify improvement opportunities. Insights from these assessments guide actions on resource efficiency, waste reduction, and material optimisation, while supporting informed decision making and continuous improvement.

Social Responsibility

FOCUS AREAS

S1 People and Workplace Culture

S2 Customer Trust and Responsibility

S3 Community Prosperity and Inclusion

UN SDGs Linkage



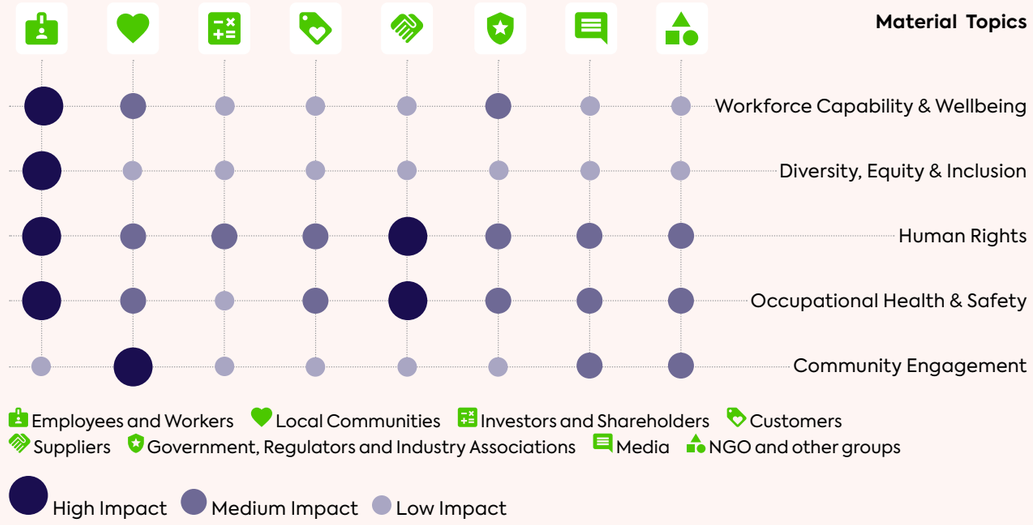
Powered by People

Our engagement with workforce, customers, and communities is brought to life at scale through a clear direction and shared purpose. This foundation is built on trust through an inclusive, safe, and future-ready workplace, where strong governance, continuous capability building, and a focus on holistic wellbeing enable people to perform and grow with confidence.

Health and safety remain integral to our operations, guided by a 'Zero Harm' vision and digital innovations to ensure safe practices. This culture of care and accountability ensures responsible growth across every level of the organisation. This focus extends to customers, where attention to quality, transparency, and reliability shapes engagement. Customer engagement, product integrity, and data protection frameworks enable reliable service delivery, driven by continuous feedback and innovation. Integrating customer insights helps the business scale with purpose, aligned with changing expectations and value creation.

Beyond our operations, this philosophy continues through engagement with communities, with efforts directed at creating impact through targeted CSR initiatives. A focus on education, healthcare, livelihoods, and infrastructure, aligned with local needs, supports long-term partnerships and inclusive, community development. These efforts show that when actions are put into practice and growth is guided with trust, care, responsibility and shared progress. It supports stronger workplaces, trusted customer relationships and more resilient communities.

What Matters Most to Our Stakeholders



Building a Safer, Smarter and Diverse Workforce

Grasim's people story is one of deliberate growth, building capability, expanding opportunity, and strengthening trust. As the organisation grew, so did its talent base. Over the past two years, as new business came in force and existing capacities grew, the permanent workforce expanded by 9%, adding nearly 2,400 new hires.

This growth is anchored in safety. Total Recordable Injuries declined by 40% in FY 2025-26. The resultant LTIFR improved from 0.20 to 0.17 per million hours worked, showing safer operations at scale. Inclusion has progressed alongside capability and safety.

Permanent women employee representation increased by 100 bps from 1,081 employees to 1,474 employees, adding 393 women. Together, these shifts reflect a workplace where people feel empowered, protected, and positioned to grow. Annual training hours rose from over 3,15,000 in FY 2023-24 to over 5,27,000 in FY 2025-26, turning potential into performance.

FOCUS AREA S1

People and Workplace Culture**

Inside this Section → Our People, Occupational Health and Safety

People make the foundation at Grasim. Behind every successful operation and winning every challenge, we have our dedicated and skilled manpower resource. Needless to say, their well-being isn't merely a responsibility, it is a priority for us. We are committed to maintaining a safe and healthy workplace where every individual feels protected, valued, and consistently empowered to rise.



Key Milestones Achieved

6,739
Total new hires

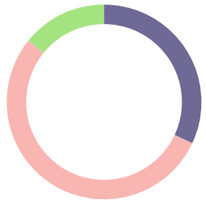
21%
Increase of women participation in workforce^

14%
Reduction in total LTIFR^

Strategic Enablers

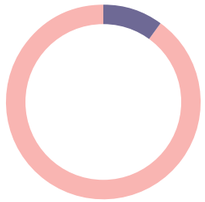
- Robust people governance and career growth
- Diverse, inclusive and well-being-centric workplaces
- Risk-informed operations and safe workplace culture

Performance Overview#



Workforce by age (%)

</= 30 years	24
>30-50 years	58
>50 years	18



Workforce by gender (%)

Female	5
Male	95

Forward-looking Priorities

- Strengthen leadership pipelines across businesses
- Build a future-ready workforce with strong technical skills
- Enhance supply chain and contractor safety integration

^Compared to FY 2024-25. | #Data includes total number of permanent employees and workers.

****GRI 2-7:** Employees, ****GRI 2-8:** Workers who are not employees,
****GRI 405-1:** Diversity of governance bodies and employees

Our People*

Where Care, Inclusion and Growth Converge

Talent Management

Our sustained growth is enabled by a workforce that evolves with the business and is capable, agile, and future ready. Our approach focuses on attracting the right talent, nurture potential, and create meaningful career journeys across the organisation.

Talent Attraction and Hiring

Visible career progression, supported by a strong people-centric approach, helps attract top talent while aligning with business priorities and supporting internal mobility and long-term career growth opportunities.

Performance Management and Development

Performance is managed as a continuous process, supported by clear goal-setting, regular feedback, and transparent communication, driving alignment, employee development, and a strong performance-driven culture.

Rewards, Recognition and Incentives

Employee contributions are recognised through monetary and non-monetary award, including Pride Award and other Group-level recognitions. Performance-linked incentives aligned with ESG and business outcomes reinforce a culture of merit and accountability.

Career Progression and Retention

Career growth is enabled through building reliability, structured progression pathways, skill-based learning, and transition support. Platforms like Career Canvas empower employees to own their development, supporting seamless mobility and sustained engagement.

Leadership Development and Succession Planning

Leadership programmes build a robust pipeline by strengthening strategic thinking, decision-making, and people management capabilities, preparing employees to lead with agility and confidence.

Learning and Development

Learning at Grasim is viewed as a key driver of performance and long-term growth, building capabilities that prepare employees to adapt, lead, and excel in a dynamic environment. Our integrated L&D framework aligns closely with skill upgradation, performance management, and career progression.

The Management Development Plan (MDP) follows the 70-20-10 model, which focuses on 70% on-the-job, 20% mentoring/coaching, and 10% learning through classrooms, e-learning, conferences, etc. Our blended learning approach builds functional, technical, behavioural, leadership, compliance, and ESG capabilities through tailored programmes. Worker training uses local languages and visual aids to boost retention, while corporate programmes align with strategic and functional goals. Learning is further supported through platforms such as the Gyanodaya Classroom, Virtual Campus and SEEDS, which offer self-paced modules and continuous access to learning resources. These initiatives play a vital role in shaping employees' career journeys, creating lasting impact both within the organisation and beyond.

Key Programmes

Wings Leadership Programme
Develops a strong pipeline of women leaders

Revolve Programme
Cross-unit exposure and enterprise perspective

Discover Your Edge
Align individual aspiration with development plan

Aditya Birla Group Leadership Programme
Builds talent pipeline for leadership roles

Aditya Birla Engineering Leadership Programme
Equips skills required for manufacturing roles

***GRI 404-2:** Programs for upgrading employee skills and transition assistance programs

Diversity, Equity and Inclusion (DEI)

Inclusion is integral to how we operate and grow, supported by a workplace culture that values diverse perspectives and promotes collaboration and equal opportunity. Guided by our Diversity and Inclusion Policy, we seek to promote respect and fairness across all aspects of employment. Diversity at Grasim spans gender, age, culture, experience, ability, and thought, with inclusive hiring practices that attract a broad talent pool from varied socio-economic backgrounds. Targeted hiring practices include the adoption of gender neutral screening approaches, such as anonymised CV screening, along with hiring goals to improve diversity. In addition, focused replacement hiring and succession planning are implemented for roles identified as critical, enhancing gender balance.

Initiatives for women employees include self-defence training to support personal safety, wellness sessions, and health awareness programmes conducted in collaboration with institutional partners. Women Employee Resource Groups (ERGs) and networks enable engagement, peer interaction, and career development. These efforts are complemented by improvements in workplace infrastructure and accessibility, including facilities for persons with disabilities, supporting safety, dignity, and overall wellbeing. Focused initiatives also enable women's leadership and create pathways for career progression across the organisation.

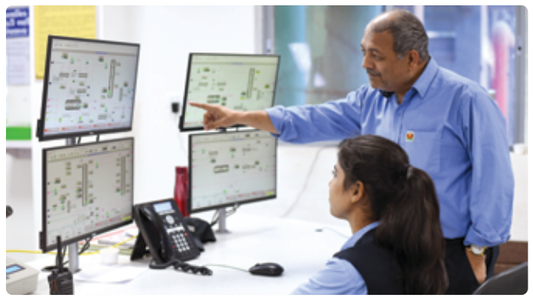
These efforts are guided by defined governance mechanisms, with distinct governance for DEI initiatives and POSH compliance, supported by relevant committees. Oversight is provided by senior leadership, with implementation driven by HR and site teams in coordination with business units.



Key Initiative



Diversity and Inclusion
Project Udaan is a community-based initiative that sponsored 30 women from nearby villages for two-year Industrial Training Institute (ITI) training, followed by their employment as plant technicians. The programme builds a local skilled talent pipeline, encourages workforce participation, and supports economic upliftment. It also contributes to improved retention, community engagement, and progress towards enhancing gender diversity across operations.



Employee Well-being*

Our integrated approach to health and well-being focuses on preventive care across physical, mental, and psychosocial aspects, supported by medical consultations, specialist sessions, and workplace improvements such as heat stress management. We promote psychological safety through empathetic leadership, mental health awareness programmes, counselling support, and initiatives on substance-use awareness. Employee engagement is encouraged through women-focused forums, as well as sports and cultural activities. This is supported by a comprehensive benefits framework that enables work-life balance, including leave policies, flexible work options, daycare facilities, OPD insurance, and on-site medical support. Additional support for women includes childcare leave, extended Mediclaim coverage, health camps, and community initiatives.

***GRI 401-2:** Benefits provided to full-time employees that are not provided to temporary or part-time employees,

Employee Engagement and Satisfaction

Our collaborative culture is supported through clear communication and ongoing development efforts, helping employees stay aligned with organisational priorities. Regular feedback mechanisms are used to understand employee needs and make informed action plans and workplace improvements. HR provides timely support through a mix of digital and on-site engagement. In addition, the Vibes Survey covers aspects such as stress, happiness, purpose, and job-satisfaction to guide further enhancements.

Community Engagement and Volunteering

Employees actively participate in initiatives such as education and scholarship programmes, NGO partnerships, and environmental drives. These volunteering activities contribute to social impact while also encouraging teamwork, empathy, and stronger community connections.

Human Rights*

Respect for human rights is a fundamental part of responsible business, aligned with the objective of building an organisation that inspires trust. Grasim is committed to safeguarding the dignity, equality, and fundamental rights of all individuals across its operations and value chain. This commitment is supported by a zero-tolerance approach towards human rights violations, supported by defined governance structures, comprehensive policies, and robust implementation mechanisms.

The Human Rights Policy and the Prevention of Sexual Harassment (POSH) policy form the framework supported by the Code of Conduct, Suppliers Code of Conduct, Whistleblower Policy and Grievance Handling Policy for ethical practices across Grasim's operations and value chain. These policies prohibit discrimination, harassment, forced labour, child-labour, establishing clear processes and accountability to support implementation.

Human rights principles are reinforced through human rights trainings and regular sensitisation initiatives for employees and security personnel, covering workplace ethics and respectful behaviour. These efforts help build awareness, strengthen accountability, and promote an inclusive work culture aligned with organisational values.

Human Rights Due Diligence

The Company adopts a proactive approach to identifying and mitigating risks through periodic assessments and internal audits informed by SA8000 standards. A Human Rights Due Diligence (HRDD) tool supports periodic monitoring and systematic evaluation, enabling timely corrective actions and strengthening risk management across operations and the value chain as relevant and applicable.

The due diligence framework is being extended across all operational locations and relevant business partners, to strengthen comprehensive coverage over time. Integration with ESG and risk management systems, along with enhanced monitoring and capability development, improves implementation.

Scope of Human Rights Assessment

- **Child, forced and bonded labour**
- **Modern slavery and human trafficking**
- **Minimum wages and fair remuneration**
- **Discrimination and harassment**
- **Freedom of association and collective bargaining**
- **Indigenous, minorities and marginalised groups**
- **Freedom of expression**
- **Health, safety, and working conditions**
- **Employee development and wellbeing**

***GRI 410-1:** Security personnel trained in human rights policies or procedures

Occupational Health and Safety*

Support at Every Stage

Health and safety are core to how operations are executed, shaping working conditions and standards of performance across the organisation. Efforts are directed towards anticipating risks, improving practices, and integrating these considerations into everyday decision-making, supported by workforce participation and clear accountability.

Grasim has implemented an Occupational Health and Safety Management System (OHSMS) in accordance with ISO 45001. The system brings together risk identification, operational controls, and performance tracking to manage safety in day-to-day operations. Risks are identified through periodic assessments and addressed through preventive maintenance and corrective actions based on root cause analysis. Emergency preparedness planning further supports response readiness at units.

Health and safety responsibilities are defined within the enterprise risk and sustainability structure. The Board-level Risk Management and Sustainability Committee (RMSC) provides an oversight and direction on material safety and sustainability risks, while Business Risk Management Committees (BRMC) and Unit Risk Management Committees (URMC) drive execution at respective levels. Safety KPIs and KRAs are used, to reinforce accountability to leadership roles, connecting safety outcomes with decision-making and operational performance as applicable.

Safety performance is tracked through defined indicators and regular reviews at both management and site levels. Internal and external audits, inspections, and cross-site learning feed into continuous improvement, helping address gaps and support consistency in safety practices.

Occupational Health

Occupational health addresses exposure to workplace risks and the need to protect workforce health during operations. Measures are put in place to identify risks early, provide timely care, and support safe working conditions.

These measures are implemented through defined systems for health monitoring and response at site level.

- **Risk Assessment and monitoring:** Assessment of occupational hazards including dust, noise, chemicals, and ergonomic factors, tailored to job-specific exposures and risk profiles, with controls in place to manage exposure levels.
- **Preventive care and surveillance:** Periodic health check-ups and ongoing medical surveillance to enable early detection, prevention, and management of occupational health risks.
- **Healthcare access:** Well-equipped Occupational Health Centres (OHC) and on-site medical facilities providing routine care and emergency response across sites.
- **Health data and tracking:** Systematic maintenance of health records with appropriate confidentiality controls, regular review of findings to identify trends and enable targeted interventions.
- **Well-being and mental health:** Awareness programmes, counselling, and mental wellness initiatives, along with measures focused on nutrition, heat stress management, ergonomic assessments, and immunisation and vector control programmes.

Support for the extended workforce, including drivers, combines healthcare and wellness programmes delivered through external partners, along with training initiatives focused on stress management, hygiene awareness, and preventive care. This is complemented using digital tools and AI-driven safety solutions, enabling proactive monitoring and timely interventions. In addition, the integration of safety-related KPIs into performance management promotes ownership while supporting overall well-being and sustained performance.

***GRI 403-1:** Occupational health and safety management system, ***GRI 403-2:** Hazard identification, risk assessment, and incident investigation, ***GRI 403-3:** Occupational health services, ***GRI 403-4:** Worker participation, consultation, and communication on occupational health and safety, ***GRI 403-5:** Worker training on occupational health and safety, ***GRI 403-6:** Promotion of worker health, ***GRI 403-8:** Workers covered by an occupational health and safety management system

Workplace Safety

Safety at the workplace is addressed through design features, operational controls, and equipment reliability. Automation is embedded within operations to minimise manual intervention, reduce human error, and ensure better control of process deviations, raising the guardrails.

Process safety is managed through a balanced approach to that focuses on both risks and system resilience. Incidents are reported and investigated in a structured manner, with corrective actions implemented to address root causes. This helps capture learnings from past events and reduces the likelihood of recurrence, supporting continuous improvement in process safety.

Safety as a Culture

1 — Workplace Safety Governance

- SOP-driven safety system and permit-to-work processes
- Workforce fitness validation and compliance checks
- Continuous improvement via audits, safety committees, and ERP

2 — Safety Awareness and Culture

- Toolbox talks and structured training programmes
- Simulation-based training
- Behaviour-Based Safety (BBS) to drive proactive risk identification

3 — Risk Management and Prevention

- HIRA-based risk assessments and action plans
- Conduct regular HAZOP
- Leadership safety rounds to identify and mitigate risks in real time

4 — Incident Reporting and Management

- Robust incident and near-miss reporting systems
- Incident investigation
- Timely corrective actions to prevent recurrence

OHS Training

Health and safety training plays a key role in maintaining a safe and resilient workplace. Immersive tools such as virtual reality are used to simulate scenarios for selected high-risk activities, including work at heights, confined spaces, PPE usage, scaffolding, night operations, and gas cylinder handling, improving readiness at site. Regular refresher programmes cover critical areas such as emergency response, Self-Contained Breathing Apparatus (SCBA) usage, hazardous chemical handling, and safe operating practices.

Emergency preparedness is addressed through periodic mock drills conducted to test response and coordination under simulated emergency conditions. Driver training is aligned to exposure levels, with induction programmes for short-distance drivers and advanced modules for long-distance drivers.



Key Initiatives

Heat Stress Assessments
Assessments conducted to identify exposure risks and improve working conditions

Advanced Controls
Implementation of Lock-Out Tag-Out Try-Out (LOTOTO) and AI-enabled monitoring of PPE compliance and behaviour at identified sites or areas

Digital Risk Identification
Deployment of tools to identify high-risk areas and enable timely action



CASE STUDY

Building a Digitally Integrated Safety Ecosystem

Overview
Grasim has strengthened workplace safety through a set of digitally enabled initiatives that improve operational control and emergency response across key safety processes. These solutions provide greater visibility into ongoing work activities, improve process efficiency, and support a gradual shift towards paperless safety management.

Intervention
The Digital Vehicle Gate Checklist improves entry-level safety through real-time inspections and automated compliance checks, ensuring that only authorised and compliant vehicles and drivers enter the facility.

Within operations, the electronic Permit to Work (e-PTW) system supports the safe execution of high-risk activities through digital permit approvals, LOTOTO verification, and real-time permit tracking. The system improves visibility into ongoing work, supports better control over critical tasks, and creates a digital record of approvals and compliance checks.

Complementing these measures, the Manual Call Point (MCP) system enables quick, location-based emergency alerts, allowing faster communication and timely response during critical situations.

Key Outcomes
- Real-time vehicle inspections and compliance verification
- Streamlined permit approvals for high-risk activities
- Digital LOTOTO verification and audit-ready records
- Faster emergency alert generation and communication

Impact
The integrated digital solutions have increased accountability across safety processes and improved visibility into operational risks. Access to real-time information supports quicker decision-making, while digital records provide greater traceability and consistency in safety management across operations.

Built Around the Customer, Always

‘Customer First’ is not a catchline at Grasim, it’s a culture entrenched in everything we do. Our relentless pursuit of customer satisfaction has helped us build trust in whatever we produce.

We address customer challenges with swift, practical solutions. This ecosystem-wide support is reflected in Birla Opus Assurance, a first-of-its-kind 1-year free repaint warranty covering labour and paint. It also showed in how the business listened to dealers who needed more retail space by introducing smaller tinting machines to free up valuable floor space without asking dealers to compromise. For painters, the business developed spatter-free products that eliminate the mess, making their work cleaner and more efficient.

During the pandemic, the entire country had come to a standstill, but the need for safety only escalated. Our Chemicals business kept on manufacturing and delivering sodium hypochlorite and water treatment chemicals. Although travelling was nearly impossible during the lockdowns, we reached out to over 1,200 cities and towns and more than 1.2 lakh villages, ensuring healthcare facilities didn’t run out of supplies.

Birla Cellulose responded with the same urgency. The team launched an antimicrobial variant of its Liva fabric, eliminating 99% of microbes to provide the comfort customers expected, helping apparel brands to adapt without compromise.

Three businesses with three very different challenges were bound by one consistent thread - listening closely, moving quickly and solving real problems.

FOCUS AREA S2

Customer Trust and Responsibility

Inside this Section → Customer Responsibility

Every customer interaction presents an opportunity to learn, improve, and innovate. By understanding changing needs and responding with agility, products, services, and experiences continue to evolve, supporting stronger relationships and sustained value creation over time.



Key Milestones Achieved

Zero
Customer data breaches

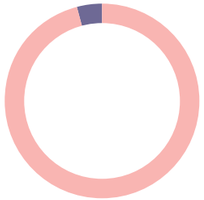
Zero
Instances of product recalls

17
Paints products certified under CII GreenPro

Strategic Enablers

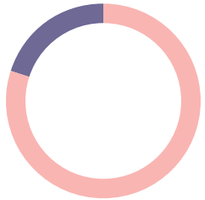
- Quality and reliability excellence
- Sustainability as customer value
- Enhanced digital experience for customers

Performance Overview



Complaints resolved (%)

Resolved	96
Outstanding	4



NPS score business wise* (%)

70-100	80
50-70	20

Forward-looking Priorities

- Advance customer-led innovation
- Expand omni-channel engagement
- Strengthen value chain responsiveness

*excluding Paints and CFY businesses

Customer Responsibility

A Commitment Worth Nurturing

Customer Engagement and Experience

Customers guide how Grasim operates, with a clear focus on responsive engagement, consistent product quality, and strong protection of customer data across all interactions. Systems are in place to capture customer feedback, address concerns promptly, and ensure product safety and compliance with relevant standards, with inputs from customers informing improvements in processes and offerings. Customer insights also shape product development, with increasing attention to sustainable solutions that account for environmental and social considerations alongside performance and reliability. This approach supports consistent service delivery while aligning growth with evolving expectations, ensuring that responsiveness, product performance, and overall customer experience remain strong as operations expand.

Key Initiatives



Opus Assurance
Birla Opus continues to redefine consumer painting experience with its superior product quality offering industry-best product warranty. In August 2025, Birla Opus introduced the industry-first service warranty through 'Opus Assurance' campaign. As part of this assurance, customers who experience any issues within one year of painting will be eligible for complimentary repainting of the affected area. This includes the full cost of paint as well as labour, ensuring a hassle-free resolution and reinforcing our commitment to quality and customer satisfaction. Opus Assurance extended service warranty coverage to thousands of homes and contractors since its launch. In addition, a special EMI Programme was introduced, where Birla Opus offers no-cost EMI for the customers.



PaintCraft
Birla Opus re-imagined the Branded Painting Services model to offer GST compliant services through its franchisee dealers and contractors, ensuring highest quality of service. Reimagined and launched in August 2025, PaintCraft has achieved the fastest scale-up of an organised painting service in the industry, expanding from 11 to over 150 cities within 6 months of launch.



Birla Assure
Birla Assure improves quality management through integrated visibility across fibre and yarn performance. The platform enables better understanding of process and material-related variations, supporting faster resolution of concerns. It strengthens traceability, reduces rework, and supports informed decision-making, contributing to more consistent product outcomes and improved customer experience.



AI and Digital Tools
Deploying AI-enabled tools, including chatbots such as an Automated Virtual Assistant (AVA), to strengthen service delivery and improve information access, while leveraging digital technologies to deliver personalized experiences, enhance engagement, anticipate evolving customer needs, and streamline interactions across all touchpoints.

Product Safety and Information Transparency*

Product safety and accurate labelling remain integral to customer assurance and regulatory compliance. Defined internal review mechanisms are in place to ensure that all product information, packaging details, and marketing communications meet applicable requirements. To enhance transparency, sustainability credentials and product-related information are communicated through digital platforms, with availability of safety data sheets, lifecycle assessments, and product carbon footprints for relevant products across domestic and international markets. For instance, GreenTrack from Cellulosic Fibres business is scaling digital traceability to provide customers with enhanced visibility into product provenance, sustainability credentials, and responsible sourcing. Regular monitoring helps identify gaps and drive corrective action where required.

Customer Privacy and Data Protection#

Customer data is managed through defined Information Security Systems and controlled access protocols. Policies are in place to safeguard confidentiality, prevent unauthorised access, and ensure compliance with applicable requirements. Monitoring mechanisms support early identification of risks, while regular reviews maintain the integrity and security of customer information across operations.

Customer Satisfaction

Customer satisfaction is tracked through continuous engagement across key accounts and channels. Feedback is captured through surveys, with Net Promoter Score (NPS) used as a key metric to measure customer experience. Inputs are also gathered through ongoing interactions such as meetings, visits, and digital channels to maintain a current view of customer expectations. Insights are reviewed periodically and shared across teams to support timely actions, with focus areas such as product innovation, complaint resolution, and service delivery addressed through targeted interventions.

Net Promoter Scores

- **Cellulosic Staple Fibres: 64%**
- **Chlor-Alkali: 70%**
- **Specialty Chemicals: 79%**
- **B2B E-commerce: 92%**
- **Insulators: 89%**



***GRI 417-1:** Requirements for product and service information and labeling,
#GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data

Building Resilient Communities

Grasim's CSR journey is about enabling communities to build a better future. Across villages, focused interventions in water, livelihoods, education, healthcare and women's empowerment are creating measurable and lasting change.

Across water-stressed regions, investments in watershed structures, farm ponds and check dams have improved irrigation and helped farmers cultivate additional crop cycles. This has raised agricultural productivity by 15-30% and farm incomes by 20-35%. Livelihood programmes have further opened income opportunities, with 70-90% of trained beneficiaries reporting increased or sustained earnings.

The impact is equally visible in schools and households. Better learning infrastructure has improved student attendance by 10–20%, while women-led Self-Help Groups have achieved repayment rates above 95%.

Women in livelihood programmes have also seen household incomes rise by 20–40%, strengthening confidence and decision-making. Together, these initiatives show how our CSR imperative is moving beyond service delivery to build capable, resilient and self-sustaining communities.

FOCUS AREA S3

Community Prosperity and Inclusion*

Inside this Section → Corporate Social Responsibility#

Our dedication to communities living around us has developed a firm bonding. Through meaningful Corporate Social Responsibility, we invest in upgrading the lives of people, while our approach of inclusivity creates opportunity, and builds shared prosperity for them. We believe that when communities thrive, so does our business, forging a future that is equitable and sustainable.



Key Milestones Achieved

388
Villages and slums covered under CSR interventions

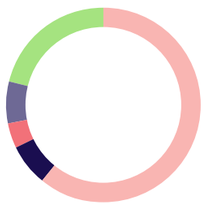
36%
Beneficiaries from vulnerable and marginalised groups

10%
CSR Expenses of Statutory Profit

Strategic Enablers

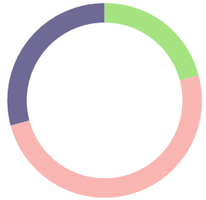
- Strategic CSR governance and oversight
- Community-informed program design and prioritisation
- Outcome-driven impact measurement and evaluation

Performance Overview



CSR beneficiaries (%)

Healthcare	61
Education	7
Sustainable Livelihood	4
Infrastructural	7
Social Welfare	21



Total field force (%)

On ground	21
Hospital / Dispensary	50
Schools	29

Forward-looking Priorities

- Advance impact measurement frameworks
- Deepen purpose-driven partnerships
- Scale employee volunteering and social engagement

***GRI 203-1:** Infrastructure investments and services supported, ***GRI 203-2:** Significant indirect economic impacts,
#GRI 413-1: Operations with local community engagement, impact assessments, and development programs

Corporate Social Responsibility

Towards an Inclusive Growth

Our approach to social responsibility is anchored in the belief that development must be inclusive, outcome-oriented, and sustainable. The focus remains on creating tangible impact in underserved communities, while supporting long-term community resilience and self-reliance. This aligns with the Group's 'We Care' philosophy, where business growth and community well-being are deeply interconnected. Social responsibility is therefore embedded in our operating ethos and community engagement approach. Guided by the CSR Policy, our efforts are directed toward delivering meaningful outcomes that contribute to long-term socio-economic development.

Across 17 locations spanning 9 states, 15 districts, and 21 blocks, initiatives have reached 316 villages and 72 slums. Behind every number lies a story of greater access, enhanced opportunities, and transformed futures.

CSR Governance

Oversight is anchored in a structured governance framework that brings consistency and accountability to our CSR efforts. The Corporate Social Responsibility Committee of the Board guides overall direction, reviewing annual plans, resource allocation, and progress, with strategic direction and policy alignment supported by the Aditya Birla Centre for Community Initiatives and Rural Development (ABCCIRD).

At the implementation level, a decentralised model ensures strong on-ground ownership. Each location operates through a dedicated CSR Cell, led by a CSR Head responsible for execution and monitoring. Regular reviews, impact assessments, and feedback loops help keep programmes aligned with intended outcomes, while allowing the flexibility needed to respond to local realities.

CSR Strategy

The approach begins with understanding the local needs. Baseline assessments map local realities across health, education, livelihoods, infrastructure, and broader socio-economic conditions, guiding programme design and resource deployment. Close engagement with communities remains central. Regular dialogue with local residents, panchayats, and other stakeholders ensures that interventions remain relevant, while structured feedback mechanisms allow programmes to adjust as needs evolve.

Effectiveness is tracked through regular site visits, stakeholder consultations, and documented feedback. Both qualitative and quantitative insights are reviewed and fed back into planning cycles to strengthen outcomes. A formal grievance redressal mechanism reinforces accountability, providing accessible local channels for communities to raise concerns, with all inputs recorded, time-bound responses ensured, and corrective actions followed through.

Employee volunteering continues to be an integral part of this approach, with participation in initiatives such as health camps, blood donation drives, awareness sessions, and the distribution of essential supplies, including medicines, food support, and other necessities.







Education

Education remains central to how we engage with communities, shaping opportunities well beyond the classroom. Our effort is to support learners across their journey, from early education through continued pathways, by enabling consistent and meaningful access, reducing barriers that often lead to drop-off, and guiding individuals toward informed higher education choices. This includes strengthening access to digital learning, fostering inclusive opportunities for young girls and women, and ensuring that education is not only within reach, but also relevant, equitable, and able to create a lasting difference in their lives.

89,561
Beneficiaries

Learning Infrastructure and Resources

School renovation: Improved infrastructure across multiple locations, benefitting 1,250 students with safer and more conducive learning spaces.

Education material and uniform distribution: Provided 9,564 students with essential learning materials and uniforms, reducing barriers to school participation.

Bridging Learning Gaps

Project Disha - Digital literacy: Enabled 10,120 students to access digital learning through smart classrooms and exposure to AI tools.

Quality Education Project: Reached 51,870 students by capacity building session sessions for teachers, parents and students.

Driving Enrolment and Participation

School Enrolment Drive: Enabled enrolment of 5,980 students across 84 schools through targeted outreach.

Scholarships: Supported 294 students from underserved backgrounds with financial assistance to continue their education.

Roshni – Adult Literacy for Women

Overview

Women's illiteracy remains a significant barrier to accessing information, government services, and opportunities for social and economic participation. Recognising this challenge, the Roshni programme was launched in the villages of Rantola and Kirwani in Uttar Pradesh to bring underprivileged and marginalised women out of the darkness of illiteracy.

Background and Context

Baseline conditions: Prior to the intervention, the communities faced socio-economic challenges and a lack of awareness about health and hygiene.

Rationale for project selection: The project was chosen in this geography and thematic area due to the high prevalence of women's illiteracy in Rantola and Kirwani villages, which significantly limited women's access to education, awareness of government schemes, and socio-economic development opportunities.

Alignment with CSR Policy and Priorities: The initiative aligns closely with the Company's CSR Policy and Schedule VII of the Companies Act, 2013, as it focuses on the promotion of education and women's empowerment. The initiative contributes to building human capital, enhancing social awareness, and fostering sustainable community development, thereby fulfilling both statutory CSR requirements and the Company's commitment to responsible and inclusive growth.

Stakeholder engagement: Community members were engaged through local meetings and surveys, with inputs from village Pradhans to identify needs and ensure active participation during project planning.

Project Design and Execution

Implementation approach: The project was designed and implemented through a community-based approach, using surveys to identify beneficiaries, followed by structured literacy sessions and local facilitation to ensure effective delivery and participation.

Partners and roles: The project was implemented in partnership with Kashyap Divya Jyoti, who supported beneficiary identification, mobilisation, and delivery of literacy activities, ensuring effective grassroots execution.

Project Governance and monitoring: It was ensured through periodic visits to the learning centres to review activities, assess participants' learning progress, and provide necessary guidance and support.

Spend/investment challenges and mitigation measures: During implementation, key challenges included irregular attendance due to household responsibilities, low initial motivation among participants, and varying learning pace levels.

Outcome and Impact

Quantitative: The project benefitted 50 women the villages of Rantola and Kirwani, facilitating their enrolment in literacy learning centres and delivering basic education services through regular sessions and monitoring visits.

Qualitative impact: The initiative led to improved literacy skills, self-confidence, and awareness among the beneficiaries, helping them better access healthcare information, government schemes, and participate more actively in family and community decision-making.

Long-term social value: By promoting basic literacy and awareness, the project contributes to long-term empowerment, self-reliance, and social inclusion of women, fostering sustained community development and breaking the cycle of illiteracy.

Alignment with organisational objectives: The initiative supports the social development priorities of Grasim Industries Limited and the Aditya Birla Group by focusing on education, women empowerment, and inclusive growth, aligning with their commitment to responsible and sustainable community development.

Sustainability and Future Outlook

Project sustainability: The benefits of the project will be sustained through continued community participation, improved literacy-based confidence among women, and ongoing support from local facilitators, enabling beneficiaries to independently apply their learning in daily life beyond the CSR funding period.

Scope for replication or scaling: The initiative can be replicated in other nearby villages with similar literacy gaps and beneficiaries.

Way forward: The project is covered under the Company's statutory CSR disclosures and reported through relevant sections of the BRSR / Integrated Report, highlighting outcomes related to education, women's empowerment, and community development

Changed the lives of

50

women









Healthcare

Healthcare, for us, is about building stronger foundations for well-being within the communities we are part of. The focus is on making care accessible, encouraging early intervention, and deepening awareness in ways that help prevent, not just treat, while working towards the gradual reduction and eventual eradication of preventable diseases.

7,72,632
Beneficiaries





Expanding Access to Healthcare Services

OPD services: Provided primary and specialised healthcare access to 2,14,178 individuals across Nagda, Kharach, Veraval and Harihar.

Multi-Speciality health camps: Benefitted 36,081 individuals through 228 camps, offering specialised care across gynaecology, paediatrics, orthopaedics, cardiology, and other critical areas.

Strengthening Preventive and Community Healthcare

Immunization programme: Covered 38,101 beneficiaries, supporting immunisation against diseases such as polio, hepatitis B, diphtheria, and tetanus.

Mother and child healthcare: Supported 16,729 women and children through 477 camps, addressing immunisation, nutrition, and maternal health needs.

Improving Basic Amenities and Inclusive Care

Safe drinking water supply: Enabled access to clean drinking water for 2,87,627 individuals via RO plants, tankers across 45 villages.

Support to special needs individuals: Assisted 430 individuals through targeted support in Nagda and Vilayat, improving access to care and essential services.

Menstrual Hygiene and Cervical Cancer Awareness Initiative

Overview

To address limited awareness of menstrual hygiene, reproductive health, and cervical cancer prevention among adolescent girls and women (12–49 years) in nearby rural and semi-urban communities. Aimed to improve knowledge on menstrual hygiene management, reproductive health, and cervical cancer prevention, promote the adoption of safe, cost-effective, and environmentally sustainable reusable sanitary pads, and encourage positive behavioural change by reducing stigma associated with menstruation and women's health.

Background and Context

Baseline conditions: The project area predominantly consists of rural households with moderate literacy levels among women. Baseline observations indicated low menstrual health awareness, dependence on unsafe alternatives, and limited uptake of cervical cancer screening service.

Rationale for project selection: Women's health is a critical yet under-addressed issue in the region. The initiative was selected to bridge awareness gaps, improve preventive healthcare access, and align with national priorities on menstrual hygiene management and non-communicable disease prevention.

Alignment with CSR policy and priorities: It follows Grasim Industries Limited CSR Policy focusing on preventive healthcare and community well-being. Schedule VII of the Companies Act, 2013 is also followed to promote health care, including preventive health care and sanitation, and key material social issues such as women's health, hygiene, and environmental sustainability.

Stakeholder engagement: Consultations were held with the Taluka Health Office, ASHA workers, Anganwadi staff, school authorities, and community leaders to identify needs, mobilise beneficiaries, and design culturally appropriate awareness sessions.

Project Design and Execution

Implementation approach: The project adopted a community-based approach through awareness workshops and interactive sessions on menstrual hygiene and cervical cancer. Demonstrations were held on the use, cleaning, and storage of reusable sanitary pads. Led the distribution of reusable sanitary pad kits, and dissemination of referral information for cervical cancer screening under government programmes.

Partners and roles: The Company provided funding, overall project oversight, and coordination, while the Taluka Health Office offered technical guidance and medical expertise, and ASHA as well as Anganwadi workers supported community mobilisation, follow-up, and beneficiary engagement.

Project governance and monitoring : Regular coordination meetings, field monitoring visits, a, beneficiary feedback, and review by the CSR team ensured effective implementation.





Outcomes and impact

Quantitative: Awareness sessions were successfully conducted across 22 villages in the project catchment area.

Over 1,000 women and adolescent girls were sensitised on menstrual hygiene management, reproductive health, and cervical cancer prevention. 800 reusable sanitary pad kits were distributed to promote safe, affordable, and environmentally sustainable menstrual practices.

The initiative led to a significant increase in awareness regarding:

- Cervical cancer symptoms, prevention, and early screening
- Proper menstrual hygiene practices
- Benefits and correct usage of reusable sanitary pads

Qualitative impact: Improved knowledge and confidence among women and adolescent girls to openly discuss menstrual and reproductive health issues led to a reduction in myths and stigma associated with menstruation. Further, increased willingness to adopt reusable sanitary pads as a hygienic and eco-friendly alternative, and enhanced health-seeking behaviour.

Long-term social value: The initiative aligns closely with the social development priorities by strengthening preventive healthcare, promoting women's empowerment, and enabling inclusive growth. It demonstrates the Group's commitment to enhancing quality of life in communities around its operations by addressing critical gaps in women's health through awareness, capacity building, and sustainable practices

Alignment with organisational objectives: The initiative aligns strongly with the social development priorities of Grasim Industries Limited Group by promoting preventive healthcare, women's empowerment, and inclusive growth. It reinforces the Group's commitment to enhancing quality of life in communities around its operations, with focused attention on underserved aspects of women's health. By implementing awareness, capacity building, and environmental sustainability, the initiative reflects the Group's ethos of responsible business and long-term value creation.

Sustainability and Future Outlook

Sustainability is ensured through continuous engagement of community health workers (ASHA/ ANM), availability of reusable sanitary pads with long usage cycles, and integration of awareness messaging with ongoing government health programs. Knowledge imparted during sessions enables beneficiaries to continue safe practices independently beyond the CSR funding period.

Scope for replication or scaling: The initiative has strong potential for replication and scaling across other Grasim Industries locations and nearby rural communities. The community-based model, partnership with government health machinery, and relatively low-cost intervention make it scalable with minimal resource intensification.

Way forward

- Conduct refresher and follow-up awareness sessions
- Expand coverage to schools and adolescent health programmes
- Strengthen linkage with cervical cancer screening and HPV vaccination drives
- Introduce peer educators and community champions for wider outreach
- Capacity building training of health volunteers

1,000+

Women and adolescents sensitised on menstrual hygiene







Sustainable Livelihood

Livelihood efforts are rooted in the idea that lasting change comes from within communities. The focus has been on strengthening local capabilities, whether through skills, small enterprises, or better use of available resources, so that individuals and families can build steady, self-sustaining incomes. This includes supporting women-led and self-help groups, enabling greater participation, financial independence, and shared resilience within communities.

51,536

Beneficiaries

Strengthening Natural Resource-Based Livelihoods

Water Harvesting Structures: Supported 7,879 individuals through creation of 12 water harvesting structures, improving water availability for agriculture.

Plantation: Benefited 10,145 individuals through large-scale plantation drives across multiple locations. Supported environmental restoration while creating supplementary livelihood opportunities.

Enhancing Farm and Allied Livelihoods

Animal Husbandry: Reached 18,301 farmers through 240 veterinary camps, immunisation, and dairy training programmes. Improved livestock health and productivity.

Sustainable Farming: Supported 5,373 farmers, including 1,759 FPO members through training in sustainable farming practices and soil health management.

Building Skills and Livelihood Opportunities

Skills Training Programmes: Enabled 3,180 individuals to gain employable skills across trades such as tailoring, computer literacy handicrafts, and more.

Self-Help Groups (SHGs): Benefited 4,620 women through 453 self-help groups, strengthening financial inclusion and collective enterprise.

CASE STUDY

Resilient and Sustainable Agriculture Development Programme (RSADP–II)

Overview

Small and marginal farmers often face challenges such as climate variability, rising input costs, and limited access to sustainable farming solutions. To strengthen agricultural resilience and improve rural livelihoods, the Resilient and Sustainable Agriculture Development Programme (RSADP–II) was implemented in the Nagda region, focusing on climate-smart practices, resource efficiency, and community-led agricultural development.

Intervention

The programme focussed on enhancing farm sustainability through improved resource management, climate-adaptive practices, and capacity building. Farmers were supported through interventions such as vermicomposting, bio-resource input centres, multilayer cultivation, and climate-protected farming solutions to improve soil health, optimise resource use, and enable diversified cultivation. The initiative also provided access to soil testing services, promoted Integrated Pest Management (IPM) practices, and supported floriculture.

Key Outcomes

- **Strengthened sustainable agriculture**: Established 100 vermicompost units and 5 bio-resource input centres to promote eco-friendly farming practices
- **Enhanced farm productivity**: Supported 25 multilayer cultivation plots and 13 climate-protected net houses for improved cultivation outcomes
- **Improved decision-making**: Enabled farmers with rapid soil testing services and better crop management practices
- **Promoted diversification**: Encouraged floriculture and integrated farming approaches to support additional livelihood opportunities
- **Built climate resilience**: Improved preparedness among farmers through sustainable practices and climate-adaptive interventions

Impact

The programme has contributed to building a more resilient farming ecosystem in Nagda by improving soil health, reducing input costs, and enhancing productivity for small and marginal farmers. Through sustainable practices, improved access to resources, and strengthened farmer capabilities, RSADP–II is enabling more stable livelihoods, year-round cultivation, and environmentally responsible agricultural growth.

Infrastructure Development

In many rural communities, everyday life is shaped by access to basic services. We work alongside these communities to build what matters most: reliable roads, essential infrastructure, and easier access to vital amenities. As these foundations take root, daily challenges begin to ease, opportunities grow, and communities become more connected and resilient.

91,154
Beneficiaries

Project Nirman

The initiative has improved rural connectivity through better road infrastructure, expanded access to safe drinking water via piped systems, strengthened community assets such as shared spaces, enhanced water security through conservation efforts and pond development, and supported improved learning conditions by upgrading school infrastructure. These collectively contributed to stronger, more resilient communities and an improved quality of life.

Social Reforms and Development

Change doesn't happen overnight. It begins with conversations, with questions, and with the courage to rethink what has always been. We engage closely with communities, raising awareness, encouraging dialogue, and advocating for more equitable ways forward. As old barriers slowly give way, spaces open up for dignity, inclusion, and equal opportunity. What emerges is not just reform, but a shared journey toward a more just and inclusive society.



2,57,933
Beneficiaries

Community Awareness and Social Wellbeing

Road Safety Programme:
Reached 3,463 individuals through 87 programmes, awareness on safe road practices was strengthened in areas including Nagda, BB Puram, Renukoot, and Karwar.

Mass Marriage Initiative:
Supported 454 beneficiaries in Veraval and Harihar, the initiative promoted dignity, social inclusion, and reduced financial burden for families through collective marriage ceremonies.

Cultural Preservation and Community Development

Art and Cultural Programme:
Benefitted 1,61,874 individuals in regions like Ganjam and Kalyan, these programmes fostered cultural expression, strengthened community bonds, and revived local traditions.

Need /Impact Assesment:
Covered 21,132 individuals across multiple locations, these assessments enabled better understanding of community needs, ensuring more targeted, relevant, and effective interventions.

CSR Impact Assessment

CSR impact assessment of our education initiatives across five locations evaluated outcomes for ~26,000 beneficiaries. The programme delivered strong foundational gains, with 88% of respondents observing that children show greater interest in learning. All respondents confirmed that serving as a shikshak enhanced their confidence and increased the respect they receive within the community.

Further, 99% of respondents indicated that without scholarship support, they would not be able to continue their daughter's education, reflecting the critical importance of financial assistance. Overall, our social capital initiatives continue to create meaningful and measurable impact across communities by strengthening education, healthcare, sustainability livelihood, infrastructure, and social welfare, reflecting our commitment to inclusive and sustainable development, while addressing critical socio-economic challenges at the grassroots level.

Environmental Stewardship



FOCUS AREAS

E1 Climate and Energy Transition

E2 Resources and Ecosystems

UN SDGs Linkage

Striking a Fine Balance

We view environmental performance as an outcome of how resources are managed, operations are scaled, and business activities respond to evolving environmental challenges. As production scales across businesses, the focus remains on managing energy use, reducing emissions, and increasing cleaner energy sources in a way that addresses climate change while supporting operational stability.

Resource flows are treated with the same rigor, where water, materials, and waste are continuously managed with an emphasis on resource efficiency and circularity.

This focus is built on trust, where performance is driven by reliable measurement, consistent processes, and clarity in how environmental outcomes are managed across locations. This trust is supported by the ability to track and respond to changes in resource use, allowing performance to be managed consistently and transparently.

Efforts also extend to how operations interact with the surrounding environment, with attention to potential impacts on the ecosystem. As the business grows, the intent is to scale with purpose, with the aim of advancing energy and resource efficiency alongside expansion. This enables more informed management of environmental impact as the business scales, providing sharper insights and supporting a more deliberate, data-informed approach to sustainability.

What Matters Most to Our Stakeholders



Building Responsibly for the Future

Long before sustainability became a boardroom priority, Grasim was already embedding it into its operations. Its journey began early: in 1997, its cement unit became India's first to receive ISO 14001 certification, followed by OHSAS 18001 in 2001. As global reporting standards evolved, Grasim published its Sustainability report for Cement business, adopting the GRI G3 Guidelines in FY 2007-08.

This intent continues to deepen till-date. In 2025, Grasim's Cellulosic Fibres business was ranked highest rating of 'Dark Green Shirt' in the Canopy Hot Button Report, for the sixth consecutive year. Likewise, Grasim's Chemicals business, Recyclamine® technology is enabling recovery of both fibre and resin from end-of-life wind turbine blades, turning waste into recyclable composite solutions.

Continuing on its Sustainability journey, with its 2024 decarbonisation roadmap, Grasim is now carrying this legacy towards net-zero operations by 2050, ahead of India's 2070 ambition.

Together, these milestones show that Sustainability at Grasim is not a separate initiative, but a way of building enduring businesses with responsibility and purpose.

FOCUS AREA E1

Climate and Energy Transition

Inside this section → Climate Change, Energy and Emissions Management

Energy transition plays an important role in advancing sustainability and improving operational efficiency. The increasing adoption of cleaner energy sources, along with energy management initiatives, helps optimise energy use, reduce dependence on fossil fuels, and lower emissions. These efforts also support climate action, strengthen resilience to climate-related challenges, and contribute to long-term decarbonisation goals and business continuity.



Key Milestones Achieved

100%
Sites assessed for climate risks

36%
Electricity procured from renewable sources

13%
Reduction in emission intensity*#

Strategic Enablers

- Energy, emissions and climate oversight
- Renewable energy transition and diversified sourcing
- Process innovation and technology-enabled energy optimisation

Performance Overview



Energy Consumption (%)^

Renewable	8
Non-renewable	92



GHG Emissions (%)**

Scope 1	42
Scope 2	8
Scope 3	50

Forward-looking Priorities

- Increase share of renewable energy and low carbon fuel alternatives
- Scale electrification of operations
- Strengthen climate resilience

* Scope 1 & 2 Emission intensity per tonne of production as compared to FY 2024-25

#GRI 302-3: Energy intensity, **^GRI 302-1:** Energy consumption within the organization, ****GRI 305-1:** Direct (Scope 1) GHG emissions, ****GRI 305-2:** Energy indirect (Scope 2) GHG emissions, ****GRI 305-3:** Other indirect (Scope 3) GHG emissions

Climate Change

Progress Shaped by Climate Responsibility

Climate-related risks and opportunities are considered in efforts to strengthen operational resilience and optimise resource efficiency across manufacturing operations and input dependencies, particularly in resource-intensive and geographically-diverse environments. Grasim recognises that these opportunities and associated considerations differ by business, given variations in processes and exposure profiles. The response is guided by a science-based approach and ambition to become Net Zero by 2050 (covering Scope 1 and Scope 2 emissions), in line with the Paris Agreement objective of limiting global temperature rise to well below 2°C. Actions are calibrated through defined transition roadmap that balance operational stability with movement towards lower-emission systems. Consistent efforts are being made to extend climate considerations through the value chain, to ensure that decisions take into account both immediate operating requirements and longer-term shifts in the external environment, while addressing both risks and opportunities.

Governance and Accountability

Oversight on climate-related matters rests with the Risk Management and Sustainability Committee (RMSC), which reviews developments, monitors progress and provides direction. The Committee is supported by the Chief Sustainability Officer (CSO) to maintain alignment with long-term commitments and applicable policies. With guidance from the CSO, the responsibility for execution is distributed across business units, where business heads and site-level teams drive implementation. Climate responsibilities are progressively forming a part of key result areas (KRAs). Wherever applicable, climate responsibilities are integrated into business planning, capital allocation and operational processes. These considerations are factored into decision-making, where inputs are evaluated alongside operational and financial factors and incorporated into internal reviews.

Decarbonisation Levers

Energy Use Optimisation

Improving energy intensity through process optimisation and high-efficiency equipment upgrades.

Renewable Energy Integration

Increasing the share of solar, wind and biomass in power, steam and heat generation.

Sustainable Product Innovation

Designing lower-impact products using alternative materials, recycled inputs and lifecycle-based innovation.

Carbon Sequestration Measures

Sequestering residual emissions through afforestation measures and nature-based solutions.



Internal Carbon Pricing

Grasim applies an internal carbon pricing (ICP) mechanism on a standalone basis, with a shadow price of USD 20 per metric tonne of CO_2e for Scope 1 and 2 emissions. This mechanism is used to assess potential regulatory exposure and guide decisions on energy efficiency, low-carbon investments and transition opportunities. It supports integration of carbon considerations into operational and financial planning.

Climate Risk Assessment

Climate risk assessment has been carried out across 100% of manufacturing sites to evaluate exposure to both physical and transition factors. The assessment draws on historical climate baselines and forward-looking projections derived from IPCC AR6 scenarios, combined with scenario-based analysis to understand potential impacts over short (0–3 years), medium (4–10 years) and long-term (11–20 years) horizons, and their linkage to business planning cycles.

Physical risks are assessed using SSP1–2.6, SSP2–4.5 and SSP5–8.5 pathways, representing low, intermediate and high emission trajectories. Transition risks are evaluated with reference to the IEA Net Zero Emissions 2050 pathway along with SSP1–1.9 and SSP1–2.6 scenarios. Site-level exposure is analysed using the Climate Change Knowledge Portal, WRI Aqueduct, ThinkHazard, Indian Meteorological datasets and the Vulnerability Atlas of India, enabling location-specific risk visibility.

The above process draws on IFRS S2 climate-related disclosure requirements and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), supporting identification of exposures and prioritisation of risks.

Climate Risks and Opportunities

Acute and chronic physical risks can influence Grasim's operations by affecting operating conditions, resource availability, infrastructure stability and supply chain continuity. These risks can lead to production disruptions, changes in energy and resource demand, increased operating costs and variability in production planning over time.

Transition risks arise from evolving regulatory requirements, disclosure expectations, shifts in technology and changing market dynamics, with implications for compliance obligations, cost structures and competitive positioning.

In response, mitigation measures are implemented across identified locations to address climate-related risks. For instance, the Company has made provisions for workforce well-being during extreme weather, improvements in water availability through reuse systems and alternative sourcing, and adoption of energy-efficient technologies. Efforts also cover infrastructure upgrades, including construction of flood barriers, logistics planning and contingency measures to address potential disruptions. These conditions also present opportunities linked to evolving market requirements and efficiency gains.



Enabling Clean Energy Transition (RE Integration) through 220 kV Grid Integration at Vilayat

Grasim commissioned a 220 kV State Transmission Utility (STU) transmission line and Gas Insulated Substation (GIS) at Vilayat to enhance power reliability, reduce transmission losses, and enable integration with the state grid, facilitating greater access to grid-based renewable energy.

The project included development of transmission infrastructure, underground cabling, and advanced substation systems, thus supporting high-capacity power intake of the unit.

Up-gradation from a lower voltage system to 220 kV was executed through detailed system planning, ensuring seamless changeover and stable operations. This upgrade enables enhanced integration of renewable energy (RE), reduces dependence on conventional captive power sources, and contributes to a lower product carbon footprint.

Energy and Emissions Management

Towards a Lower-carbon Future

Energy and greenhouse gas (GHG) emissions management is closely linked to operational efficiency, cost control and long-term transition priorities across businesses. Assessments are undertaken to identify optimisation opportunities, supported by digital monitoring systems, standardised methodologies, and defined business and unit-level KPIs to ensure consistent tracking and reporting.

Implementation is driven through cross-functional teams, with initiatives namely, process improvements, technology upgrades, fuel optimisation, and renewable energy adoption. Performance is periodically reviewed through established governance mechanisms, aligned with enterprise risk management and sustainability objectives. These efforts support reductions in energy intensity and Scope 1 and Scope 2 emissions, while improving operational reliability and contributing to long term climate commitments, including progress towards Net Zero. Scope 3 emissions are also progressively addressed through targeted reduction measures across the value chain.

Non-GHG Emissions Management

Non-GHG emissions, including SOx, NOx, Suspended Particulate Matter (SPM) and Volatile Organic Compounds (VOCs), are managed through pollution abatement technologies such as electrostatic precipitators, scrubbers and bag filters installed at manufacturing units in accordance with applicable norms. Emissions are continuously tracked using Continuous Emission Monitoring Systems (CEMS), along with Ambient Air Quality (AAQ) monitoring at the site level, helping inform targeted actions to keep emissions within prescribed limits. The use of cleaner fuels and process improvements further helps reduce emissions at source and maintain compliance with applicable standards.

Key Initiatives



Chiller and Cooling Tower Automation
Control systems were integrated for chillers, pumps and cooling towers using real-time process parameters, replacing manual operation with load-based dynamic control and improving consistency in system operations.



Nitrogen Compressor Automation
Compressor operations were linked to receiver tank pressure, enabling demand-based control and eliminating idle running during non-production periods.



DCS-based Lighting System
Centralised lighting Centralised lighting control using Distributed Control System (DCS) enabled programmable operating modes aligned with occupancy and production requirements, replacing manual switching with controlled operation.



Process Optimisation in Pumps and Chilled Water Systems
Process improvements, including pump resizing, pipeline modification, and elimination of redundant motors across chilled water and condenser systems, reduced system losses and improved operational efficiency.



Steam System Optimisation for Thermal Efficiency
Installation of a steam Pressure Reducing Station (PRS) optimised steam utilisation and reduced excess pressure losses, improving thermal efficiency.

FOCUS AREA E2

Resources and Ecosystems

Inside this section → Water Stewardship^, Waste Management^^, Biodiversity, Environmental Compliance

Water management, waste circularity, and biodiversity conservation are material priorities at Grasim. The Company has built a water optimisation framework for circularity that reduces freshwater consumption and waste generation, while integrating biodiversity conservation to mitigate ecological risks.



Key Milestones Achieved

11%
Reduction in water consumption intensity*

95%
Waste diverted from landfill

11+ lakh
Cumulative trees planted

Strategic Enablers

- Policy-driven governance for resources and ecosystem management
- Focused capital allocation for resource efficiency measures
- Data-driven performance tracking and decision making

Performance Overview



Water withdrawal# (%)

Surface water	60
Sea water	12
Ground water	5
Third party	23



Total waste managed## (%)

Reuse	10
Recycle	79
Recovery	6
Landfilling	5

Forward-looking Priorities

- Strengthen water risk assessment to enhance visibility
- Increasing waste circularity
- Progress towards No Net Loss (NNL) implementation

* per tonne of production compared to FY 2024-25.
#Includes rainwater | ##Incineration accounts for 0.02% of total waste managed

^GRI 303-1: Interactions with water as a shared resource, **^GRI 303-2:** Management of water discharge-related impacts, **^GRI 303-3:** Water withdrawal, **^^GRI 306-4:** Waste diverted from disposal, **^^GRI 306-5:** Waste directed to disposal

Water Stewardship

Every Drop Matters

Responsible Water Use and Management

Water stewardship at Grasim is anchored in efficient utilisation, circularity, and risk management. Water use is evaluated to optimise opportunities and reduce freshwater usage. We recycle, reuse, and responsibly discharge wastes. Our strong governance mechanism ensures operational discipline and regulatory compliance to support resilience to water-related risks.

Water Risk Assessment

A comprehensive assessment process is applied to evaluate both dependency and impact related water risks. Dependency risks are analysed by assessing freshwater reliance and regional availability, while impact considerations focus on effects on ecosystems, water quality, and community access. Analytical tools such as the WRI Aqueduct Water Risk Atlas provide insights into baseline water stress, drought exposure, and flood risks, enabling informed strategic decisions.

Mitigation measures include deployment of ZLD systems, rainwater harvesting, desalinated plants, etc. at identified locations. These initiatives help reduce freshwater withdrawal, enhance recycling, and improve resilience to water variability.

Key Initiatives



ZLD Optimisation through ATFD and High-Pressure RO
Enhancements in ZLD systems included installation of additional Agitated Thin Film Dryer (ATFD) units and a high-pressure Reverse Osmosis (RO) system to improve salt separation and water recovery. These measures reduced treatment loads, optimised system performance, and enabled reuse of recovered salts, supporting efficient resource utilisation and reduced overall water intensity.



Water Conservation and Reuse Initiatives
Water efficiency measures included implementation of seal water recovery systems, optimisation of cooling tower operations, and integration of ultrafiltration in sewage treatment for reuse. These initiatives reduced freshwater dependency, improved water reuse, and enhanced overall water management across operations.

Building Water Resilience through Rainwater Reuse

During FY 2025–26, our Cheyyar plant achieved a significant water stewardship milestone by operating exclusively on harvested rainwater for a period of seven months. The harvested rainwater, after undergoing filtration and sedimentation at a dedicated treatment facility, was utilised across paint manufacturing processes as well as utility applications. Advanced sensor-based monitoring systems continuously tracked key water quality parameters, including pH and Total Dissolved Solids (TDS), ensuring suitability for operational use. Beyond reducing dependence on freshwater sources, the initiative also contributed to mitigating local flooding risks and preventing soil erosion, reinforcing the plant's commitment to sustainable water management and climate resilience.

Waste Management*

Closing the Loop Responsibly

Waste Management and Circularity

Waste management is driven by minimising generation, improving resource utilisation, and increasing material recovery. Waste streams are assessed to identify opportunities for reduction, reuse, and recovery, supported by process improvements and operational controls. Segregation and handling practices are applied across all sites, ensuring appropriate management of all types of hazardous and non-hazardous waste in line with regulatory requirements. Waste audits are conducted to identify areas for improving efficiency and reducing waste generation, supporting informed operational actions. Compliance with Central and State Pollution Control Board is maintained through authorised agencies for treatment and disposal.

Extended Producer Responsibility

Plastic packaging remains integral to our product distribution, and we recognise our responsibility for its end-of-life management. In alignment with the Plastic Waste Management (Amendment) Rules, 2026 and subsequent amendments, we continue to operate as a registered Brand Owner on the Central Pollution Control Board (CPCB) portal.

In FY 2025-26, plastic packaging waste collected was 19,241 MT, representing 100% recovery of plastic introduced into the market in the previous financial year. 9,703 MT was recycled, while 9,538 MT was directed to co-processing and other end-of-life disposal methods.

A significant share of our packaging is recyclable in nature. For non-recyclable fractions, alternatives such as waste to energy and material substitution are being evaluated across businesses.

Key Initiatives



Renew Rethink: Landfill Waste to Renewable Energy
A detailed assessment of landfill waste enabled identification and testing of viable conversion pathways. Flax dust and fibre residues are converted into boiler fuel using adapted machinery following successful trials. The initiative diverts waste from landfill, supports reduction of fossil fuel use, and strengthens circular utilisation of operational waste streams within manufacturing processes.



Circularity in Polypropylene Cones
Polypropylene cones used in yarn winding are systematically collected, cleaned, and quality-checked for multiple reuse cycles before being recycled at end-of-life. This approach reduces dependence on virgin plastic and diverts significant volumes from landfill, while ensuring traceability and efficiency through a monitored reuse loop integrated into operations.



Plastic Waste to Utility Products
Plastic waste generated within operations and the supply chain is recovered, processed, and reused into durable utility products such as bags. This practice extends material life cycles and reduces reliance on virgin plastic, enabling practical reuse while addressing plastic waste through value-added applications within and beyond the organisation.

***GRI 306-1:** Waste generation and significant waste-related impacts, ***GRI 306-2:** Management of significant waste-related impacts

Reducing Single-Use Plastics through Circular Practices
Efforts to minimise single-use plastics focus on embedding reuse and recycling across day-to-day operations. Through material recovery, repurposing, and improved usage practices, plastic consumption is reduced while promoting responsible material management. These actions collectively strengthen circularity and foster a culture of resource efficiency across the organisation.

Brine Sludge for Bricks
A circular solution was implemented to reutilise brine sludge by converting it into construction-grade bricks through validated composition trials and third-party testing. The initiative reduces reliance on landfill disposal, ensures regulatory compliance, and promotes waste-to-value utilisation. It represents an innovative approach to hazardous waste management, supporting long-term environmental sustainability.



CASE STUDY

Wash Solvent Circularity at Birla Opus

Overview
Solvents are a key part of enamel paint manufacturing, particularly during equipment cleaning and batch changeover activities. These processes generate wash solvent, which requires careful handling to manage material use and associated disposal. This created an opportunity to improve how solvent is used within operations and increase reuse within the manufacturing process.

Solution
A wash solvent reuse system was incorporated at the design stage of manufacturing systems. Wash solvents generated during production are collected, segregated and reprocessed for reuse within the plant. Defined handling protocols and segregation practices maintain quality and ensure suitability for reintroduction into production processes. This allows solvents to be reused across multiple cycles instead of being treated as waste after a single use.

Impact
The initiative reduced dependence on virgin solvent and decreased hazardous waste generated during operations. Reuse of wash solvent contributed to more efficient use of raw materials and reduced disposal requirements. It also resulted in cost savings by lowering procurement and waste handling costs, while improving overall material circularity.

Future Outlook
Further work will focus on refining recovery processes, improving reuse cycles and increasing application across additional manufacturing locations.

Biodiversity*

Protecting What Sustains Us

Managing Biodiversity and Ecological Impacts

Biodiversity is crucial for a healthy ecosystem and long-term availability of natural resources. Our actions are guided by science-based assessments, with emphasis on conserving the ecological balance. Interventions include habitat management, increasing green cover and targeted site-level actions, supporting progress towards No Net Loss (NNL). Biodiversity is integrated into our governance framework, ensuring complete compliance.

Biodiversity Strategy

The biodiversity strategy is based on a risk-informed and site-specific approach, aimed at managing impacts and supporting conservation outcomes across operations. Each site is classified based on its Biodiversity Importance Category (BIC) and follows a multi-stage assessment process. This process is supported by stakeholder engagement, regulatory compliance monitoring, and performance tracking.

The outcomes directly inform the development and implementation of site-specific Biodiversity Management Plans (BMPs) and, where relevant, Biodiversity Action Plans (BAPs) aligned with identified risks, impacts and site-specific conditions.

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



Impact Assessment

Biodiversity impact assessments are conducted in a phased manner to enhance understanding of site-specific ecological sensitivities, dependencies, and potential impacts across operations. In FY 2025-26, studies were completed at Vilayat, Veraval, and Harihar, covering multiple business units.

The assessments highlighted location-specific impacts predominantly on land and aquatic ecosystems. Ecological receptors, including notable species and ecosystem services such as agriculture, fisheries, and freshwater resources, were identified and evaluated.

During the year, assessments were completed at Nagda, Kharach, and Rishra, covering five units, providing a broader understanding of biodiversity interactions across operational geographies. These assessments support risk categorisation aligned with the mitigation hierarchy and enable prioritisation of management actions.

Findings from the assessments directly inform the development of site-level BMPs, guiding mitigation, restoration, and monitoring actions across the project lifecycle. Additionally, across assessed sites, low to moderate impacts were identified, resulting in focused management interventions.

***GRI 101-2:** Management of biodiversity impacts, ***GRI 101-4:** Identification of biodiversity impacts,
***GRI 101-5:** Locations with biodiversity impacts

Impact Assessment Progress

A 5 km buffer zone around each operational site is considered for biodiversity impact assessment, in line with standard environmental impact assessment practices and the anticipated zone of ecological influence of industrial activities. This spatial boundary enables evaluation of site-level interactions with surrounding habitats, species, and ecosystem services.

The scope ensures a comprehensive understanding of both direct and indirect biodiversity impacts across the project lifecycle.

The table below presents indicative details of the sites covered under the Biodiversity Assessment to date. Assessments for the remaining units are currently underway and will be undertaken in a phased manner over the coming assessment cycles.

Site	Business
Vilayat, Gujarat	Cellulosic Staple Fibres, Chemicals, Specialty Chemicals
Veraval, Gujarat	Cellulosic Fashion Yarn, Chemicals
Harihar, Karnataka	Cellulosic Staple Fibres, Pulp
Nagda, Madhya Pradesh	Cellulosic Staple Fibres, Chemicals
Kharach, Gujarat	Cellulosic Staple Fibres
Rishra, West Bengal	Textile, Insulator



Performance Monitoring and Indicators

Performance is tracked through BMPs, which define measurable targets, timelines, and monitoring protocols. Tracking focuses on evaluating mitigation effectiveness and progress towards NNL objectives. Monitoring extends beyond site boundaries, using a 5 km buffer zone to assess ecological sensitivity and potential impacts on surrounding ecosystems.

Key indicators include:

- Species diversity and abundance trends, including presence of conservation-significant species
- Extent and condition of habitats, including area restored, rehabilitated, or enhanced
- Implementation status of BMP actions, including mitigation and restoration measures
- Water and soil quality parameters wherever applicable
- Compliance with biodiversity-related regulatory and internal requirements

Monitoring is conducted at defined intervals (monthly to annual, depending on the parameter), with site-level teams responsible for data collection and periodic review by the central sustainability function.

Findings from performance monitoring support adaptive management, enabling refinement of mitigation measures and strengthening of biodiversity outcomes over time. The results also inform integration of biodiversity considerations into enterprise risk assessment processes.

Stakeholder Engagement and Collaboration

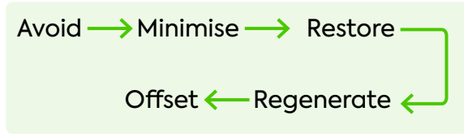
Grasim engages with local communities, experts, and relevant institutions to support biodiversity assessments and management across priority sites. These interactions help identify ecological sensitivities, understand ecosystem dependencies, and validate assessment findings.

Stakeholder inputs guide BMP development and prioritisation of mitigation and restoration actions, while ongoing engagement ensures effective implementation.

Biodiversity Mitigation Action Plan

Mitigation actions are guided by assessment findings and identified risk priorities, enabling targeted interventions to address impacts and improve ecological conditions. The mitigation hierarchy is applied across the lifecycle to prioritise preventive and restorative measures.

Mitigation Hierarchy



Key Initiatives



Biodiversity Stewardship through Community Engagement
The business extends its biodiversity stewardship beyond operations through community engagement and awareness initiatives. Awareness sessions conducted in schools near Rishra focused on biodiversity conservation, ecosystem protection, and responsible resource use. These efforts position students as change agents within communities, complemented by plantation drives and green initiatives aimed at enhancing local habitats and supporting ecological resilience.



Biodiversity Management through Green Belt Development at Balabhadrapuram
Green belt development initiatives have expanded site coverage to 33% guided by species selection and recommendation by the District Forest Officer. Plantation efforts focused on a diverse mix of native, medicinal, shade, timber, and ornamental species to enhance habitat value and ecological diversity. Plantation activities increased from 1,500 saplings in FY 2024-25 to 4,000 in FY 2025-26, supporting improved green cover, local biodiversity enhancement, and long-term ecological resilience within and around operational areas.

***GRI 2-27:** Compliance with laws and regulations

Environmental Compliance*

Balancing Progress with Environmental Responsibility

Environmental compliance is maintained through defined control mechanisms, accountability, and continuous monitoring across operations. Our dedicated teams oversee the adherence to applicable laws, permits, and internal standards across sites. To demonstrate our commitment to environmental excellence, 2 CFY units are compliant with EU BREF requirements and 2 CSF units are compliant with EU BAT requirements. This reflects alignment with internationally recognised best available environmental practices, supporting high standards of pollution prevention, resource efficiency, and regulatory performance.

Statutory obligations are tracked through digital platforms, enabling real-time monitoring, early identification of potential gaps, and timely closure of compliance requirements. Periodic internal and third-party audits, supported by structured incident reviews, reinforce accountability and enable ongoing improvement.

Performance and associated risks are reviewed through established governance forums, ensuring alignment with Board-approved policies and enterprise risk management systems. Engagement with regulatory authorities and industry bodies helps align with evolving regulations and adoption of relevant practices across operations and the value chain.



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 on Selected Non-Financial Sustainability Disclosures in Grasim Industries Limited's Business Responsibility and Sustainability Report, Integrated Annual Report, Selected Global Reporting Initiative Indicators for FY 2025-26.

Introduction and Objective of Work

Bureau Veritas (India) Private Limited ("Bureau Veritas") has been engaged by Grasim Industries Limited (hereinafter referred to as "Grasim" or "the Company") to provide independent assurance of sustainability disclosures reported in the Business Responsibility and Sustainability Report ("BRSR"), the Integrated Annual Report ("IAR") and Global Reporting Initiative (GRI) Indicators of Grasim Industries Limited for the reporting period from 1st April 2025 to 31st March 2026.

Reasonable Assurance is provided for BRSR "Core" indicators and Limited Assurance for BRSR selected non-core indicators and selected GRI indicators, except where such KPIs overlap with BRSR Core indicators covered under reasonable assurance, as specified under the "Scope, Boundary and Limitations of Assurance" section of this statement. The verification of the KPI and Sustainability practices adopted by Grasim at the respective operations and review of documents and non-financial disclosures at selected site-level verification were conducted during the period of January 2026 to June 2026 as part of reasonable and limited assurance of sustainability disclosures.

Intended User

The assurance statement is made solely for "Grasim Industries Limited and its stakeholders" as per the governing contractual terms and conditions of the assurance engagement contract between "Grasim Industries Limited" and " Bureau Veritas (India) Private Limited". To the extent that the law permits, we owe no responsibility and do not accept any liability to any party other than "Grasim Industries Limited" for the work we have performed for this assurance report, or our conclusions stated in the paragraphs below.

Reporting Criteria

The Company has adopted the below criteria for preparing the report:

- Business Responsibility and Sustainability Report (BRSR) as per SEBI Latest Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026;
- Global Reporting Initiative (GRI) Standards;
- The International<IR> Framework (January 2021);
- IFRS S1 and IFRS S2 Sustainability Disclosure Standards;
- GHG Protocol: A Corporate Accounting and Reporting Standard;

Bureau Veritas conducted reasonable and limited sustainability assurance in accordance, 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 Statements", issued by the International Auditing and Assurance Standards Board. Under this standard, Bureau Veritas has reviewed the information presented against the characteristics of relevance, completeness, materiality, reliability, neutrality, and understandability.

Scope, Boundary, and Limitations of Assurance

The scope of assurance involves sustainability performance of non-financial disclosures (General and Topic Specific) of the following Grasim's operations in India for the period 1st April 2025 to 31st March 2026 based on GRI Standards and BRSR Framework:

Business Units Covered:

- Cellulosic Fibres (CSF): Vilayat, Harihar, Kharach, and Nagda
- Pulp: Harihar
- Chemicals: Vilayat, Nagda, Rehla, Renukoot, Ganjam, Karwar, Veraval, and Balabhadrapuram
- Cellulosic Fashion Yarn (CFY): Veraval and Kalyan
- Specialty Chemicals: Vilayat
- Domestic Textiles: Kolhapur, Malanpur, and Rishra
- Birla Opus (Paints): Panipat, Ludhiana, Cheyyar, Chamarajanagar, Mahad, and Kharagpur
- Insulators: Halol and Rishra
- Birla Pivot (B2B E-commerce)

Geographical Coverage:

The assurance boundary covers the Company's selected plants and facilities in India, located in Maharashtra, Tamil Nadu, Gujarat, Jharkhand, Karnataka, West Bengal, Odisha, Uttar Pradesh, Haryana, Punjab and Andhra Pradesh, along with the Corporate Head Office in Mumbai.

The total reporting coverage considered for assurance comprises 27 manufacturing plants, one Corporate Head Office and the B2B E-commerce office in Bengaluru, as identified by the Company within the reporting boundary.

The Scope of Sustainability Assurance for IAR and BRSR includes:

- An assessment of the procedures or approaches followed for data compilation and reporting of non-financial sustainability performance disclosures for specific operations.
- Testing, on a sample basis, of evidence supporting the data.
- Verification of the sample data, evidence, and information on selected material topics reported at the above-mentioned operations for the defined reporting period.
- Assessment of the alignment between the backup data for the selected non-financial sustainability performance disclosures and the information presented in the BRSR & IAR.
- The general and topic-specific non-financial sustainability standard disclosures are subject to limited assurance, based on the extent of information available for assurance.
- Completion of the assurance statement for inclusion in the report, reflecting the verification, findings, and conclusion of the disclosures' assurance.

Scope of Sustainability Assurance for BRSR and GRI:

Reasonable Assurance – BRSR Core Indicators:

Sr. No.	Principle/ Indicator/Reference	Attribute	Parameter
1	Principle 6 – E7	Greenhouse Gas (GHG) Footprint	• Total Scope 1 Emissions • Total Scope 2 Emissions • GHG Emissions Intensity (Scope 1 + Scope 2)
2	Principle 6 – E3, E4	Water Footprint	• Total Water Withdrawal (Input Water) • 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), 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), E7	Enabling Gender Diversity in Business	• Complaints under POSH • Gross Wages Paid to Females as % of Total Wages Paid
7	Principle 8 – E4, E5	Enabling Inclusive Development	• Input Materials 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 • Number of Days of Accounts Payable
9	Principle 1 – E9	Openness of Business	• Concentration of Purchases from Trading Houses • Sales through Dealers/Distributors • Related-party Purchases/Sales • Loans and Advances to Related Parties • Investments with Related Parties

Limited Assurance – BRSR Selected Non-Core Indicators (6 selected):

Sr. No.	Principle Reference	Attribute	Indicator Description
1	Section A – 20	Employees	Details of Employees and Workers, including Differently Abled Employees and Workers
2	Section A – 21	Participation, Inclusion and Representation of Women	Number and Percentage of Representation of Women on the Board of Directors and among Key Managerial Personnel (KMP)
3	Principle 3 – E5	Return to Work and Retention Rates of Permanent Employees	Return-to-work and Retention Rates of Permanent Employees and Workers who availed 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 Greenhouse Gas Emissions)
6	Principle 6 – L2	Scope 3 Emissions	Total Scope 3 Emissions and Emissions Intensity, covering the following categories: Cat - 1: Purchased Goods and Services Cat - 2: Capital Goods Cat - 3: Fuel- and Energy-Related Activities Cat - 4: Upstream Transportation and Distribution Cat - 5: Waste Generated in Operations Cat - 6: Business Travel Cat - 7: Employee Commute Cat - 9: Downstream Transportation and Distribution

Reasonable Assurance – GRI Selected Indicators

Sr. No.	Indicator Reference	Indicator Description
1	302-1	Energy Consumption within the Organization
2	303-3	Water Withdrawal
3	303-4	Water Discharge
4	303-5	Water Consumption
5	305-1	Direct (Scope 1) Greenhouse Gas (GHG) Emissions
6	305-2	Indirect (Scope 2) Greenhouse Gas (GHG) Emissions
7	306-3	Waste Generated
8	306-4	Waste Diverted from Disposal (Landfill & Incineration)
9	306-5	Waste Directed to Disposal (Recycle, Reuse and Other Recovery)
10	403-9	Work-related Injuries

Limited Assurance – GRI Selected Indicators:

Sr. No.	Indicator Reference	Indicator Description
1	3-1	Process to Determine Material Topics
2	3-2	List of Material Topics
3	3-3	Management of Material Topics
4	303-1	Interaction of Water as a Shared Resource
5	305-3	Other Indirect (Scope 3) GHG Emissions (as given in Row 6 of the above table: Limited Assurance – BRSR Selected Non-Core Indicators)
6	305-7	Nitrogen Oxides (NOx), Sulphur Oxides (SOx), and Other Significant Air Emissions
7	2-7	Employees
8	2-8	Workers Who Are Not Employees

Sr. No.	Indicator Reference	Indicator Description
9	401-1	New Employee Hires and Employee Turnover
10	401-3	Parental Leave
11	403-5	Worker Training on Occupational Health and Safety
12	403-10	Work-related Ill Health
13	404-1	Average Hours of Training per Year per Employee
14	404-2	Programs for Upgrading Employee Skills and Transition Assistance Programs
15	404-3	Percentage of Employees Receiving Regular Performance and Career Development Reviews
16	405-1	Diversity of Governance Bodies and Employees
17	405-2	Ratio of Basic Salary and Remuneration of Women to Men

Other Parameters:

Sr. No.	Process	Assurance KPI
1	Risk Management	Risk Management Process
2	Supplier Assessment	Supplier On-site Third-Party Assessment Company's Data on Supplier Assessment and Development KPIs

Limitations and Exclusions

The assurance is limited to the above-mentioned scope of work and excludes the information relating to:

- Data related to the Company's financial performance disclosures.
- Activities and practices followed outside the defined assurance period stated hereinabove.
- Positional statements, expressions of opinion, belief, aim, or future intention by "Grasim" and statements of future commitment.
- The assurance does not extend to the activities and operations of "Grasim" outside of the scope and geographical boundaries mentioned in the report.
- Compliance with any Environmental, Social, and legal issues related to regulatory authority.
- Scope 3 GHG emissions categories other than the selected categories reported by the Company.

The methodology adopted for Assurance

Bureau Veritas employs a structured process to assure the accuracy and reliability of sustainability data, covering both general and topic-specific disclosures. The specific procedures, their timing, and their extent are tailored to the provided data and evidence. This includes verifying risks associated with material non-financial disclosures and their relevance for the reporting period. We also consider Grasim's internal strategy during report preparation to design and validate appropriate assurance procedures.

Our assurance scope involves examining sample evidence, information, and explanations deemed necessary to draw conclusions. These conclusions are based on the following key areas:

- Reporting Framework Adherence:
  - Confirming the report's alignment with Global Reporting Initiative (GRI) Standards and Business Responsibility and Sustainability Reporting (BRSR) Standards, including applicable BRSR parameters for Grasim's operations.
  - Assessing adherence to the BRSR framework for Reasonable Assurance of Core parameters, Grasim's reporting framework, and the principles of Materiality, Inclusivity, and Responsiveness, along with their stakeholder engagement framework.
  - Verification of alignment with IFRS S1 and IFRS S2 sustainability disclosure standards.
- Data Integrity and Systems:
  - Evaluating the appropriateness of assumptions used for data estimation.
  - Reviewing the report to ensure disclosures are not misrepresented.
  - Assessing data compilation and reporting systems, especially for BRSR Core parameters.
  - Verifying systems and procedures for quantifying, collating, and analysing sustainability performance disclosures.
  - Assessing the reliability and accuracy of month-wise and facility-wise data.

- Strategic Alignment and Stakeholder Engagement:
  - Discussing sustainability risks, opportunities, and Grasim's strategies with corporate officials.
  - Assessing the stakeholder engagement process through interactions and document review.
  - Reviewing the materiality assessment process.
  - Reviewing the development and execution of Grasim's strategy related to material and stakeholder issues, including performance measurement, target setting, governance, and accountability.
- Verification and Audit Trail:
  - Conducting site visits to operational locations and the corporate office to test data reliability and accuracy on a sample basis. Specific sites to be visited include representative facilities from each business unit:
    - Cellulosic Fibres (CSF): Vilayat and Nagda
    - Chemicals: Vilayat and Nagda
    - Specialty Chemicals: Vilayat
    - Domestic Textiles: Rishra
    - Birla Opus (Paints): Panipat and Chamarajanagar
    - Corporate office: Mumbai HO
  - Reviewing claims and data streams to determine the accuracy of statements and the reliability of specified non-financial disclosures.
  - Executing an audit trail of claims and data streams to verify the accuracy of data collection, transcription, and aggregation.
- Governance and Reporting Quality:
  - Reviewing plans, policies, and practices related to Environmental, Social, and Governance (ESG) aspects and commitments to evaluate the adequacy and fairness of BRSR reporting.
  - Ensuring the report provides a balanced and reasonable representation of Grasim's positive and negative contributions to sustainable development.
  - Classifying observations and findings, leading to the issuance of a Reasonable Assurance Statement.
  - Assessing GHG emissions reporting procedures in accordance with the GHG Protocol and IFRS S2 climate-related disclosure standards.

Our methodology ensures a comprehensive review, combining document analysis, system assessment, stakeholder engagement, and on-site verification to provide robust assurance.

Conclusions

GRI Indicators – Limited Assurance

It is concluded based on the limited assurance review that the information presented for the selected GRI indicators in accordance with Global Reporting Initiative Standards is fairly presented, based on the evidence obtained during the assurance engagement and the procedures performed as described in the methodology section above.

Business Responsibility and Sustainability Report (BRSR)

On the basis of our methodology and the activities described above, it is our opinion that the BRSR for FY 2025-26 of "Grasim Industries Limited", containing its reporting and declaration of the various ESG parameters from the operations within the reporting boundary and the reporting period, as described above, is prepared in all material respects in line with the applicable criteria hereinbefore stated.

It is concluded based on the assurance review that the information presented in the BRSR for Grasim operations in accordance with select sustainability reporting non-financial disclosures of the Business Responsibility and Sustainability Report (BRSR) framework is proper, adequate, reliable, and maintained in line with the material topics and reporting criteria, which Grasim is solely responsible for consideration.

Other Parameters – Limited Assurance

Based on the limited assurance procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the other parameters listed in this statement are not fairly presented, in all material respects, in accordance with the Company's stated reporting approach.

This conclusion is limited to the other parameters assured under this engagement. For indicators that overlap across BRSR, GRI and other parameters requirements, the assurance level shall be read in accordance with the specific assurance scope applicable to that indicator. BRSR Core indicators have been subject to reasonable assurance, while selected BRSR non-core indicators, selected GRI indicators and other parameters have been subject to limited assurance, unless otherwise specifically stated.

Responsibilities

Grasim Industries Limited is completely responsible for the Report contents, identification of material topics, and data reporting structure. The selection of reporting criteria, reporting period, reporting boundary, monitoring, and measurement of data, preparation, and presentation of information for the report are the sole responsibility of the management of "Grasim Industries Limited".

Bureau Veritas (BV) was not involved in the drafting or preparation of the report and any other backup data for the reporting period. The responsibility of BV was to provide independent assurance for the sustainability of non-financial disclosures as described in the scope of assurance.

The said assessment is properly based on the assumption that the data and information provided in the report is proper and without any discrepancy. Bureau Veritas shall not be held liable or responsible for any type of decision a person or entity would make based on this assurance statement. While reading the assurance statement, stakeholders shall recognize and accept the limitations and scope as mentioned above.

Uncertainty

The reliability of assurance is subject to uncertainty(ies) that is inherent in the assurance process. Uncertainties stem from limitations in quantification models used, assumptions, or data conversion factors used or may be present in the estimation of data used to arrive at results. Our conclusions with respect to this assurance are naturally subject to any inherent uncertainty(ies) involved in the assurance process.

Statement of independence, impartiality, and competence

Bureau Veritas is an independent professional services company that specializes in Quality, Health, Safety, Social, and Environmental Management with almost 198 years of history in providing independent assurance services.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities. We are particularly vigilant in the prevention of conflicts of interest.

No member of the assurance team has a business relationship with "Grasim Industries Limited", its Directors, Managers, or officials beyond that required of this assignment. We have conducted this verification independently and there have been no conflict of interest.

Competence

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, and health & safety information, systems, and processes and an excellent understanding of Bureau Veritas standard methodology for the assurance of Sustainability Report as per Global Reporting Initiative (GRI) Standards and BRSR Framework, including IFRS S2 climate disclosure standards.

Restriction on use of Our Report

Our Reasonable Assurance for BRSR Core and Limited Assurance for BRSR non-core and GRI Indicators has been prepared and addressed to the Board of Directors of the Company at the request of the company solely to assist the company in reporting on the Company's Sustainability performance and activities.

Accordingly, we accept no liability to anyone other than the Company. Our deliverables should not be used for any other purpose or by any person other than the addresses of our deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

Bholenath Vishwakarma
Lead Assurer
Bureau Veritas (India) Private Limited
Noida, India
Dt: 01.07.2026

Munji Rama Mohan Rao
Technical Reviewer
Bureau Veritas (India) Private Limited
Hyderabad, India
Dt: 07.07.2026

Sustainability Databook

Sustainability Indicators	Unit	FY 2025-26	FY 2024-25	FY 2023-24
Social Responsibility				
Head Count				
Total Workforce	**Number**	**49,795**	**47,022**	**45,929**
Permanent Workforce	**Number**	**28,259**	**27,327**	**25,929**
Employees	**Number**	**12,965**	**11,812**	**10,042**
Male	Number	11,635	10,695	9,102
Female	Number	1,330	1,117	940
Workers	**Number**	**15,294**	**15,515**	**15,887**
Male	Number	15,150	15,376	15,746
Female	Number	144	139	141
Other than Permanent Workforce	**Number**	**21,536**	**19,695**	**20,000**
Employees	**Number**	**1,681**	**1,787**	**485**
Male	Number	1,551	1,663	422
Female	Number	130	124	63
Permanent Workers	**Number**	**19,855**	**17,908**	**19,515**
Male	Number	19,159	17,387	18,966
Female	Number	696	521	549
New Hires				
Permanent Workforce	**Number**	**3,462**	**3,829**	**3,309**
Employees	**Number**	**2,842**	**3,357**	**2,831**
Male	Number	2,426	2,980	2,439
Female	Number	416	377	392
Workers	**Number**	**620**	**472**	**478**
Male	Number	612	468	471
Female	Number	8	4	7
Turnover				
Permanent Workforce	**Number**	**2,519**	**2,432**	**1,856**
Employees	**Number**	**1,678**	**1,588**	**1,136**
Male	Number	1,475	1,389	1,008
Female	Number	203	199	128
Workers	**Number**	**841**	**844**	**720**
Male	Number	838	838	716
Female	Number	3	6	4
Total Turnover Rate	%	**9**	**9**	**7**

Sustainability Indicators	Unit	FY 2025-26	FY 2024-25	FY 2023-24
Training and Development				
Total Training Hours	**Hours**	**5,27,500+**	**4,43,600+**	**3,15,300+**
Permanent Employees	Hours	3,34,300+	2,44,600+	1,64,500+
Permanent Workers	Hours	69,600+	70,800+	49,800+
Other than Permanent Employees and Workers	Hours	1,23,600+	1,28,200+	1,01,000+
Safety*				
Lost Time Injury	**Number**	**16**	**21**	**21**
Employees	Number	2	1	1
Workers	Number	14	20	20
Total Recordable Injury	**Number**	**58**	**96**	**82**
Employees	Number	7	2	6
Workers	Number	51	94	76
Lost Time Injury Frequency Rate (LTIFR)	**Per million hours worked**	**0.17**	**0.20**	**0.24**
Employees	Per million hours worked	0.10	0.06	0.04
Workers	Per million hours worked	0.19	0.23	0.30
Total Recordable Injury Rate	**Per million hours worked**	**0.52**	**0.88**	**0.83**
Employees	Per million hours worked	0.35	0.11	0.27
Workers	Per million hours worked	0.56	1.03	1.00
Fatality	**Number**	**3**	**1**	**3**
Employees	Number	-	-	-
Workers	Number	3	1	3
CSR				
CSR Beneficiaries	Number	12,62,816	12,46,116	12,10,513

* Employees and Workers include Permanent and other than Permanent

Sustainability Indicators	Unit	FY 2025-26	FY 2024-25	FY 2023-24
Environmental Stewardship				
Energy				
Energy Consumption	**million GJ**	**69.43**	**66.79**	**68.28**
Non-Renewable Energy	million GJ	63.70	62.47	63.70
Renewable Energy	million GJ	5.73	4.32	4.58
Energy Intensity - Revenue	GJ/ ₹ crore	1,691.76	2,116.17	2,641.72
Energy Intensity - Production	GJ/MT	18.09	20.01	22.53
GHG Emissions				
Scope 1 (Direct Emissions)	million tCO_2e	5.35	5.11	5.31
Scope 2 (Indirect Emissions)	million tCO_2	1.01	1.22	1.19
Scope 3 (Indirect Emissions)	million tCO_2e	6.27	6.17	4.85
Biogenic CO_2 Emissions	million tCO_2	0.24	0.23	0.26
Emission (Scope 1 & 2) Intensity - Revenue	tCO_2e/ ₹ crore	154.89	200.73	251.35
Emission (Scope 1 & 2) Intensity - Production	tCO_2e/MT	1.66	1.90	2.14
Non-GHG Air Emissions				
Oxides of Sulphur (SO_x)	MT	8,427.94	7,387.54	7,735.26
Oxides of Nitrogen (NO_x)	MT	2,648.18	2,032.09	2,319.28
Suspended Particulate Matter (SPM)	MT	1,114.49	1,000.14	1,097.22
Volatile Organic Compound (VOC)	MT	0.42	0.04	-
Water				
Water Withdrawal	**million m^3**	**61.28**	**60.22**	**53.91**
Sea Water	million m^3	7.56	8.17	1.30
Surface Water	million m^3	36.59	36.14	37.07
Ground Water	million m^3	2.88	2.49	2.41
Third Party	million m^3	14.11	13.34	13.01
Other (Rainwater Storage)	million m^3	0.14	0.08	0.12
Total Water Consumption	**million m^3**	**28.94**	**28.18**	**27.48**
Water Intensity - Revenue	m^3/ ₹ crore	705.16	892.95	1,063.17
Water Intensity - Production	m^3/MT	7.54	8.44	9.07
Wastewater				
Total Treated Wastewater	**million m^3**	**60.68**	**59.32**	**53.62**
Treated Wastewater Recycle / Reuse	**million m^3**	**28.35**	**27.28**	**27.19**
Treated Wastewater Discharge	**million m^3**	**32.34**	**32.04**	**26.43**
Sea Water	million m^3	20.30	20.21	16.01
Surface Water	million m^3	11.47	10.44	10.26
Third Party	million m^3	0.57	1.39	0.16

Sustainability Indicators	Unit	FY 2025-26	FY 2024-25	FY 2023-24
Waste				
Waste Generation	**MT**	**12,11,765.46**	**11,31,684.23**	**10,42,936.67**
Battery Waste	MT	241.46	83.35	88.43
Bio-medical Waste	MT	2.87	2.84	7.63
Construction and Demolition Waste	MT	20,165.22	13,616.83	15,800.28
E-Waste	MT	93.57	85.70	73.23
Plastic Waste	MT	2,208.03	1,792.22	1,261.28
Other Hazardous Waste	MT	2,48,571.71	2,25,464.54	2,21,372.93
Other Non-Hazardous Waste	MT	9,40,482.60	8,90,638.75	8,04,332.89
Waste Intensity - Revenue	MT/ ₹ crore	29.53	35.85	40.35
Waste Intensity - Production	MT/MT	0.32	0.34	0.34
Waste Disposal	**MT**	**12,06,113.09**	**11,15,020.84**	**10,17,344.53**
Hazardous Waste*	**MT**	**2,45,961.83**	**2,22,432.64**	**2,26,187.07**
Reuse	MT	63,990.69	52,541.47	59,975.66
Recycle	MT	76,109.13	82,165.41	87,877.95
Recovery	MT	57,689.34	29,469.33	20,079.36
Incineration	MT	198.83	885.94	565.33
Landfilling	MT	47,973.84	57,370.49	57,688.77
Non-Hazardous Waste#	**MT**	**9,60,151.26**	**8,92,588.20**	**7,91,157.46**
Reuse	MT	53,219.14	57,334.97	35,847.14
Recycle	MT	8,82,911.26	8,18,316.22	7,39,041.98
Recovery	MT	15,030.51	10,100.85	9,640.14
Incineration	MT	72.10	125.41	29.89
Landfilling	MT	8,918.25	6,710.75	6,598.31
Disposal by Waste Management Practices				
Reuse	%	9.72	9.85	9.42
Recycle	%	79.51	80.76	81.28
Recovery	%	6.03	3.55	2.92
Incineration	%	0.02	0.09	0.06
Landfilling	%	4.72	5.75	6.32

* 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' and subsequent amendments

#Waste Categorised as per 'Solid Waste Management Rules, 2016; Plastic Waste Management Rules, 2016; Construction and Demolition Waste Management Rules, 2016; and Fly Ash Notification, 2021' and subsequent amendments

Minor variations in data presented in graphs and tables may arise from rounding adjustments.

MT - Metric Tonne.

Financial Highlights

Consolidated

Profit and Loss Account	FY 2025-26		2024-25	2023-24	2022-23	2021-22
	US$ Million[1]	₹ in Crore	₹ in Crore	₹ in Crore	₹ in Crore	₹ in Crore
Revenue from Operations (Net)	**19,850**	**1,75,431**	**1,48,478**	**1,30,978**	**1,17,627**	**95,701**
EBITDA	**2,927**	**25,872**	**20,023**	**20,837**	**20,478**	**17,772**
Interest	401	3,540	2,802	1,655	1,320	1,296
Profit before Depreciation and Tax	**2,527**	**22,332**	**17,221**	**19,182**	**19,158**	**16,477**
Depreciation	874	7,726	6,454	5,001	4,552	4,161
Profit before Tax and Exceptional Items	**1,653**	**14,606**	**10,767**	**14,180**	**14,606**	**12,316**
Exceptional Items	(37)	(323)	(239)	(569)	(88)	(69)
Add: Share in Profit/(Loss) of JV / Associates	21	189	297	89	209	380
Profit before Tax	**1,638**	**14,473**	**10,825**	**13,700**	**14,727**	**12,627**
Total Tax Expenses	472	4,172	3,069	3,774	3,649	1,936
Net Profit from Continuing Operations	**1,165**	**10,300**	**7,756**	**9,926**	**11,078**	**10,691**
Profit from Discontinued Operations	-	-		-	-	516
Net Profit before Minority Interest	**1,165**	**10,300**	**7,756**	**9,926**	**11,078**	**11,206**
Net Profit Attributable to Shareholders	**562**	**4,966**	**3,706**	**5,624**	**6,827**	**7,550**

Balance Sheet	As on 31st March 2026		As on 31st March 2025	As on 31st March 2024	As on 31st March 2023	As on 31st March 2022
	US$ Million[2]	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Fixed Assets (incl. CWIP and Capital Advances)	15,473	1,46,702	1,37,591	1,02,002	85,964	78,123
Goodwill	2,278	21,596	21,369	20,154	20,138	20,059
Investments (Non-Current and Current)	4,692	44,487	40,142	42,505	34,440	33,329
Investments of Insurance Business	7,393	70,091	62,605	50,810	40,424	33,292
Assets held to cover Linked Liabilities	4,263	40,418	37,762	36,005	30,506	30,160
Loans and Advances of Financing Activities	20,605	1,95,362	1,52,662	1,23,135	93,433	66,199
Deferred Tax Assets	44	420	495	423	382	246
Other Assets	5,324	50,479	47,910	37,506	31,918	27,988
	60,072	**5,69,555**	**5,00,536**	**4,12,539**	**3,37,205**	**2,89,395**
Equity Share Capital	14	136	136	133	132	132
Reserves and Surplus	10,899	1,03,334	97,373	88,520	78,610	75,567
Net Worth	**10,913**	**1,03,470**	**97,509**	**88,652**	**78,742**	**75,698**
Non Controlling Interest	7,003	66,395	60,304	50,286	44,171	40,476
Deferred Tax Liabilities	1,384	13,124	12,487	9,417	8,443	8,527
Policy Holders Liability	11,325	1,07,378	98,351	85,388	69,090	60,873
Loan Funds (excl. Financial service business)	5,082	48,184	46,000	26,780	17,899	15,727
Borrowings related to Financial Services	18,644	1,76,764	1,37,648	1,08,322	83,449	57,276
Lease Liabilities	307	2,905	2,677	2,053	1,691	1,558
Other Liabilities	5,414	51,335	45,560	41,641	33,720	29,259
	60,072	**5,69,555**	**5,00,536**	**4,12,539**	**3,37,205**	**2,89,395**

Ratios & Statistics	Unit	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
EBITDA Margin[3]	%	14.26	11.96	15.09	14.50	17.86
Net Profit Margin[4]	%	5.87	5.22	7.58	9.42	11.17
Interest Cover[5]	Times	5.73	5.30	8.65	10.38	11.32
ROACE (EBIT/Avg. CE) (excl. CWIP)	%	13.20	9.39	10.64	11.59	10.38
RONW (PAT)/Avg. NW)	%	4.94	3.98	6.72	8.84	10.69
Total Debt / Equity	Times	1.32	1.16	0.97	0.82	0.63
Total Debt[6] / Equity	Times	0.28	0.29	0.19	0.15	0.14
Net Debt[6] / Equity	Times	0.22	0.22	0.11	0.06	0.04
Net Debt[6] / EBITDA	Times	1.43	1.77	0.74	0.34	0.24
Earnings per Share	₹	73.13	55.50	85.15	103.47	114.34
Book Value per Share	₹	1,523.55	1,460.37	1,342.06	1,193.36	1,146.55
Share Price	₹	2,557.70	2,611.15	2,287.30	1,632.50	1,664.00
Market Capitalisation (NSE)	₹ in crore	1,74,072	1,77,710	1,52,876	1,07,502	1,09,540

Note 1 - US$ 1 = ₹ 88.3784

Note 2 - US$ 1 = ₹ 94.8112

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).

Note 6 - Excluding debt of financial services business

Financial Highlights

Standalone

Financial Performance	FY 2025-26		FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
	US$ Million[1]	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Revenue from Operations (Net)	**4,644**	**41,039**	**31,563**	**25,847**	**26,840**	**20,857**
EBITDA	**403**	**3,558**	**2,857**	**3,573**	**4,198**	**4,111**
Interest	101	895	684	440	368	247
Profit before Depreciation and Tax	**301**	**2,664**	**2,173**	**3,133**	**3,830**	**3,864**
Depreciation	236	2,090	1,676	1,215	1,097	914
Profit before Tax and Exceptional Items	**65**	**574**	**497**	**1,917**	**2,733**	**2,950**
Exceptional Items	(15)	(130)	(164)	(716)	(88)	(69)
Profit before Tax	**50**	**444**	**333**	**1,202**	**2,645**	**2,881**
Total Tax Expense	11	96	121	256	521	186
Net Profit from Continuing Operations	**39**	**348**	**212**	**945**	**2,124**	**2,695**
Profit from Discontinued operation	-	-	-	-	-	356
Net Profit for the period	**39**	**348**	**212**	**945**	**2,124**	**3,051**
Other Comprehensive Income	146	1,290	(264)	3,896	(3,074)	3,219
Total Comprehensive Income	**184**	**1,639**	**(51)**	**4,842**	**(950)**	**6,270**
Equity Dividend	77	681	681	664	658	658

Balance Sheet	As on 31st March 2026		As on 31st March 2025	As on 31st March 2024	As on 31st March 2023	As on 31st March 2022
	US$ Million[2]	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Fixed Assets (incl. CWIP and Capital Advance)	2,823	26,765	26,769	24,681	19,900	16,714
Goodwill	0.29	3	3	3	3	3
Investments (Non-Current & Current)	4,442	42,114	39,635	39,212	33,897	38,691
Others Assets	1,282	12,150	11,574	10,242	8,377	7,229
Total Assets	**8,547**	**81,032**	**77,981**	**74,138**	**62,177**	**62,636**
Share Capital	14	136	136	133	132	132
Reserves and Surplus	5,816	55,141	54,262	51,982	46,823	48,484
Net Worth	**5,830**	**55,277**	**54,398**	**52,115**	**46,955**	**48,616**
Deferred Tax Liabilities (Net)	282	2,671	2,299	2,297	1,535	1,841
Total Loan Funds	1,236	11,715	11,121	9,453	5,254	4,304
Lease Liabilities	82	774	741	276	97	80
Others Liabilities	1,117	10,595	9,422	9,997	8,336	7,795
Total Liabilities	**8,547**	**81,032**	**77,981**	**74,138**	**62,177**	**62,636**

Ratios & Statistics	Unit	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
EBITDA Margin[4]	%	4.62	3.91	9.36	12.19	15.71
Net Profit Margin[5]	%	0.85	0.67	3.66	7.91	12.92
Interest Cover[6]	Times	3.67	3.18	5.35	9.15	12.24
Debt Service Coverage	Times	3.03	1.22	2.34	2.43	8.47
Total Debt / Equity	Times	0.21	0.20	0.18	0.11	0.08
Net Debt / Equity[3]	Times	0.12	0.13	0.11	0.04	(0.01)
Net Debt / EBITDA	Times	1.93	2.41	1.67	0.42	(0.13)
Current Ratio	Times	1.52	1.58	1.27	1.30	1.46
Dividend per Share	₹	10.00	10.00	10.00	10.00	10.00
Earnings per Share	₹	5.13	3.18	14.31	32.19	46.22
Book Value per Share	₹	813.93	814.70	788.93	711.62	736.35

Note 1 - US$ 1 = ₹ 88.3784

Note 2 - US$ 1 = ₹ 94.8112

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, 2025 to 31st March, 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	Section	BRSR	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	About the Report	Section A	11-17, 280
	2-2 Entities included in the organization's sustainability reporting	About the Report	Section A	11, 280
	2-3 Reporting period, frequency and contact point	About the Report	Section A	11, 280
	2-4 Restatements of information	-	-	-
	2-5 External assurance	About the Report, Independent Assurance Statement	Section A Q14, 15	11, 152-157, 280
	2-6 Activities, value chain and other business relationships	-	Section A Q 16, 17	280-281
	2-7 Employees	People and Workplace Culture, Sustainability Databook	Section A Q20a	115-121, 158, 282
	2-8 Workers who are not employees	People and Workplace Culture, Sustainability Databook	Section A Q20a	115-121, 158, 282
	2-9 Governance structure and composition	Board of Directors, Corporate Governance	-	32-33, 34-35
	2-10 Nomination and selection of the highest governance body	Corporate Governance, Corporate Governance Report	-	35, 243-247
	2-11 Chair of the highest governance body	Board of Directors	-	32-33
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, Sustainability Governance	-	34-35, 102
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, Sustainability Governance	-	34-35, 102
	2-14 Role of the highest governance body in sustainability reporting	About the Report, Sustainability Governance	-	11, 102
	2-15 Conflicts of interest	Corporate Governance	P1 E6, L2	34-35, 292-293
	2-16 Communication of critical concerns	Our Stakeholders	P4 E1-E2, L1-L3	86-87, 304-305
	2-17 Collective knowledge of the highest governance body	Board of Directors	-	32
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance, Corporate Governance Report	-	34-35, 180
	2-19 Remuneration policies	Corporate Governance, Corporate Governance Report	-	35, 184
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	2-23 Policy commitments	Sustainability Governance	Section B, P1 E4, P5 E4, P9 E5	292, 307, 324
	2-24 Embedding policy commitments	Sustainability Governance	Section B, P1 E4, P5 E4, P9 E5	292, 307, 324
	2-25 Processes to remediate negative impacts	Corporate Governance	Section A Q25, P3 E6, P5 E5, P5 L1, P8 E3	34-35, 283, 299, 307, 309, 321
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Governance	Section A Q25, P3 E6, P5 E5, P5 L1, P8 E3	34-35, 283, 299, 307, 309, 321
	2-27 Compliance with laws and regulations	Environmental Compliance	Section A 25, Section B, P1, P6 E13	151, 287-288, 289-293, 315
	2-28 Membership associations	Policy Advocacy	P7 E1	103, 319
	2-29 Approach to stakeholder engagement	Stakeholder Engagement	P4 E1-E2, L1-L3	86-87, 304-305
	2-30 Collective bargaining agreements	-	P3 E7	299
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality	-	89
	3-2 List of material topics	Double Materiality	-	90
	3-3 Management of material topics	Double Materiality	Section A Q26	91-93, 284-286
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	Biodiversity	-	149-151
	101-4 Identification of biodiversity impacts	Biodiversity	-	149-151
	101-5 Locations with biodiversity impacts	Biodiversity	-	149-151
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Performance Snapshot	-	24
	201-2 Financial implications and other risks and opportunities due to climate change	Risk Management, Double Materiality	Section A Q26	83, 91, 284-286
	201-3 Defined benefit plan obligations and other retirement plans	-	P3 E2	298
	201-4 Financial assistance received from government	Consolidated Financial Statements	-	555-567
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	-	P5 E2	306
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Prosperity and Inclusion	-	127-137
	203-2 Significant indirect economic impacts	Community Prosperity and Inclusion	-	127-137
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Value Creation Model, Supplier Chain and Sustainable Sourcing	P8 E4	28-29,105-108, 321
	205-2 Communication and training about anti-corruption policies and procedures	-	P7 E2	319
	205-3 Confirmed incidents of corruption and actions taken	-	P7 E2	319
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-	P7 E2	319
GRI 207: Tax 2019	207-3 Stakeholder engagement and management of concerns related to tax	Our Stakeholders	P4 E1-E2, L1-L3	86-87, 304-305
GRI 301: Materials 2016	301-3 Reclaimed products and their packaging materials	-	P2 L4, L5	296

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	302-3 Energy intensity	Climate and Energy Transition, Sustainability Databook	P6 E1	141, 160, 310
	302-4 Reduction of energy consumption	Sustainability Databook	P6 E1	160, 310
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Stewardship	-	145-146
	303-2 Management of water discharge-related impacts	Water Stewardship	-	145-146
	303-3 Water withdrawal	Water Stewardship, Sustainability Databook	P6 E3, L1	145, 160, 311
	303-4 Water discharge	Sustainability Databook	P6 E4, L1	160, 311-312
	303-5 Water consumption	Sustainability Databook	P6 E3, L1	160, 311
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy and Emissions Management, Sustainability Databook	P6 E7	141, 160, 312
	305-2 Energy indirect (Scope 2) GHG emissions	Energy and Emissions Management, Sustainability Databook	P6 E7	141, 160, 312
	305-3 Other indirect (Scope 3) GHG emissions	Energy and Emissions Management, Sustainability Databook	P6 E7	141, 160, 312
	305-4 GHG emissions intensity	Sustainability Databook	P6 E7, L2	160, 312
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	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Databook	P6 E6	160, 312
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management	-	147-148
	306-2 Management of significant waste-related impacts	Waste Management	-	147-148
	306-3 Waste generated	Sustainability Databook	P6 E9	161, 313
	306-4 Waste diverted from disposal	Waste Management, Sustainability Databook	P6 E9	145, 161, 313
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GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible and Sustainable Supply Chain	P6 L7	106-107, 318
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Databook	Section A Q22	158, 282
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	401-3 Parental leave	-	P3 E5	298
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	P3 E10	119-121
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	P3 E10	119-121
	403-3 Occupational health services	Occupational Health and Safety	-	119-121
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	-	119-121
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GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	Occupational Health and Safety	P3 E10	119-121, 300
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety	P3 E10	119-121, 300
	403-9 Work-related injuries	Sustainability Databook	-	159
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Databook	-	159
	404-2 Programs for upgrading employee skills and transition assistance programs	Our People	P3 L4	116
	404-3 Percentage of employees receiving regular performance and career development reviews	-	P3 E9	300
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Board of Directors, People and Workplace Culture, Sustainability Databook	Section A Q20	32-33, 115, 158, 282
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GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	-	P5 E6, L4	307, 309
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GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Prosperity and Inclusion	-	127-137
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Principle 4 Businesses should uphold the elimination of all forms of forced and compulsory labour	Human Rights Supply Chain and Sustainable Sourcing	118 105-108
Principle 5 Businesses should uphold the effective abolition of child labour	Human Rights Supply Chain and Sustainable Sourcing	118 105-108
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Board's Report

Dear Members,

Your Directors are pleased to present the 79th Annual Report in the form of Seventh Integrated Report of our Company along with the Audited Financial Statements for the year ended 31st March 2026.

Financial Performance

The financial performance of our Company for the year ended 31st March 2026 is summarised below:

₹ in crore

Particulars	Consolidated		Standalone	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Revenue from Operations	1,75,430.74	1,48,477.89	41,039.48	31,563.23
Other Income	1,180.12	1,459.04	1,787.90	1,715.11
Total Income	**1,76,610.86**	**1,49,936.93**	**42,827.38**	**33,278.34**
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)	**25,872.09**	**20,023.13**	**3,558.43**	**2,856.58**
Less: Finance Costs*	(3,539.92)	(2,802.28)	(894.70)	(683.69)
Less: Depreciation and Amortisation Expense	(7,725.94)	(6,453.73)	(2,089.75)	(1,676.21)
Profit Before Share in Profit of Equity Accounted Investees, Exceptional Items and Tax	**14,606.23**	**10,767.12**	**573.98**	**496.68**
Share in Profit of Equity Accounted Investees	189.44	296.79	-	-
Less: Exceptional Items	(322.92)	(238.85)	(129.53)	(163.98)
Profit Before Tax (PBT)	**14,472.75**	**10,825.06**	**444.45**	**332.70**
Less: Tax Expense	(4,172.46)	(3,068.73)	(96.06)	(120.60)
Profit for the Year Attributable to:	**10,300.29**	**7,756.33**	**348.39**	**212.10**
Shareholders of the Company	4,966.48	3,705.68	348.39	212.10
Non-Controlling Interest	5,333.81	4,050.65	-	-
Other Comprehensive Income for the Year Attributable to:	**1,483.14**	**424.27**	**1,290.45**	**(263.55)**
Shareholders of the Company	1,432.15	105.24	1,290.45	(263.55)
Non-Controlling Interest	50.99	319.03	-	-
Total Comprehensive Income for the Year Attributable to:	**11,783.43**	**8,180.60**	**1,638.84**	**(51.45)**
Shareholders of the Company	6,398.63	3,810.92	1,638.84	(51.45)
Non-Controlling Interest	5,384.80	4,369.68	-	-
Opening Balance in Retained Earnings	**10,737.93**	**12,014.51**	**9,646.47**	**10,113.35**
Profit for the Year Attributable to Shareholders of the Company	4,966.48	3,705.68	348.39	212.10
Gain/(Loss) on Re-measurement of Defined Benefit Plans	(6.73)	(8.68)	10.81	(10.86)
Gain on Sale of Non-Current Investments Transferred to Retained Earnings from Equity Instruments through OCI	-	561.80	-	-
Less: Stake Dilution in Subsidiary Companies	(124.26)	(762.33)	-	-
Amount Available for Appropriation	**15,558.69**	**15,510.98**	**10,005.67**	**10,314.59**
Transfer to Debenture Redemption Reserve	(35.70)	(58.53)	-	-
Transfer to General Reserve	-	(3,500.00)	-	-
Transfer to Special Reserve Fund	(751.31)	(656.71)	-	-
Dividend Paid on Equity Shares	(679.23)	(668.12)	(679.23)	(668.12)
Other movements during the Year	243.42	110.31	-	-
Closing Balance in Retained Earnings	**14,350.60**	**10,737.93**	**9,326.44**	**9,646.47**

*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 500% at the rate 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 2026.

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, 2025, dividend shall be taxable in the hands of shareholders at applicable rate of taxes. Our Company shall withhold tax at source appropriately for applicable cases.

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 2026.

Performance Review

On a consolidated basis, the revenue from operations for FY 2025-26 stood at ₹ 1,75,430.74 crore registering a growth of 18.15 % as compared to the previous year of ₹ 1,48,477.89 crore. The Consolidated EBITDA stood at ₹ 25,872.09 crore for FY 2025-26, which was ₹ 20,023.13 crore in the previous year. The Consolidated PAT attributable to owners is ₹ 4,966.48 crore for FY 2025-26, which was ₹ 3,705.68 crore in the previous year.

On a standalone basis, revenue from operations for FY 2025-26 stood at ₹ 41,039.48 crore registering a growth of 30.02%, as compared to ₹ 31,563.23 crore in the previous year. The standalone EBITDA is ₹ 3,558.43 crore for FY 2025-26, which was ₹ 2,856.58 crore in the previous year. The standalone PAT is ₹ 348.39 crore for FY 2025-26, which was ₹ 212.10 crore in the previous year.

Strategic Initiatives and Significant Developments

Paints Business (Birla Opus)

The Indian paints industry saw a disruptive year of FY 2025-26. The leading competitors launched a slew of measures to counter the rising competitive intensity. The industry also saw one large-scale acquisition by another recent entrant in a bid to improve their presence. The volatile geopolitical situation towards the end of the year led to supply chain disruptions. The FY 2025-26, therefore can be termed as an inflexion year for the decorative paints business - permanently changing the contours & dynamics of the industry.

Birla Opus, the latest entrant to the decorative paints brand that launched in FY 2024-25, has made significant strides in FY 2025-26. Birla Opus revenues & volumes grew exponentially over 100% YoY in FY 2025-26 with more than 3% Revenue Market Share improvement.

Birla Opus commercialised its Kharagpur plant in October 2025 and now operates 6 plants with a total capacity of 1,332 Million Litres Per Annum (MLPA), commanding ~24% of organised decorative paints industry capacity in India. As Kharagpur plant commissioned, Birla Opus achieved its full scale first phase capacity completion. All the six plants are backward integrated with in-house emulsions and resin manufacturing capacity of 376.5 MLPA and 92.6 MLPA respectively capable of handling the entire paint capacity and more.

Birla Opus's commitment to manufacturing excellence hit another milestone with IMS certifications from M/S DNV. All six Birla Opus factories are ISO certified across three areas of Quality Management System (ISO 9001), Environment Management System (ISO 14001) and Safety Management System (ISO 45001).

Birla Opus manufacturing operations sustained its zero-fatality record with no lost time injuries recorded in FY 2025-26. In addition to the Zero Liquid Discharge (ZLD) operations, Birla Opus factories are now shifting to Green Energy (i.e. Solar Power) with completion at Ludhiana, Panipat plants and others in various stages of implementation The commissioning of the sixth factory also brought down the average logistics cost by over 30%, unlocking the efficiency of the supply chain network.

The Company spent capex of ₹ 550 crore during FY 2025-26 and project spends of cumulatively ₹ 9,902 crore until FY 2025-26 signifying the completion of 'one of its kind' greenfield project at global scale on time and without any cost overrun.

Birla Opus R&D with 14 dedicated labs at Taloja supported by a state-of-the-art pilot plant and a team of 100+ experienced scientists continue to be a key driver of competitive differentiation, portfolio expansion, and cost leadership. Our Research & Development also received IMS certification of Quality Management System (ISO 9001) reflecting strong processes & systems.

During the year, Birla Opus added 40+ new products reaching 218 product & 1,870+ SKUs portfolio across Exterior and Interior Emulsions, Waterproofing, Textures & Designer Finishes, Enamels, Colorants, Wallpapers and Wood Finishes,

Stainers & Non-Mechanised Tools. The major category range addition took place in a) In-house wallpapers b) Launch of Painting Tools under sub-brand "Artist" c) Waterproofing products under sub-brand "AllDry". The innovation and chemistry led formulation engineering continues at R&D infrastructure facility located at Aditya Birla Science and Technology Centre (ABSTC) in Taloja, Navi Mumbai. Birla Opus R&D operates a dedicated Product Life Cycle Management (PLCM) system integrated with SAP, marketing, and manufacturing systems, ensuring disciplined New Product Development (NPD) and Design Change Request (DCR) governance. All the products undergo internal and third-party validation, with NABL-accredited certifications. The team has filed four patent applications for critical differentiated technologies.

In a short period of less than 2 years, Birla Opus has set up pan India distribution network of 50,000+ dealers and 146 depots servicing dealers in over 11,500 towns positioning Birla Opus' distribution as the 2nd largest in the industry. The exciting 3-year dealer loyalty program known as "Signature Club" has garnered excellent response with top performing dealers in FY 2025-26 winning trips to New Zealand, South Korea, Vietnam and many more gifts.

'Birla Opus' unique tinting machine with smallest footprint integrated digitally to the central software system, delivering 2,320+ colour shades including 216 iconic Indian shades, has been widely accepted by dealers. This innovative tinting solution is generating high quality colour data analytics, including diverse consumer preferences across various states of India, helping supply chain and marketing teams cater to changing aspirations consumer aesthetic needs.

The depot network, powered by Extended Warehouse Management System (EWMS) & Transport Management System (TMS), allows 4-hour delivery to dealers in depot town and next day delivery in upcountry towns & villages.

The separate institutional sales channel has created a robust pipeline of 45,000+ sites across segments of Builders, Cooperative Housing Societies (CHS), Government, Hospitals, Schools, Factories etc. and the list of specification approvals with key departments is increasing on a quarter-on-quarter basis.

Birla Opus Studio and Birla Opus Paint Gallery continues to delight the consumers and is transforming the decorative paints retailing industry across India. Birla Opus Paint Gallery enhanced the consumer paint experience with the largest organised retail footprint in the industry of 1,200+ franchised stores across 700+ towns. Birla Opus re-imagined the Branded Painting Services model under PaintCraft brand name to offer GST compliant services through its franchisee dealers & contractors ensuring highest quality of service. The PaintCraft painting service is now available in 6,000+ pin codes.

Birla Opus redefined consumer painting experience offering superior product quality and warranty. This year, the business introduced industry-first service warranty through 'Opus Assurance' campaign. The Company estimates that over 6 million households have applied and experienced Birla Opus products, with adoption of paint products continuing to accelerate exponentially.

Birla Opus has one of the largest active contractor base of over 4 lakh active contractors connected via a mobile opp "BIRLA OPUS ID" that allows accurate tracking of secondary sales. This coupled with our "Track & Trace" capability allows Birla Opus to monitor and react to changing market dynamics and take actions to help drive primary as well as secondary sales. Birla Opus operates learning centres across 10 major metro cities and focuses on upskilling lakhs of unorganised workforce of painters & contractors. The Architect & Interior Designer (AID) partner network has now crossed 3,000 active firms across 60 cities becoming the second largest AID network in the industry.

The wide usage of Birla Opus products in millions of households demonstrates the trust of brand, deep penetration and level of product acceptance. Building on the successful brand awareness campaigns of "Duniya ko Rang Do" and "Naye Zamane ka Naya Paint", Birla Opus became the "Second Most 'Unaided Recall' and Top of Mind Brand" in Urban India basis Brand Track study by appointed agency in FY 2025-26. Birla Opus advertised extensively in country's most loved sport i.e., Cricket including T20 World cup & IPL 2026 season.

The new brand campaigns were promoted through multimedia including diverse multi language TV channels & popular digital media. These campaigns were supported with on-ground activations and Birla Opus became the most visible brand as per on-ground visibility measures basis internal assessment. Consumer & Influencer activation was promoted through 'Expo on Wheels, Van Activations, Amantran events and other activation programs that enabled direct connection with 1.3 lakh plus stakeholders in paints ecosystem.

The core pillar of strength of Birla Opus is the young & diverse team of over 5,500 on-roll employees. Birla Opus has inducted amongst the largest field team of sales and service in paints industry to support all its key stakeholders - dealers, contractors, painters, architects, and consumers. The entire Automated Manufacturing production is operated by trained engineers or diploma holders – a first in the industry. Birla Opus team remain committed to become #2 profitable decorative brand in every region across India as the brand drives towards its first vision of reaching ₹ 10,000 annual crore revenue at the earliest.

B2B E-commerce (Birla Pivot)

India's next phase of growth will come not from creating more marketplaces, but from transforming and streamlining B2B procurement. Birla Pivot aims to address this gap by simplifying and integrating how businesses purchase, finance, and receive raw materials, creating a more efficient and unified procurement experience across fragmented industries.

Birla Pivot has emerged as a comprehensive B2B e-commerce platform catering to building materials, metals, and industrial inputs. It serves as an integrated procurement solution that brings together sourcing, pricing, financing, and delivery on a single digital platform. Designed to address the complexities of B2B e-commerce, it enables businesses to access a wide range of products, benefits from transparent pricing, avail flexible credit, and track orders seamlessly, thereby making procurement more efficient, reliable, and streamlined.

Over the last 3 years, Birla Pivot has served businesses across the entire spectrum of India's construction and industrial economy – EPC companies, civil and MEP contractors, real estate developers, manufacturing entities, OEMs, retailers - and delivered a B2C-like experience. We offer more than 50,000+ SKUs from 1,000+ brands, aggregated and price-optimised across geographies. Every consignment tracked in real time. Every seller, transporter, and delivery milestone connected on one platform.

Our core strength lies in our fully in-house technology platform, designed to support every stage of the B2B commerce lifecycle. It comprises four integrated modules: Pivot Edge for customer engagement, Pivot Grid for coordinated order execution, Pivot Vault for embedded financing solutions, and Pivot XP for end-to-end logistics management, enabling a seamless and efficient procurement experience.

Our diverse team combines deep industry expertise with cutting edge technology and operates with the agility of a startup and the long-term vision of a large conglomerate.

Birla Pivot is one of the fastest growing company in India's B2B e-commerce landscape. Building Materials, Chemicals, and Metals all contributed meaningfully, and both Project and Retail customer segments scaled well.

In FY 2025-26, Birla Pivot saw a step-up in its technology capabilities, making the platform more data-driven and intelligent. Pivot Edge delivers buyer-level insights for better personalisation, while Pivot Vault's Early Warning System enables proactive credit risk management. The business also achieved over 50% digitisation through WhatsApp and self-serve channels.

Even as volumes and complexity increased, execution strengthened, with improved OTIF and NPS across both project and retail segments.

Lyocell Project

The first phase (55 KTPA) of the Lyocell project at Harihar is progressing as per plan, with commissioning expected by mid-2027. Detailed Engineering activities have been substantially progressed and orders for major equipment have been placed. Technical evaluation and procurement of balance project packages is progressing well.

The Civil, mechanical, electrical & instrumentation contracts have been finalised and awarded. Civil work and foundation activities underway at site. The 220 KV substation order is placed, and project execution activities have commenced. The Company has initiated steps towards securing renewable power for the project. Overall, the project is progressing well.

Aditya Birla Renewables Limited (ABRen)

a. Composite Scheme of Arrangement

During the year under review, the Board of Directors has approved a Composite Scheme of Arrangement amongst Essel Mining & Industries Limited ("EMIL"), an Aditya Birla Group Company, and Aditya Birla Renewables Limited ("ABRen or Transferee Company"), a wholly owned subsidiary of the Company, and the following subsidiaries of ABRen and EMIL, and their respective shareholders and creditors ("Scheme"), as follows:

i. transfer and vesting of the EMIL Renewable Energy Undertaking from EMIL to the Transferee Company, as a going concern, on a slump sale basis, without values being assigned to individual assets and liabilities, in accordance with Section 2(42C) and other applicable provisions of the Income Tax Act, 1961.

ii. amalgamation of Electrotherm Renewables Private Limited ("ERPL"), a wholly owned subsidiary of EMIL, with the Transferee Company; and

iii. amalgamation of ABREL EPCCO Services Limited, ABREL Renewables EPC Limited, ABREL EPC Limited, all wholly owned subsidiaries of the Transferee Company (collectively "the EPC Companies") with the Transferee Company.

The above Scheme would create a consolidated renewable energy platform along with ancillary services, under the Transferee Company to simplify

the management and operational structures of the Companies and would increase efficiency by reaping benefits of economies of scale and synergies.

ABRen has received the 'No Objection Letter' for the Scheme from BSE Limited on 9th March 2026, and had filed application for approval of the Scheme with the Hon'ble National Company Law Tribunal, Mumbai and Kolkata Bench ('NCLTs') in March 2026. The Appointed Date of the Scheme is 1st April 2025, and the Scheme will be effective post the approval of the Scheme by the NCLTs, and other regulatory and statutory approvals, as applicable.

b. Investment by EMIL on private placement basis in Aditya Birla Renewables Limited ("ABRen")

On 21st January, 2026, the Board of Directors of ABRen has allotted ~ 49.26 crore fully paid-up equity shares through private placement on preferential basis to Essel Mining & Industries Limited, ("EMIL") an Aditya Birla Group Company, aggregating to approx ₹ 500 crore. Consequent to this transaction, ABRen had ceased to be wholly-owned subsidiary of the Company w.e.f. 21st January, 2026, however, the Company continues to hold controlling stake in ABRen.

c. Investments/Acquisition of Stake in Aditya Birla Renewables Limited ("ABRen"), by GIP EM Star Pte Limited ("GIP EM")

During the year under review, the Board has approved investment by GIP EM by way of one or more private placement on preferential basis, amounting to ₹ 2,000 crore (Rupees Two Thousand crore) in various tranches into ABRen, vide a combination of Compulsory Convertible Preference Shares and Equity Shares, subject to the terms and conditions set out in the Securities Subscription Agreement and Shareholders' Agreement, executed amongst the Company, ABRen and GIP EM.

GIP EM also has an option to invest an additional amount up to ₹ 1,000 crore (Rupees One Thousand crore) in the form of equity shares, pro-rata to its shareholding in ABRen, subject to the terms and conditions set out in the Shareholders' Agreement.

Further, on 15th April 2026, the first tranche of ₹ 1,000 crore (Equity of ₹ 10 crore and Compulsorily Convertible Preference Shares of ₹ 990 crore) was received from GIP EM, on completion of necessary compliances, and conditions precedents, as per agreements signed.

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 Indian Accounting Standards ('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 the Notes to the Consolidated Financial Statements.

Subsidiaries, Associates and Joint Venture Companies

During the period under review:

- Consequent to Essel Mining & Industries Limited infusing approx ₹ 500 crore on private placement basis in Aditya Birla Renewables Limited (ABRen), a wholly owned subsidiary ('WoS') of the Company, the stake of the Company in ABRen was reduced from 100% to 70.57%.
- The status of Aditya Birla Renewables SPV 3 Limited (ABRen SPV 3) a WoS of ABRen changed from WoS to Subsidiary pursuant to transfer of 26% of its shares to Vodafone Idea Limited on 20th October 2025.

During the year under review, Aditya Birla Idea Payments Bank Limited, a subsidiary of the Company, was dissolved, pursuant to the order of Hon'ble Bombay High Court dated 12th June 2025.

Further, the Company has acquired / agreed to acquire equity stakes in the following Special Purpose Vehicles ("SPVs"), formed as Captive Users for renewable energy projects:

i. For Vilayat Plant, Gujarat: Investment in the SPV with Prozeal Green Energy Limited, namely Pro-Zeal Green Power Eighteen Private Limited, incorporated on 19th September 2025, in which the Company is holding 26% equity stake.

ii. For Balabhadrapuram Plant, Andhra Pradesh: Investment in the SPV with Prozeal Green Energy Limited, namely Pro-Zeal Green Power Nineteen

Private Limited, incorporated on 24th September 2025, in which the Company is holding 26% equity stake.

iii. For Ganjam Plant, Odisha: Investment in the SPV with GMR Energy Limited, namely GMR Kalinga Solar Power Limited, incorporated on 22nd November 2025, in which the Company has agreed to acquire 29% equity stake.

During the year under review, 4 Limited Liability Partnerships (LLPs) i.e. Renukeshwar Estates LLP, Mangalyaan Estates LLP, Shambhavnath Estates LLP and Chandanprabhu Estates LLP were incorporated by the Company.

Except above, there were no other 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 review the financial statements, significant transactions of all Subsidiary Companies, and the minutes of unlisted Subsidiary Companies are placed before the Board.

Our Company has adopted the Policy for determining material subsidiaries in accordance with the Listing Regulations. 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 465 RMC plants across 167 cities. UltraTech has two white cement units and four wall care putty units. As on 31st March 2026, UltraTech's grey cement capacity in India stood at 191.4 MTPA, reflecting an addition of 8.0 MTPA capacity. Its operations are backed by a robust logistics network that dispatches approximately 75% by road, 23% by rail and balance by sea, servicing a wide distribution network of more than 1,50,000 channel partners across India. In April 2026, UltraTech's overall capacity (India + Overseas) stood at 205.5 MTPA.

For FY 2025-26, consolidated sales volumes grew 8.6% YoY to 154.25 MMT, with capacity utilisation at 77%. RMC sales volumes grew 23% YoY to 16.44 million cubic meters. The share of green power (WHRS + renewables) in total power consumption was 41.6%. Consolidated revenue grew 16.5% YoY to ₹ 88,512 crore. EBITDA grew 32.3% YoY to ₹ 17,598 crore, while PAT grew 35.6% YoY to ₹ 8,188 crore. Operating cash flow stood at ₹ 15,316 crore.

Aditya Birla Capital Limited ('ABCL')

Key Highlights of ABCL's Consolidated Performance for the financial year ended 31st March 2026 are as under:

Consolidated Revenue: ₹ 45,427 crore (grew 12 % YoY)

Consolidated Net Profit: ₹ 3,635 crore (grew 22 % YoY)

Overall, AUM across asset management, life insurance and health insurance at over ₹ 5.91 lakh crore (grew 16 % YoY)

Overall lending book (NBFC and Housing Finance) at ₹ 2.07 lakh crore (grew 32 % YoY)

Gross premium (across Life and Health Insurance) at ₹ 31,634 crore (grew 24 % YoY)

Share Capital

The Authorised Share Capital of the Company stood at ₹ 423.50 crore, comprising 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 2026.

Issued Share Capital of the Company stood at ₹ 136.12 crore, comprising 68,05,83,601 Equity Shares of Face Value ₹ 2/- each as at 31st March 2026.

Subscribed and paid up capital of the Company stood at ₹ 136.11 crore, comprising 68,05,80,576 Equity Shares as at 31st March 2026.

Issue of Equity Shares on Rights Basis

In the FY 2024-25, the Board of Directors made two calls in respect of outstanding partly-paid up Equity Shares of the Company:

- **First Call:** ₹ 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:** ₹ 906/- per partly paid Equity Share (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.

In the FY 2025-26, the Company sent reminder letters to shareholders from whom the First Call and/or Second Call monies are pending and have issued shares based on the receipt of the call monies. The call monies received by the Company 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 7,03,138 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 23,27,819 Equity Shares of the Company as on 31st March 2026 for transfer to the eligible employees under ESOS-2018 and ESOS-2022. The ESOS-2018 and ESOS-2022 are being administered through the Trust.

ESOS-2018

During the year, 3,72,498 Equity Shares were transferred from the Trust's demat account to the employees account due to exercise of Stock Options and Restricted Stock Units ('RSUs') by the grantees under ESOS-2018.

ESOS-2022

During the year, the Nomination and Remuneration Committee ('NRC') of the Board approved grant of 5,81,072 Stock Options and 1,60,874 Performance Stock Units ('PSUs') to the eligible employees, including the Managing Director of the Company, under ESOS-2022.

During the year, 68,164 Equity Shares were transferred from the Trust's demat account to the employees account due to exercise of Stock Options and PSUs by the grantees under ESOS-2022.

The details of Stock Options and RSUs granted pursuant to 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-2025-26.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 the following NCDs on private placement basis, which are listed on BSE Limited:

Particulars - NCDs	Face Value	Amount	Coupon rate	Maturity Date
1,00,000 Fully Paid, Unsecured, Listed, Rated, Redeemable, Rupee Denominated, NCDs	₹ 1,00,000 each	₹ 1,000 crore	6.56%	6th June 2030

During the year, no NCDs were due for redemption.

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 2026 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 forms 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, Mr. Kumar Mangalam Birla and Mr. Sushil Agarwal, Non-Executive, Non-independent Director of our Company, are liable to retire by rotation at the ensuing Annual General Meeting ('AGM').

Mr. Kumar Mangalam Birla and Mr. Sushil Agarwal, being eligible, have offered themselves for re-appointment at the ensuing AGM.

Brief profiles of Mr. Kumar Mangalam Birla and Mr. Sushil Agarwal are provided in the Report on Corporate Governance and Notice of AGM.

The Board of Directors at its meeting held on 10th February 2025, based on recommendation of Nomination and Remuneration Committee ('NRC') and subject to the approval of Members of the Company, had 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 up to 30th April 2028.

Subsequently, the Members of the Company, by way of Postal Ballot held on 26th June 2025 approved the above appointment of Mr. Himanshu Kapania as MD and KMP of the Company.

During the year, the Board of Directors at its meeting held on 10th February 2026, based on the recommendation of NRC has re-appointed Mr. V. Chandrasekaran (DIN: 03126243) and Mr. Adesh Kumar Gupta (DIN: 00020403) as Independent Directors of the Company for a second term of 5 (five) consecutive years with effect from 24th May 2026 up to 23rd May 2031, in accordance with the provisions of the Act and SEBI Listing Regulations, subject to the approval of the Members of the Company.

Subsequently, the Members of the Company by way of Postal Ballot held on 27th March 2026, approved the above re-appointments of Mr. V. Chandrasekaran and Mr. Adesh Kumar Gupta, as Independent Directors of 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. Himanshu Kapania, Managing Director, Mr. Hemant Kumar Kadel, Chief Financial Officer (CFO) and Mr. Neelabja Chakrabarty, Company Secretary are the Key Managerial Personnel ('KMP') of the Company as on 31st March 2026.

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 NRC 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, with effect from 16th August 2025.

Further, Mr. Sailesh Kumar Daga, 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. Consequent to the same and based on the recommendation of the NRC, the Board of Directors, at its meeting held on 8th August 2025, approved the appointment of Mr. Neelabja Chakrabarty as Company Secretary and Compliance Officer and KMP of the Company, with effect from 1st October 2025.

The Board of Directors placed on record its deep appreciation for significant contribution made by Mr. Pavan Kumar Jain as CFO and Mr. Sailesh Kumar Daga as Company Secretary and Compliance Officer of the Company during their respective tenures.

Meetings of the Board

The Board of the Company met 7 (seven) times during the year to deliberate on various matters. The meetings were held on 22nd May 2025, 8th August 2025, 5th November 2025, 9th December 2025, 29th December 2025, 16th January 2026 and 10th February 2026. 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

The Audit Committee comprises of Mr. N. Mohan Raj, Chairman, Mr. V. Chandrasekaran, Mr. Yazdi Piroj Dandiwala and Mr. Himanshu Kapania as its members. Three out of four 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. Three out of four members, including Chairperson of NRC, are Independent Directors.

Corporate Social Responsibility Committee

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

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

The Risk Management and Sustainability Committee ('RMSC') comprises of Mr. N. Mohan Raj, Chairman, Mr. Ashvin Parekh, Mr. V. Chandrasekaran, Mr. Himanshu Kapania, Mr. Jayant V. Dhobley, Business Head, CFI and Mr. Kapil Agrawal, Business Head, Textiles, 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 have 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 have 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 with 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 its operations.

Pursuant to Section 134(5) of the Act, the Board of Directors, to the best of their 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 2026, 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 seventh Integrated Annual Report for FY 2025-26. This report is prepared in alignment with the Integrated Reporting Framework laid down by the International Integrated Reporting Council and aims to present 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) ('BSR') 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 second term of BSR is up to the conclusion of the ensuing 79th AGM of the Company. The Board of Directors has at its meeting held on 20th May 2026, based on the recommendation of the Audit Committee, approved the appointment of M/s Deloitte Haskins & Sells Chartered Accountants LLP, (Registration Number: 117364W/W100739) ('Deloitte') as one of the Joint Statutory Auditor of the Company in place of BSR, to hold office from the conclusion of the ensuing AGM until the conclusion of the 84th AGM, subject to approval of the Members. Resolution seeking approval of the members on this item is included in the Notice convening the AGM. Both Deloitte and KKC have confirmed that they are not disqualified to act/continue as Auditors, and are eligible to hold office as Statutory Auditors of your Company.

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 2026, 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.

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 of Directors, at its meeting held on 20th May 2026, approved the appointed of 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 the FY 2026-27 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 the FY 2026-27, 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 the FY 2026-27, forms part of the Notice of the ensuing AGM.

Secretarial Auditor

M/s. Makarand M. Joshi & Co., Company Secretaries (Firm Registration Number - P2009MH007000), Mumbai, was appointed as the Secretarial Auditor of the Company to hold office for a first term of five consecutive years from FY 2025-26 till FY 2029-30 of the Company. The said appointment was approved by the shareholders at the last AGM of the Company.

They have confirmed their eligibility and qualification required under the Act for holding the office, as Secretarial Auditor of the Company.

The Secretarial Audit Report, issued by M/s. Makarand M. Joshi & Co., Company Secretaries, for the FY 2025-26, is given in **Annexure 'D'** to this Report. The Secretarial Audit Report does not contain any qualification, reservation, disclaimer or adverse remark. Pursuant to the requirement of Regulation 24A of the Listing Regulations, the Secretarial Compliance Report for the financial year ended 31st March 2026, in relation to the compliance of all applicable SEBI Regulations/circulars/guidelines issued thereunder, is available on the website of the Company at https://www.grasim.com/Upload/PDF/annual-secretarial-compliance-report-q4fy26-20052026.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

No instances of fraud were reported by the Auditors of the Company under Section 143(12) of the Act.

Disclosures

Contracts and Arrangements with Related Parties

During the year, all contracts/arrangements/transactions entered 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 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 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 2026, are given in Notes to the Standalone Financial Statements, forming part of this Integrated Annual Report.

The Board at its meeting held on 22nd May 2025, has approved entering into material Related Party Transaction(s) in terms of the Listing Regulations 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 crore for the FY 2025-26. Subsequently, the members of the Company, by way of postal ballot on 26th June 2025, approved both the material related party transactions.

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 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 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 ₹ 73.35 crore, of which ₹ 53.89 crore was spent towards Committed CSR Projects of the Company, and an amount of ₹ 19.46 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 and 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.

Sustainability

We continue to place sustainability at the core of our strategy, recognising it as a key driver of long-term value, resilience and responsible growth. In the FY 2025-26, ESG considerations were further accelerated into business planning, capital allocation and operations, aligned with the Aditya Birla Group's Net Zero roadmap and robust governance, transparent disclosures and alignment with leading global and national frameworks. The RMSC reviewed enterprise risks and sustainability priorities, covering areas such as decarbonisation, renewable energy, resource efficiency, water stewardship, circularity and cyber security, while also tracking emerging opportunities from evolving regulations, technology and customer expectations, enabling risk-informed and resilient decision-making.

The Company advanced its climate agenda through targeted investments in cleaner technologies, process optimisation and energy efficiency improvements, leading to a substantial increase in renewable power share to 24% (up from 11% in FY 2024-25). Water stewardship efforts were further strengthened, with up to 53% of total water consumption met through recycled water, reflecting a strong push towards conservation, reuse and reduced dependence on freshwater resources. These initiatives were complemented by continued focus on waste minimisation, circular economy practices and responsible sourcing. At the same time, sustained emphasis on employee safety, ethical conduct, responsible supply chains and community development reinforced the social and governance pillars of sustainability. Overall, the Company's sustainability framework remains robust and confident in navigating uncertainties while delivering sustainable long-term value to all stakeholders.

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 2026 is available on the Company's website at https://www.grasim.com/Upload/PDF/form-mgt-7-annual-return-fy-2025-2026.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 CSF business continued to execute with clarity and conviction, anchored in its long-term vision of global leadership in sustainable man-made cellulosic fibres.

Sustainability, circularity and traceability have become defining requirements, shaped by evolving regulations, brand commitments and increasingly conscious consumer preferences. At the same time, trade patterns are shifting due to localisation, new trade blocs and geopolitical

realignments-creating both complexity and opportunity for fibre producers with scale, resilience and clarity.

Sustainability has evolved from a licence to operate into a core driver of growth and differentiation. Our Cellulosic Fibre business, Birla Cellulose retained the highest global sustainability rating from Canopy for the sixth consecutive year, reflecting consistent performance in responsible sourcing, traceability and environmental stewardship. Beyond recognition, sustainability is translating into tangible commercial advantage - strengthening customer trust, deepening brand partnerships and improving access to global markets as ESG-aligned sourcing becomes central to brand strategies.

Our CSF business continues to provide a strong and resilient foundation through scale, cash generation, cost discipline and quality leadership. This robustness enables investment opportunities in future-ready fibre platforms.

Against the backdrop of stagnating cotton availability due to land, water and climate constraints, Lyocell is emerging as the most credible and scalable solution to bridge the widening cellulosic gap. Its closed-loop process and strong alignment with sustainability, position it as a fibre of the future. The leading European and global brands increasingly view Lyocell as integral to long-term sourcing strategies.

In line with this conviction, we continue to invest in Lyocell capacity, technology and R&D. The first phase of the Lyocell project at Harihar is progressing in line with plan, with engineering, procurement and site execution advancing steadily reinforcing confidence in disciplined project execution and timely ramp-up.

The operating environment remained challenging through the year, with intensified competition and external volatility. In response, the CSF business remained sharply focused on controllable levers-tightening consumption norms, improving asset reliability, strengthening power-plant reliability and enhancing process discipline.

At the same time, the Company continues to engage constructively with policymakers and industry stakeholders for creating level playing field for Domestic Industry vs. imports by supporting frameworks that recognise sustainability, compliance and long-term value creation, while competing primarily through internal strengths.

Sustained investment in R&D - across both operating and capital expenditure-remains a defining strength. R&D efforts span new fibre solutions, premium and specialty offerings, process innovation, digital manufacturing and sustainability-led differentiation. Investments in pilot facilities, advanced modelling, specialised equipment and in-house engineering capabilities are accelerating scale-up and improving reliability. Partnerships with global technology providers, brands and downstream players ensure innovation remains closely aligned with customer needs and regulatory trends.

As global textiles move decisively toward sustainability, circularity and traceability, the CSF business is well positioned to lead. With expansion in Lyocell, sustained focus on operating efficiencies and R&D-led differentiation, Cellulosic Fibres remains a key pillar of growth.

Cellulosic Fashion Yarn (CFY)

The Cellulosic Fashion Yarn (CFY) business continues its purposeful journey toward excellence by integrating innovation, sustainability, and operational resilience at every stage of its value chain. With a strong foundation in responsible manufacturing and an unwavering focus on customer expectations, CFY is shaping the future of fashion yarn through advanced materials, transparent value chains, and world class safety and environmental practices.

At the heart of CFY's innovation agenda is the development of closed-loop Lyocell Filament Yarn (LFY) technology, undertaken in partnership with a leading European technology provider. Following a successful lab scale proof of concept, the pilot phase is now focused on scale up, performance optimisation, and yarn sample development for customer validation—laying the foundation for future commercialisation. Alongside this, CFY has introduced cutting edge yarn solutions such as high DPF, low DPF microfilaments, and dull-with-tracer yarns that enhance fabric aesthetics, performance, and supply chain traceability.

A breakthrough in product responsibility, the Raysileco brand integrates both molecular and digital traceability directly within the yarn, enabling end-to-end tracking across the textile value chain. This empowers brands and consumers with unprecedented visibility, transparency, and trust in the origins and journey of the product they use.

Sustainability remains a core differentiator for CFY. The Raysil® portfolio is backed by globally recognised certifications including FSC-COC, Canopy "Green Shirt," Higg Index, LCA, ZDHC MMCF 3.0, RCS, STeP, and OEKO TEX® Standard 100 Class 1, ensuring responsible sourcing, chemical stewardship, and the highest product safety standards. CFY also advanced its environmental performance through CEMS migration to the CPCB's ODAMS portal, securing SO_2-limit exemption for the TPP in line with national regulations, and progressing biodiversity assessment under a No Net Loss (NNL) framework.

The shift from paper-based permits to a digital E Permit system has transformed visibility and governance, enabling analysis of 12,000+ permits to identify work patterns, high-risk zones, and opportunities for engineering interventions.

Similarly, the structured Process Safety Event (PSE) reporting framework, aligned to API RP 754 and CCPS, has deepened risk visibility with 717 events captured across tiers, strengthening barrier management and early warning capability.

Through its integrated focus on product innovation, value chain transparency, safety leadership, and responsible operations, the CFY business continues to demonstrate resilience and steady, sustainable progress.

Chemicals

The R&D efforts are focusing on further enhancing our chlorine derivative portfolio, developing new products improving the chlorine utilisation, and cost optimisation of current product portfolio.

Through our R&D Centre, we continue to advance water treatment technologies with a strong focus on safety, sustainability, and regulatory compliance. During the year, we progressed the development of sustainable potable water solutions, including the demonstration of HSBP technology for both swimming pool and drinking water sanitation. For the textile sector, we introduced new Vytal formulations to address the treatment of coloured effluents effectively. We also developed cost effective solutions for COD reduction and fluoride removal, along with specialised products for Zero Liquid Discharge (ZLD) applications involving RO membrane systems used in Effluent Treatment Plants (ETPs) and Common Effluent Treatment Plants (CETPs). Additionally, we strengthened our Vytal portfolio to offer a comprehensive range of coagulants catering to diverse applications across textile, metallurgy, ceramics, and refinery industries. During the year, we developed sustainable manufacturing technology for the Vytalfix product range and have filed a patent for this innovation.

Business development and R&D team worked closely with customers across paver blocks, clear film liquids, and artificial leather segments during the year. As a result of these collaborations, sustainable formulations have been successfully developed and commercialised under the Twist brand. In addition, product ranges are being developed to enhance compatibility between PVC and phthalate free plasticisers, supporting both business growth and customer adoption of more human friendly formulations. Further, a compatibilizer product portfolio for coatings and adhesives applications is under development and is planned for commercialisation in the next financial year.

The Company's R&D Centre received an extension of recognition from the Department of Scientific and Industrial Research (DSIR) for a further three years and continued collaborative projects with reputed institutions. During the year, the Company obtained NSF/ANSI, Halal, and Kosher certifications for its operating units, with expansion to additional sites and product ranges in progress and achieved K REACH compliance along with EPA federal registration for high strength bleaching powder. The Company's systems and practices were recognised by the Indian Chemical Council (ICC) under the Responsible Care® programme, enabling the use of the Responsible Care® logo across all eight manufacturing sites. Auditors acknowledged the organisation's strong commitment to Responsible Care principles, particularly the effective implementation of product stewardship practices across the value chain, from raw material sourcing to end of life management, supported by R&D led stewardship initiatives. R&D activities also included technical publications and presentations at national and international forums to promote safe and responsible product use.

The Company's R&D Centre, in collaboration with Aditya Birla Science and Technology Company Private Limited (ABSTCPL), successfully supported the implementation of food grade phosphoric acid technology at the Karwar site. The R&D team also strengthened the process technology to accommodate key raw materials from multiple sources, thereby enhancing supply flexibility and supporting long-term business sustainability.

Specialty Chemicals (Epoxy Polymers and Curing Agents)

Our R&D team continues to lead the sustainability agenda through platform innovations focused on bio based products, waterless and solvent free systems, green processes, and circularity ready chemistries. We are expanding the epoxy portfolio's design principles to enable recyclability-spanning resin and curing agent development through end of life recovery pathways-while maintaining uncompromised performance. To close the loop, we are building strategic partnerships across the value chain, including customers, recyclers, collectors, and academic institutions, aimed at recycling, recovering, and reusing materials. Alongside these efforts, we maintain a strong and sustained focus on CMR free formulation development for multiple end applications, including flooring and wind energy. We continue to scale portfolios that prioritise safety, low emissions, and reduced environmental footprint.

We are also extending our technology platforms into adjacent markets, such as composites, electrical, coatings, and construction, while driving deeper penetration into polyester applications. Active collaboration with OEMs and Tier partners is enabling the introduction of recyclable epoxy systems into E&E applications, aligned with the sector's growing requirements for circularity and responsible end of life solutions. Our epoxy systems have advanced to deliver enhanced fire resistance for electronics applications, and we continue working closely with customers to further improve these offerings. A key focus area remains the development of Bisphenol A (BPA) free can coatings for the food industry, delivering sustainable and safe performance with excellent corrosion resistance, adhesion, and processability. This programme includes customer qualification testing and alignment with global regulatory and safety standards. In parallel, we are expanding the portfolio toward waterborne epoxies to reduce Volatile Organic Compounds (VOCs) and enhance worker and environmental safety, with targeted performance across industrial metal, flooring, and protective coatings. As we continue to develop new solutions, we remain committed to the constant improvement of the efficiency and sustainability of our existing liquid epoxy resin processes through focused process optimisation and continuous improvement initiatives.

Textiles

The Textiles business continues to drive innovation by serving emerging customer needs with a strong focus on sustainability, performance, and continuous process improvement. Our efforts are centred on developing future-ready textile solutions that balance comfort, aesthetics, and environmental responsibility. The key innovations launched this year are as follows:

Key Innovations Launched this Year

All-Season Fabric: Our All-Season Fabric is a premium blend of Linen and Wool, engineered to deliver comfort across varied climatic conditions. Linen provides a cooling effect, while wool naturally regulates body temperature, ensuring all-day comfort with superior moisture management. The fabric features a subtle linen slub combined with the softness of wool, creating a refined and luxurious appearance with a soft hand feel and structured drape. Its ability to rapidly absorb and release moisture helps keep the wearer dry and fresh throughout the day. Crafted entirely from natural, bio-degradable fibres, this breathable yet temperature-balancing fabric reflects our commitment to eco-conscious innovations while meeting premium performance expectations.

Circular Solutions: While Linen is inherently considered an eco-friendly fibre, we have extended its sustainability potential by developing fabrics using recycled Linen sourced from pre-consumer linen waste. This initiative aligns with the growing global emphasis on circular economy principles and the increasing demand for recycled textile solutions.

We are actively working toward establishing a closed loop system, enabling resources to be reused and recycled continuously, thereby minimising waste and environmental impact. Recycled Linen plays a critical role 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.

Innovation at our Textiles business is strongly supported through strategic collaborations with leading research and industry partners. We work closely with ABSTCPL, TRADC (Textile Research & Application Development Centre), and ICAR (Indian Council of Agricultural Research), alongside global partners, such as CEC, The Woolmark Company, Sanitized, Asahi Kasei, and other specialty fibre and chemical suppliers. These collaborations enable us to explore and develop innovative yarns, finishes, and fabric solutions. Our broad R&D initiatives are designed to address both present and future needs of the textile industry, ensuring we remain at the forefront of sustainable innovation, quality, and customer-centric product development.

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 were 2 (two) complaints pending at the beginning of the year. During the year, 8 (eight) complaints were received, out of which 8 (eight) complaints were resolved, and 2 (two) complaints were unresolved at the end of the year. The Company is committed to providing a safe and conducive work environment to all its employees and associates.

Compliance of the Provisions Relating to the Maternity Benefit Act, 1961

The Board affirms that the Company remains fully committed to upholding its Maternity Policy in strict compliance with applicable laws, including the Maternity Benefit Act, 1961, and in alignment with internal human resource protocols.

The policy is designed to support the health, well-being, and work-life balance of women employees during and after pregnancy.

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's effort.

Continuous people's 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

- BW Businessworld Top 3 Conglomerates - Sustainable Organization 2025
- Times Group, Global Sustainability Alliance Sustainable Organization 2025
- CNBC-TV18 India Risk Management Awards 2025 - "Masters of Risk, Conglomerate" Large Cap category.
- Grasim Ranks 3rd in Hurun Perpetual 2026
- Grasim Treasury won Adam Smith Award 2025
- Grasim won ICC Social Impact Awards – 2026 in education and animal care
- Grasim won the CSR Times Award – 2025
- Grasim CSR won Large Corporate Health Program and Most Innovative education project from IHW, Integrated Health & Wellbeing Council, Delhi
- Grasim recognised for contribution to NSE Nifty 50 - 3 decades event
- Birla Cellulose No 1 ranking in Canopy's Hot Button Report 2025
- SFD, Nagda awarded "12th CSR Times Awards 2025 – Gold –" Livelihood category"
- CFY, Veraval Unit awarded Golden Peacock National Energy Award 2025
- CFY, Veraval Unit awarded CII Energy Efficient Unit Award at 26th National Award for Excellence in Energy Management 2025
- CFY, Kalyan Unit awarded Golden Peacock HR Excellence Award 2025
- CFY, Kalyan Unit awarded CII National Manufacturing Excellence Award and Energy Efficient Unit Award 2025
- CFY, Kalyan Unit awarded National Award for Manufacturing Competitiveness by IRIM Mumbai
- Chemical Division awarded with Responsible Care Logo, a global voluntary initiative by the Chemical Industry aimed at continuously improving Environment, Health and Safety performance
- Chemical Division, Vilayat Unit won the ICC EVONIK Award of Excellence in Management of Environment
- Insulator Business, Rishra Unit won the Quality Award in the Gold Category at ICC Quality Management Systems Conference 2025
- Birla Opus Paints awarded Gold at PRCA Awards 2025 in Best New Product Launch (for 'Make Life Beautiful')
- Birla Opus Paints won SABRE APAC 2025 in Home/Furniture Industry Category.

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 in respect of the investigation period 2012-17. The Company had filed an appeal against the order before the Hon'ble National Company Law Appellate Tribunal ('NCLAT'), and had obtained a stay by depositing ₹ 30.16 crore with NCLAT by way of fixed deposit. On 5th May 2026, the NCLAT set aside the Order dated 16th March 2020, and remanded the matter back to the CCI for fresh hearing and consideration. Consequently, the penalty of ₹ 301.61 crore and certain behavioural directions imposed earlier on the Company have been set aside.
- The CCI had passed another order dated 6th August 2021, under Section 4 of the Competition Act, 2002, in respect of the investigation period 2017-18. The Company filed an appeal before the Hon'ble NCLAT. Pursuant to the NCLAT order dated 5th May 2026 setting aside and remanding the CCI's order dated 16th March 2020, the Company shall take appropriate steps in the pending appeal.

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. No Issue of equity shares with differential rights as to dividend, voting or otherwise;
3. No Issue of sweat equity shares to the employees or directors of the Company;
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 cooperation 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, 20th May 2026

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	Samrit Buildcon Limited (formerly known as Samrudhhi Swastik Trading and Investments Limited)	ABNL Investments Limited	Grasim Business Services Private Limited	Aditya Birla Renewables Limited (ABReL) (w.e.f. 21st January 2026)*	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	1,673.65	0.01	62.61
Other Equity	79.67	55.97	3.62	(30.56)	(4.73)	5.66
Total Assets	88.93	91.28	11.40	5,383.35	38.00	245.94
Total Liabilities	1.09	7.17	7.68	3,740.25	42.72	177.67
Investments	42.32	35.19	-	171.97	-	3.89
Revenue from Operations	1.18	6.66	78.56	261.53	-	35.98
Profit/(Loss) before Tax	2.19	2.90	1.93	(118.63)	(4.60)	2.17
Tax Expenses	0.48	1.37	0.39	(25.44)	-	0.53
Profit/(Loss) for the Year	1.71	1.53	1.55	(93.19)	(4.60)	1.64
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	100.00%	100.00%	100.00%	70.57%	70.57%	66.81%
Exchange Rate as on 31st March 2026	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 ¥¥
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	507.00	4.90	200.83	158.50	421.02	34.26
Other Equity	2.28	1.65	(20.36)	(11.28)	(376.01)	(0.96)
Total Assets	2,314.37	20.45	934.67	811.74	3,797.40	87.97
Total Liabilities	1,805.10	13.90	754.19	664.51	3,752.38	54.67
Investments	52.02	1.98	55.93	21.02	6.82	12.88
Revenue from Operations	15.28	3.37	61.46	89.61	319.32	10.15
Profit/(Loss) before Tax	3.28	0.78	(19.93)	(12.95)	(155.15)	0.17
Tax Expenses	(1.76)	0.20	0.02	-	0.00	0.16
Profit/(Loss) for the Year	5.04	0.58	(19.95)	(12.95)	(155.15)	0.01
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	52.22%	52.22%	66.81%	52.22%	70.57%	70.57%
Exchange Rate as on 31st March 2026	NA	NA	NA	NA	NA	NA

¥¥ Subsidiaries of ABReL

+ 74% shares held by ABReL and 26% shares held by UTCL

* Up to 20th January 2026 percentage of holding in ABReL was 100%

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	765.69
Other Equity	(87.53)	(36.48)	(17.58)	0.41	35.72	11.99
Total Assets	1,641.60	792.95	450.30	3.14	1,005.03	4,024.91
Total Liabilities	1,445.74	693.31	376.11	2.71	969.06	3,247.24
Investments	-	-	-	-	-	138.78
Revenue from Operations	107.83	52.00	39.06	0.91	1,463.97	-
Profit/(Loss) before Tax	(48.94)	(27.68)	(17.87)	1.52	9.45	13.22
Tax Expenses	0.01	0.01	0.00	0.08	2.66	(0.25)
Profit/(Loss) for the Year	(48.95)	(27.69)	(17.87)	1.44	6.79	13.46
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	78.22%	66.81%	66.81%	70.57%	70.57%	66.81%
Exchange Rate as on 31st March 2026	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 ¥¥	Aditya Birla Renewables SPV 4 Limited ¥¥	Aditya Birla Renewables SPV 5 Limited ¥¥
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	(16.02)	(4.79)	(3.91)	(1.31)	(1.86)	(0.16)
Total Assets	100.09	8.24	169.93	27.10	151.66	14.82
Total Liabilities	96.83	13.03	139.80	28.40	153.51	14.96
Investments	-	-	11.63		-	-
Revenue from Operations	9.59	2.30	18.50	-	-	-
Profit/(Loss) before Tax	(5.48)	(1.99)	(3.25)	(1.03)	(0.15)	(0.09)
Tax Expenses	-	0.18	0.00	-	-	-
Profit/(Loss) for the Year	(5.48)	(2.17)	(3.25)	(1.03)	(0.15)	(0.09)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	66.81%	70.57%	52.22%	70.57%	52.22%	70.57%
Exchange Rate as on 31st March 2026	NA	NA	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
Name of Subsidiaries	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
Share Capital (Equity)	294.68	0.25	2.33	0.01
Other Equity	74,368.69	155.23	15.57	0.52
Total Assets	1,27,841.25	157.84	18.78	7.60
Total Liabilities	53,177.88	2.37	0.88	7.07
Investments	17,284.04	-	-	-
Revenue from Operations	82,169.65	-	-	6.76
Profit/(Loss) before Tax	10,026.79	ß	(0.01)	(0.05)
Tax Expenses	2,621.54	-	-	-
Profit/(Loss) for the Year	7,405.25	ß	(0.01)	(0.05)
Proposed/Interim Dividend	7,072.30	-	-	-
Percentage Holding as on 31st March 2026	56.11%	56.11%	56.11%	56.11%
Exchange Rate as on 31st March 2026	NA	NA	NA	NA

Sr. No	29		30		31	
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	15.05	50.61	1,306.93	1.50	38.73
Other Equity	(190.79)	(57.43)	30.40	785.11	(27.13)	(700.69)
Total Assets	487.91	146.86	158.90	4,103.09	13.24	341.80
Total Liabilities	628.71	189.23	77.88	2,011.05	38.87	1,003.76
Investments	-	-	37.44	850.30	-	-
Revenue from Operations	1,566.62	454.80	-	-	55.40	1,332.72
Profit/(Loss) before Tax	(110.83)	(32.18)	(2.65)	(63.85)	2.32	55.85
Tax Expenses	18.56	5.39	0.91	21.87	ß	(0.03)
Profit/(Loss) for the Year	(129.39)	(37.56)	(3.56)	(85.72)	2.32	55.88
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	44.88%		56.11%		56.11%	
Exchange Rate as on 31st March 2026	BS - SLR 3.3224 = 1.00 INR		BS - AED 0.0387 = 1.00 INR		BS - AED 0.0387 = 1.00 INR	
	PL - SLR 3.4446 = 1.00 INR		PL - AED 0.0416 = 1.00 INR		PL - AED 0.0416 = 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	32		33		34	
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	25.82	0.50	12.91	0.20	5.16
Other Equity	13.49	348.37	30.93	798.77	13.59	351.03
Total Assets	19.94	514.96	53.64	1,385.07	15.00	387.30
Total Liabilities	5.45	140.77	22.20	573.38	1.20	31.10
Investments	-	-	-	-	-	-
Revenue from Operations	39.42	948.28	47.99	1,154.45	4.93	118.69
Profit/(Loss) before Tax	6.44	155.01	10.11	243.13	1.77	42.52
Tax Expenses	0.02	0.49	0.08	1.93	-	-
Profit/(Loss) for the Year	6.42	154.52	10.03	241.20	1.77	42.52
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	56.11%		56.11%		56.11%	
Exchange Rate as on 31st March 2026	BS - AED 0.0387 = 1.00 INR		BS - AED 0.0387 = 1.00 INR		BS - AED 0.0387 = 1.00 INR	
	PL - AED 0.0416 = 1.00 INR		PL - AED 0.0416 = 1.00 INR		PL - AED 0.0416 = 1.00 INR	

Sr. No	35		36	37	38	
Name of Subsidiaries	UltraTech Cement Bahrain Company WLL, Bahrain @		Letein Valley Cement Ltd !	Birla White WallCare Private Limited (erstwhile Wonder WallCare Private Limited) (w.e.f. 29th May 2025) !	Star Super Cement Industries LLC (SSCILLC) @	
Currency	BHD in crore	₹ in crore	₹ in crore	₹ in crore	AED in crore	₹ in crore
Share Capital (Equity)	0.03	7.52	6.26	254.24	3.19	82.48
Other Equity	1.37	344.55	-	(79.06)	13.32	344.00
Total Assets	1.75	438.44	6.26	214.65	28.54	737.05
Total Liabilities	0.34	86.37	β	39.47	12.03	310.56
Investments	-	-	-	-	-	-
Revenue from Operations	1.41	330.08	-	162.19	67.82	1,631.33
Profit/(Loss) before Tax	0.03	6.94	-	31.41	8.46	203.56
Tax Expenses	0.00	0.32	-	2.96	1.15	27.72
Profit/(Loss) for the Year	0.03	6.62	-	28.46	7.31	175.84
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	56.11%		56.11%	56.11%	56.11%	
Exchange Rate as on 31st March 2026	BS - BHD 0.0040 = 1.00 INR		NA	NA	BS - AED 0.0387 = 1.00 INR	
	PL - BHD 0.0043 = 1.00 INR				PL - AED 0.0416 = 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	39		40	41	42	
Name of Subsidiaries	Duqm Cement Project International, LLC, Oman@@		The India Cements Limited (ICEM) !	Industrial Chemicals & Monomers Limited ^ $$	PT Adcoal Energindo (AEI) !! (upto 2nd December, 2025)	
Currency	OMR in crore	₹ in crore	₹ in crore	₹ in crore	IDR in crore	₹ in crore
Share Capital (Equity)	0.06	13.55	309.90	2.23	1,005.27	5.59
Other Equity	(0.01)	(3.43)	9,717.09	144.97	147.25	0.82
Total Assets	0.06	14.96	13,305.29	158.63	1,173.92	6.53
Total Liabilities	0.02	4.84	3,278.29	11.43	21.40	0.12
Investments	-	-	59.35	ß	269.60	1.50
Revenue from Operations	-	-	4,580.98	1.06	-	-
Profit/(Loss) before Tax	ß	(0.83)	67.57	0.91	(102.69)	(0.55)
Tax Expenses	-	-	2.25	-	-	
Profit/(Loss) for the Year	ß	(0.83)	65.31	0.91	(102.69)	(0.55)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	39.28%		42.08%	41.48%	42.08%	
Exchange Rate as on 31st March 2026	BS - OMR 0.0041 = 1.00 INR		NA	NA	BS - IDR 179.73 = 1.00 INR	
	PL - OMR 0.0044 = 1.00 INR				PL - IDR 187.984 = 1.00 INR	

Sr. No	43		44		45	
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	0.12	ß	ß
Other Equity	2.42	0.09	249.07	9.04	0.59	0.01
Total Assets	2.42	0.09	252.53	9.16	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 2026	56.11%		56.11%		56.11%	
Exchange Rate as on 31st March 2026	BS - TZS 27.561 = INR 1.00		BS - TZS 27.561 = INR 1.00		BS - UGX 39.7578 = 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

@@ Subsidiaries of UCMEIL

! Subsidiaries of UltraTech Cement Ltd.

!! 71.90% by Raasi Minerals Pte Ltd (RMP) and 28.10% by PT Coromandel Mineral Resources (CMR)

^ Subsidiaries of ICME

$$ These have been classified as assets held for sale.

ß Represents that the amount is less than ₹ 50,000

Sr. No	46		47		48	
Name of Subsidiaries	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW)@@		Ras Al Khaimah Lime Co, Noora LLC *		Modern Block Factory Establishment *	
Currency	AED in crore	₹ in crore	AED in crore	₹ in crore	AED in crore	₹ in crore
Share Capital (Equity)	50.02	1,291.53	4.40	113.62	1.00	25.82
Other Equity	37.62	971.56	(1.96)	(50.52)	2.47	63.84
Total Assets	94.85	2,449.39	15.40	397.76	5.06	130.74
Total Liabilities	7.21	186.30	12.96	334.66	1.59	41.08
Investments	6.65	171.74	-	-	-	-
Revenue from Operations	16.18	389.23	6.24	150.15	6.71	161.50
Profit/(Loss) before Tax	2.09	50.37	(0.55)	(13.24)	2.71	65.26
Tax Expenses	0.16	3.96	0.00	0.00	0.24	5.79
Profit/(Loss) for the Year	1.93	46.41	(0.55)	(13.24)	2.47	59.47
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	37.22%		37.22%		37.22%	
Exchange Rate as on 31st March 2026	BS - AED 0.0387 = 1.00 INR		BS - AED 0.0387 = 1.00 INR		BS - AED 0.0387 = 1.00 INR	
	PL - AED 0.0416 = 1.00 INR		PL - AED 0.0416 = 1.00 INR		PL - AED 0.0416 = 1.00 INR	

Sr. No	49		50		51	
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	USD in crore	₹ in crore	IDR in crore	₹ in crore	USD in crore	₹ in crore
Share Capital (Equity)	1.30	123.05	282.81	1.57	0.11	10.17
Other Equity	(0.05)	(4.57)	(56.79)	(0.32)	(0.07)	(6.24)
Total Assets	1.25	118.52	305.39	1.70	0.04	3.96
Total Liabilities	0.00	0.05	79.37	0.44	0.00	0.04
Investments	0.34	31.80	-	-	-	-
Revenue from Operations	-	-	-	-	-	-
Profit/(Loss) before Tax	(0.00)	(0.09)	(183.86)	(0.98)	(0.06)	(4.86)
Tax Expenses	-	-	-	-	-	-
Profit/(Loss) for the Year	(0.00)	(0.09)	(183.86)	(0.98)	(0.06)	(4.86)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	42.08%		42.08%		42.08%	
Exchange Rate as on 31st March 2026	BS - USD 0.0105 = 1.00 INR		BS - IDR 179.73 = 1.00 INR		BS - USD 0.0105 = 1.00 INR	
	PL - USD 0.0113 = 1.00 INR		PL - IDR 187.984 = 1.00 INR		PL - USD 0.0113 = 1.00 INR	

@ Subsidiaries of The India Cements Limited

@@ Subsidiaries of UCMEIL

$ 98% by India Cements Limited and 2% ICL Financial Services Limited (ICLFSL)

Subsidiary of Coromandel Minerals Pte Ltd (CMP)

* Subsidiaries of RAKW

Sr. No	52	53	54	55	56	57
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)	2,619.61	737.72	3.12	3.50	113.00	0.05
Other Equity	26,081.51	5,241.04	131.24	1.16	(44.84)	0.42
Total Assets	1,70,585.93	44,734.41	378.18	4.70	90.39	0.50
Total Liabilities	1,41,884.81	38,755.65	243.82	0.04	22.23	0.03
Investments	16,691.37	939.20	2.96	1.56	70.29	0.22
Revenue from Operations	17,473.00	4,065.57	2.89	-	10.80	-
Profit/(Loss) before Tax	4,167.97	832.26	2.69	0.17	(8.52)	0.01
Tax Expenses	1,058.65	184.94	0.14	0.02	(0.07)	-
Profit/(Loss) for the Year	3,109.32	647.32	2.55	0.15	(8.45)	0.01
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	52.29%	52.29%	52.29%	52.29%	26.67%	52.29%
Exchange Rate as on 31st March 2026	NA	NA	NA	NA	NA	NA

Sr. No	58	59	60	61	62	63
Name of Subsidiaries	Aditya Birla Money Limited !!	Aditya Birla ARC Limited !!	Aditya Birla Sun Life Insurance Company Limited !!	Aditya Birla Capital Digital Limited !!	Aditya Birla Sun Life Trustee Private Limited !!	Aditya Birla Wellness Private Limited !!
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	5.65	100.00	2,093.12	1,046.00	0.02	15.05
Other Equity	294.60	389.47	2,884.59	(785.92)	2.11	3.71
Total Assets	3,466.19	1,346.35	1,17,003.80	414.13	2.40	37.03
Total Liabilities	3,165.94	856.88	1,12,026.09	154.05	0.27	18.27
Investments	818.35	59.01	1,10,505.42	75.11	2.06	15.97
Revenue from Operations	468.59	97.74	28,793.86	72.13	0.40	38.43
Profit/(Loss) before Tax	78.71	58.30	179.93	(264.19)	0.07	(8.95)
Tax Expenses	20.23	25.86	(0.45)	-	0.02	-
Profit/(Loss) for the Year	58.48	32.44	180.38	(264.19)	0.05	(8.95)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	38.45%	52.29%	26.67%	52.29%	26.59%	26.67%
Exchange Rate as on 31st March 2026	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. Aditya Birla Renewables SPV 3 Limited
4. Aditya Birla Renewables SPV 5 Limited

B. Additional Notes

1. On 9th March, 2026 the Hon'ble National Company Law Tribunal, Chennai Bench ("NCLT"), has approved the Scheme of Amalgamation entered into by INDIACEM, with ICL Financial Services Limited (ICLFSL), ICL International Limited (ICLIL), ICL Securities Limited ("ICLSL") and India Cements Infrastructures Limited ("ICIL"), wholly owned subsidiaries of the INDIACEM (collectively "Transferor Companies") (hereinafter referred to as "the Scheme" or "the Scheme of Amalgamation") under Sections 230-232 of the Companies Act, 2013. The Order has been filed with the Registrar of Companies, Chennai, Tamil Nadu and the Scheme has been made effective from 28th March 2026.

   The Appointed date of the Scheme is 1st January, 2026. All assets and liabilities of ICLFSL, ICLIL, ICLSL and ICIL stand transferred to INDIACEM from the Appointed Date and all four companies, viz. ICLFSL, ICLIL, ICLSL and ICIL stand dissolved without winding up. Since the amalgamated entities are under common control, the accounting of the said amalgamation In the INDIACEM Standalone Financials has been done applying Pooling of Interest method as prescribed in Appendix C of Ind AS 103 'Business Combination'.

2. Aditya Birla Stressed Asset AMC Private Limited was amalgamated with Aditya Birla Financial Shared Services Limited having appointed date of 1st April 2025 and effective date of 1st April 2026.

3. On 21st January 2026, the Board of Directors of ABRen has allotted ~ 49.26 crore fully paid-up equity shares through private placement on preferential basis to Essel Mining & Industries Limited ("EMIL") aggregating to ₹ 500 crore. Consequent to this transaction, ABRen had ceased to be wholly-owned subsidiary of the Company w.e.f. 21st January 2026, but the Company continues to hold controlling stake in ABRen.

   The Company's shareholding has reduced from 100% to 70.57% pursuant to the transaction.

4. 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 Aditya Birla Capital Limited ("ABCL"), was amalgamated with ABCL 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. As per the Scheme, all the shares of erstwhile ABFL, which were held by ABCL (either directly and/or through nominees) has been cancelled.

   Further, in accordance with the no objection letter issued by the Reserve Bank of India ("RBI"), the Certificate of Registration held by the erstwhile ABFL as NBFC-ICC has been surrendered. Further, ABCL has received the Certificate of Registration dated 9th December 2025 from RBI as an NBFC-ICC.

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 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#$$	31.03.2026	11,52,560	1.12	11.17%	0.26	0.07	0.01	0.06
2	Bhaskarpara Coal Company Limited#$$	31.03.2026	81,41,050	8.44	47.37%	6.77	0.48	0.23	0.25
3	AV Group NB Inc.	31.03.2026	2,04,750	153.04	45.00%	222.48	(506.82)	(228.07)	(278.75)
4	Birla Jingwei Fibres Company Limited	31.03.2026	-	117.40	26.63%	72.98	13.41	3.57	9.84
5	Bhubaneswari Coal Mining Limited	31.03.2026	3,35,40,000	33.54	26.00%	293.01	82.81	21.53	61.28
6	Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi	31.03.2026	16,665	0.47	33.33%	-	(0.12)	(0.04)	(0.08)
7	Aditya Group AB	31.03.2026	50	274.89	33.33%	324.45	(197.60)	(65.86)	(131.74)
8	AV Terrace Bay Inc. (AVTB)	31.03.2025	11,04,00,000	666.86	40.00%	-	(7.57)	(3.03)	(4.54)
9	Aditya Birla Science & Technology Company Private Limited#	31.03.2026	98,99,500	11.35	49.50%	56.66	13.15	6.51	6.64
10	Birla Advanced Knits Private Limited	31.03.2026	12,75,00,000	127.50	50.00%	(31.03)	(63.72)	(31.86)	(31.86)
11	PT Mitra Setia Tanah Bumbu **$$	31.12.2024	NA	NA	0.00%	-	(3.14)	(1.54)	(1.60)
12	Aditya Birla Sun Life AMC Limited# ^^	31.03.2026	12,96,43,873	29.75	44.94%	1,814.30	975.07	437.87	537.20
13	Aditya Birla Health Insurance Co. Limited^^	31.03.2026	25,69,00,011	1,318.74	45.89%	3,267.56	39.48	18.12	21.36
14	Aditya Birla Power Composites Limited	31.03.2026	2,27,32,740	22.73	51.00%	33.71	23.54	12.01	11.53
15	Renukeshwar Estates LLP@	31.03.2026	-	4.35	50.00%	8.67	(0.02)	(0.01)	(0.01)
16	Mangalyaan Estates LLP@	31.03.2026	-	-	50.00%	-	-	-	-
17	Shambhavnath Estates LLP@	31.03.2026	-	7.20	50.00%	14.40	(0.01)	(0.00)	(0.00)
18	Chandanprabhu Estates LLP@	31.03.2026	-	-	50.00%	-	-	-	-

#Represents Associates

$$Joint venture and associate of UltraTech Cement Limited

^^Joint venture and associate of Aditya Birla Capital Limited

**Ceased to be Associates of ICEM from 2nd December 2025

@Represents Joint operations

For and on behalf of the Board of Directors
Grasim Industries Limited

Himanshu Kapania
Managing Director
DIN: 03387441
Date: 20th May 2026
Place: Mumbai

Hemant Kumar Kadel
Chief Financial Officer

Neelabja Chakrabarty
Company Secretary
Membership No.: A 16075

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

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 2026, 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: 26117348ECKVVO8172

Place: Mumbai
Date: 20th May 2026

Annexure 'C' to the Board's Report

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings & Outgo pursuant to provisions of Section 134 of the Companies Act, 2013, read with the Companies (Accounts) Rules, 2014

A. Conservation of Energy

a. 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

- Adopted pusher type centrifuges in place of Top Feed Filter (TFF) to improve process efficiency and reduce power consumption.
- Installed a Medium Voltage Drive (MVD) on Boiler Feed Pump of the IJT Boiler for energy optimisation and better load control.
- Replaced old transformers of the Carbon disulphide (CS_2) furnace with new energy-efficient transformers to minimise electrical losses.
- Replaced multiple old/inefficient motors, pumps with new energy-efficient versions to reduce electrical energy consumption across the businesses.
- Adopted a small-size vacuum pump on Multi-Stage Flash Evaporator (MSFE) for improved operating efficiency and lower power usage.
- Installed Variable Frequency Drives (VFDs) for multiple processes across units for improved speed control, improved energy efficiency, better flow control and reduced energy consumption.
- Upgradation of old lighting fixtures with energy efficient LED lighting fixtures for enhanced illumination and power savings.
- Dryer-2 air optimisation at BC Kharach plant by increasing distribution plate hole openings to reduce steam consumption.
- Improvement in pulper capacity utilisation in Nagda Viscose plant by increasing batch weight for power saving.
- Audit and fast-track actions on insulation in Auxiliary MSFE and other areas to minimise steam losses.
- Installed an economiser at Nagda Acid plant to recover waste heat and improve overall thermal efficiency.

Chemicals Business

- Membrane Recoating of 7 Electrolysers for improvement of cell efficiency and reduction in cell power consumption.
- Installation of a new high capacity cooling water pump system replacing two small capacity pumps at Veraval resulted in reduction of auxiliary power consumption. The unit also replaced FRP lines with MS piping and elimination of bends to reduce hydraulic losses.
- Vacuum improvement through new pump installation and cooling tower revamp at Veraval, achieving heat rate improvement and coal savings of ~1.9 ton/day.
- Implementation of Boiler Losses Dashboard based on BEE methodology at Rehla, enabling real-time loss monitoring and reduction of coal consumption by ~70 ton/day.
- Installation of Armstrong steam traps by replacing old units at Balabhadrapuram contributed to steam savings of ~12 ton/day.

Advance Materials Business

- The Vilayat unit installed energy efficient motors (I3, I4) and LED Lighting during the year. VFDs have been installed on motors to enable precise speed control and automation of operations.

Cellulosic Filament Yarn (CFY) Business

- Replacement of cooling tower blades with Aerodynamic Blades (3 nos.) resulted in improved operational efficiency and reduced power consumption.
- Lighting replacements, retrofits and LED upgrades across units for enhanced illumination and power savings.
- Modification work carried out in the CSY-3 plant by replacing Air washer AHU pumps and spray pumps resulted in improved operational efficiency and reduced power consumption.
- Upgradation of an existing centrifugal fan with an energy-efficient fan for Textile air washer at Spool Spun Yarn (SSY).
- Improvement in Spin bath pump efficiency through redesigning the pump suction strainer.
- Installation of energy saving device in Power Control Center (PCC)-4 of SSY Textile PCC room.

Textiles Business

- Adoption of energy efficient pumps, motors and VFDs for various applications such as hacking, drawing section and preparatory section, ETP, including spray pumps, etc.

Insulators Business

- Improvement in the conversion ratio (blank to finished goods) resulting in significant savings in Specific Power Consumption per ton.
- Implementation of closed-loop operation in humidifier blowers for electricity savings.
- Installation of VFDs in dryer blowers to enhance energy efficiency.
- Efficient utilisation of waste heat from the downdraft kiln to preheat combustion air in the updraft kiln, resulting in reduced gas consumption.

Paints Business

- Implemented load-based automation of chillers, pumps, and cooling tower fans, reducing energy consumption and enabling scalable deployment across six sites.
- Developed an intelligent Distributed Control System (DCS)-controlled lighting system with demand-based operating modes, achieving energy savings and improving SPC from 10 to 6.1.
- Enabled pressure-based automated operation of nitrogen compressors, eliminating idle running and generating energy savings with potential roll-out across six sites.

b. Steps taken by the Company for utilising alternate sources of energy

Cellulosic Staple Fibre (CSF) Business

- At Harihar Power Plant, Alternate Fuel Resource consumption has increased from 4.5% in FY 2024-25 to 6.3% in FY 2025-26.
- BC Kharach has signed a Power Purchase Agreement with Aditya Birla Renewable Energy Ltd for 4.2 MW hybrid power, with power expected to commence from July 2027.

Chemicals Business

The GCA business commissioned renewable projects at Nagda, enhancing overall renewable energy share.

Advance Materials Business

Advanced Materials business continues to utilise 100% power requirement through renewable energy

Cellulosic Filament Yarn (CFY) Business

Veraval unit continue to receive renewable power during the year.

Textiles Business

- Rishra Unit started utilizing pellets made from linen dust which were going for landfill category through in-house process conversion mechanisms and used 394 MT of pellets in the form of bio-mass fuel.
- Rishra Unit signed power purchase agreement with grid to purchase 25% of power from renewable source as green power thereby increasing RE share to 29% across its sites.

Insulators Business

The business continues to source renewable energy, which accounts for 21.2% of its total electricity consumption, and is further exploring opportunities to increase its renewable energy share.

Paints Business

The Panipat unit has commissioned a 2.36 MWp renewable energy capacity under a Power Purchase Agreement.

c. Capital investment on energy conservation equipment:

Total Investment made during FY 2025-26: ₹ 30.96 crore.

B. Technology Absorption

a. Efforts made towards technology absorption

Cellulosic Staple Fibre (CSF) Business

- Installed a new mechanical recycled fibre blending unit "Reviva M" of 15 TPD capacity at Nagda to improve recycled fibre utilisation and reduce overall energy consumption in the production process.

Chemicals Business

- Better technology of brine treatment membrane filtration unit installed at Vilayat unit supporting supply of treated brine for increased production.

Cellulosic Filament Yarn (CFY) Business

- Yarn with complete traceability across the textile value chain has been introduced for both molecular level traceability and technology enabled digital traceability.
- Introduced WSF rewinding in Elko meter yarn defect analysis to avoid yarn waste generation.
- Increased elongation in SSY products by 3-4% to improve yarn workability at customer end.
- Commercialized new coning oil to penetrate low TPM segment for SSY products by reducing fluff generation on loom and reducing breakage during Cop/TFO.
- Designed and developed new spinnerets to produce innovative products such as SSY high Denier Per Filament (DPF) and Low DPF products in SSY, aimed at capturing market share and substituting imports

Textiles Business

- Installation of Pressure Reducing Station (PRS) in Hank Dyeing was carried out at Rishra.

b. Benefits derived from product improvement, cost reduction, product development or import substitution

Cellulosic Staple Fibre (CSF) Business

- Strengthened the SAP PM module for reliability improvement through standardized maintenance strategies, equipment master data standardization, LLF checklists, preventive measures optimization, spare parts codification, breakdown history analysis, and centralized monitoring for better maintenance planning and equipment performance improvement.

Chemicals Business

- Process improvements at Vilayat have enhanced High Strength Bleaching Powder (HSBP) quality, resulting in increased export market share.

Cellulosic Filament Yarn (CFY) Business

- A trial using 100% hardwood pulp was conducted at the PSY Plant. Following the successful trial, the plant is now operating with 100% hardwood pulp as part of its cost optimisation initiative.
- A Single Flash De-aeration System implemented across two Viscose Systems resulted in monetary savings, while reducing steam consumption and cutting coal usage by 118 MT.
- Commercialisation of SSY dull tracer products (120/30, 75/30, 40/24, 60/40) expanded tracer technology to dull segments, improving market reach and product differentiation.
- Development of specialty products at pilot scale—SSY 60/08 HDF, SSY 75/70 and 58/48 micro denier, and PSY 150/40 FR will enable entry into high-value and export segments, strengthening portfolio diversification.

Textiles Business

- Installation of Pressure Reducing Station (PRS) resulted in savings of 145 MT of coal per annum.

c. Imported technology (imported during the last three years reckoned from the beginning of the financial year):

Cellulosic Filament Yarn (CFY) Business

- High Speed Constant Tension New Generation spindles (WSF Winders) for improvement in quality.
- Added CC5 (Cable Corder) to cater for the demand of Tyre Cord.

d. Expenditure incurred on Research and Development ('R&D'):

Expenditure	₹ in crore
For in-house R&D:	
i) Capital	17.95
ii) Revenue	137.26
Contribution to Scientific Research Company	28.99
Total R&D Expenses	**184.20**

C. Foreign Exchange Earnings and Outgo

	₹ in crore
Foreign Exchange Used	9,581.49
Foreign Exchange Earned	3,483.20

Annexure 'D' to the Board's Report

Form No. MR-3

SECRETARIAL AUDIT REPORT

for the Financial Year ended 31st March 2026

[Pursuant to Section 204(1) of the Companies Act, 2013 and rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Grasim Industries Limited,
Birlagram, Nagda, Ujjain - 456 331,
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** (hereinafter called 'the Company'). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Auditor's Responsibility:

Our responsibility is to express an opinion on the compliance of the applicable laws and maintenance of records based on audit. We have conducted the audit in accordance with the applicable Auditing Standards issued by the Institute of Company Secretaries of India. The Auditing Standards requires that the Auditor shall comply with statutory and regulatory requirements and plan and perform the audit to obtain reasonable assurance about compliance with applicable laws and maintenance of records.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2026 (hereinafter called the 'Audit Period') complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31st March 2026 according to the provisions 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 Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Overseas Direct Investment; (Foreign Direct Investment and External Commercial Borrowings is not applicable to the Company during the Audit Period); and

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'): -

  (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

  (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

  (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (Not Applicable to the Company during the Audit Period);

  (d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

(e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

(f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 and Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 regarding the Companies Act and dealing with client;

(g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; **(Not Applicable to the Company during the Audit Period)** and

(h) The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018. **(Not Applicable to the Company during the Audit Period)**

We have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards issued by The Institute of Company Secretaries of India.

(ii) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and amendments made thereunder. ('Listing Regulations')

During the audit period the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines and Standards etc. as mentioned above.

We further report that, having regard to the compliance system prevailing in the Company and on the examination of the relevant documents and records in pursuance thereof, on test-check basis, the Company has complied with the following law applicable specifically to the Company:

a) The Electricity Act, 2003;

b) Central Electricity Authority Regulation, 2010;

c) Textile Committee Act, 1963;

d) The Textile (Consumer Protection) Regulation 1988;

e) The Environment (Protection) Act, 1986;

f) Consumer Protection (E-Commerce) Rules, 2020;

g) Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016;

h) The Manufacture, Storage and Import of Hazardous Chemicals Rules, 1989; and

i) The Regulation on Lead Contents in Household and Decorative Paints Rules, 2016.

We further report that,

The Board of Directors of the Company is duly constituted with proper balance of Executive, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the audit period were carried out in compliance with the provisions of the Act and Listing Regulations.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days (except in one instances where meeting is convened at a shorter notice for which necessary approvals obtained as per applicable provisions), and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

All decisions at the Board Meetings and Committee Meetings are carried out unanimously as recorded in the minutes of the meetings of the Board of Directors or Committee of the Board, as the case may be.

We further report that, there are systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations, and guidelines.

We further report that, during the audit period, the Company has:

a) Redeemed its Commercial Paper amounting to ₹ 6,500 crore.

b) Issued and allotted 1,00,000 - 6.56% Fully Paid, Unsecured, Listed, Rated, Redeemable, Rupee Denominated, Non-Convertible Debentures of Face Value of ₹ 1,00,000/- each aggregating to ₹ 1,000 crore on June 6, 2025, on a private placement basis;

c) Approved the proposal for infusion of fund in Aditya Birla Renewables Limited ("ABRen"), a wholly owned subsidiary of the Company, by Essel Mining & Industries Limited ("EMIL") and GIP EM Star Pte Limited, by way of a preferential issue on private placement basis, amounting to ₹ 500 crore and ₹ 2,000 crore, vide a combination of Compulsory Convertible Preference Shares and Equity Shares within the current financial year 2026 for meeting urgent business needs of ABRen. Pursuant to this, ABRen has ceased as wholly owned subsidiary of the Company but continues to be a Subsidiary of the Company; and

d) Acquired / agreed to acquire equity stakes in the following Special Purpose Vehicles ("SPVs"), formed as Captive Users for renewable energy projects:

   i. For Vilayat Plant, Gujarat: Investment in the SPV with Prozeal Green Energy Limited, namely Pro-Zeal Green Power Eighteen Private Limited, incorporated on 19th September 2025, in which the Company is holding 26% equity stake.

   ii. For Balabhadrapuram Plant, Andhra Pradesh: Investment in the SPV with Prozeal Green Energy Limited, namely Pro-Zeal Green Power Nineteen Private Limited, incorporated on 24th September 2025, in which the Company is holding 26% equity stake.

   iii. For Ganjam Plant, Odisha: Investment in the SPV with GMR Energy Limited, incorporated on 22nd November 2025, in which the Company has agreed to acquire 29% equity stake.

For Makarand M. Joshi & Co.
Company Secretaries
ICSI UIN: P2009MH007000
Peer Review Cert. No.: 6832/2025

Kumudini Bhalerao
Partner
FCS: 6667
CP No.: 6690
UDIN: F006667H000414371

Date: 20th May 2026
Place: Mumbai

This report is to be read with our letter of even date which is annexed as Annexure A and forms an integral part of this report.

'Annexure A'

To,
The Members,
Grasim Industries Limited
Birlagram, Nagda, Ujjain - 456 331,
Madhya Pradesh, India

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the Management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Account of the company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events, etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of Management. Our examination was limited to the verification of procedures on test basis.
6. The 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 Makarand M. Joshi & Co.
Company Secretaries
ICSI UIN: P2009MH007000
Peer Review Cert. No.: 6832/2025

Kumudini Bhalerao
Partner
FCS: 6667
CP No.: 6690
UDIN: F006667H000414371

Date: 20th May 2026
Place: Mumbai

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:

Sr. 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	1	-
2	Ms. Anita Ramachandran	Member, Independent Director	1	1
3	Mr. Himanshu Kapania	Member, Managing Director	1	1

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 has appointed independent agency to undertake impact assessment for eligible CSR projects.

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/Upload/PDF/grasim-csr-impact-assessment-report-2023-24.pdf. Executive Summary of the aforesaid impact assessment reports are attached as Annexure to this Report.

5. Details of the amount available for set off in pursuance of Sub-rule (3) of Rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any: NIL

6.	(a)	Average net profit of the company as per section 135(5):	₹ 713.41 crore
	(b)	Two percent of average net profit of the Company as per sub-section (5) of Section 135:	₹ 14.27 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)]:	₹ 14.27 crore

7.	(a)	Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project):	₹ 72.49 crore*
	(b)	^Amount spent in Administrative Overheads:	₹ 0.86 crore
	(c)	Amount spent on Impact Assessment, if applicable:	₹ 0.15 crore
	(d)	Total amount spent for the Financial Year [(a)+(b)+(c)]: *Including ₹ 19.46 crore spent towards voluntary CSR activities.	₹ 73.50 crore
	(e)	CSR amount spent or unspent for the Financial Year:	

	Amount Unspent	
Total Amount Spent for the Financial Year	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 ₹ 53.89 crore towards committed CSR activities and additionally ₹ 19.46 crore as voluntary CSR activities (including administrative overheads).		NIL

*Excluding ₹ 0.15 crore spent on study of Impact Assessment.

#The Company has spent over and above the obligatory requirement of two percent of average net profit of the Company as per Section 135(5) of the Act.

^The administrative overheads incurred by the Company in relation to Corporate Social Responsibility (CSR) is 1.17% of total CSR expenditure made by the Company during the FY 2025-26. The administrative overheads are within the prescribed limit of 5% as stipulated by the Companies (Corporate Social Responsibility Policy) Rules, 2014.

(f) Excess amount for set-off, if any:

Sl. No.	Particulars	Amount (₹ in crore)
i.	Two percent of average net profit of the Company as per sub-section (5) of Section 135	14.27
ii.	Total amount spent for the Financial Year (including Administrative Overheads)*	73.35
iii.	Excess amount spent for the Financial Year [(ii)-(i)]#	59.08
iv.	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	Nil
v.	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	Nil

*excluding ₹ 0.15 crore spent on study of Impact Assessment.

#The Company shall not utilise the excess CSR amount spent in FY 2025-26 towards set-off of CSR expenses in succeeding three financial years.

8. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years:

(₹ in crore)

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	Date of Transfer		
1	FY–1 [2024-25]	-	-	-	-		-	-
2	FY–2 [2023-24]	-	-	4.50	-		-	-
3	FY–3 [2022-23][#]	4.50	-	-	-		-	-
	Total	**4.50**		**4.50**				

[#]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.

9. 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

10. 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

Himanshu Kapania
Managing Director
DIN: 03387441

Rajashree Birla
Chairperson, CSR Committee
DIN: 00022995

Date: 20th May 2026
Place: Mumbai

Executive Summary

Grasim Industries Limited, part of the Aditya Birla Group, began as a textile manufacturer in 1947 and has grown into a diversified leader in cellulosic fibres, chemicals, and textiles. It has expanded into new businesses like paints (Birla Opus) and a B2B building materials platform (Birla Pivot).

The Company operates in regions where rural communities face challenges such as low literacy, poor healthcare, unemployment, and inadequate infrastructure. Guided by its trusteeship philosophy and the Companies Act, 2013, the Company's CSR focuses on improving quality of life through structured governance and strong community engagement.

Its CSR strategy adopts a holistic approach—

- Enhancing education through digital access, infrastructure support, teacher training and scholarships, and mental health support;
- Improving healthcare through preventive, diagnostic and curative interventions; and
- Strengthening rural livelihoods via sustainable farming, skill development, and women empowerment. Aadyam initiative focuses on conservation of traditional art and heritage by supporting weavers.

MMJC Consultancy LLP has undertaken the impact assessment of the Company's CSR projects for the FY 2023-24. This assessment process helps measure the effectiveness, relevance and sustainability of interventions, offering valuable insights for continuous improvements.

Study Methodology:

A Concurrent Mixed Methods Research Design was used, combining quantitative and qualitative data collected simultaneously. Quantitative surveys measured programme reach and outcomes (e.g., education, healthcare, livelihoods), while qualitative tools like FGDs, interviews, case studies, testimonials, and observations captured community experiences and insights.

Evaluation Framework:

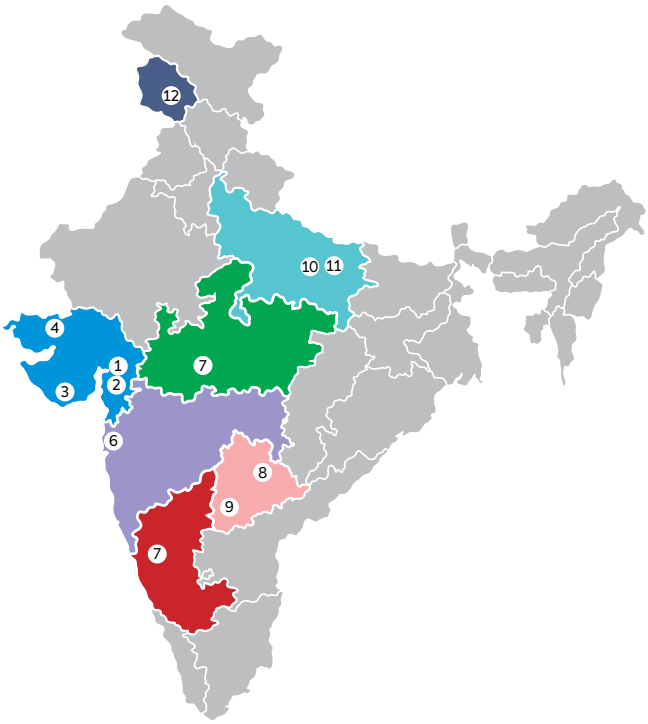
Data was gathered from approximately 3,000 beneficiaries across multiple locations using purposive sampling, supported by secondary data review. The OECD–DAC (Organisation for Economic Co-operation and Development – Development Assistance Committee) criteria covered key parameters including Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.

In education, ASER (Annual Status of Education Report) was used to assess learning outcomes such as basic reading and arithmetic levels among children.

In healthcare, the 4A framework—Availability, Accessibility, Affordability, and Acceptability—was applied to evaluate service delivery and equity. The study was also aligned with the UN Sustainable Development Goals (SDGs). Ethical practices such as informed consent, voluntary participation, and data protection were strictly followed throughout the assessment.

Locations visited: Nagda, Ujjain, Kharach, Veraval, Vilayat, Harihar, Mumbai, Varanasi, Bhadohi, and Pochampally.

Grasim CSR Outreach Map:



Gujarat
1. Kharach
2. Vilayat
3. Veraval
4. Bhuj

Madhya Pradesh
5. Nagda

Maharashtra
6. Mumbai

Karnataka
7. Harihar

Telangana
8. Pochampally
9. Gadwal

Uttar Pradesh
10. Bhadohi Mirzapur
11. Varanasi

Jammu & Kashmir
12. Kashmir

Education:

Grasim's education initiatives in FY 2023-24 were designed to strengthen **access to education, improve learning quality, and upgrade educational infrastructure** across its key operational locations—Nagda, Veraval, Vilayat, Kharach, and Harihar.

In FY 2023-24, it supported ~26,000 persons through CSR funding of ₹ 18.62 crore.

During the impact assessment, a total of 2,075 samples were collected from five different locations.

- **Early Childhood Care and Education** – Strengthened foundational learning by supporting Anganwadi centres through infrastructure upgrades, smart/renovated facilities, and innovative methods like BaLA and visual learning approaches, creating engaging and child-friendly environments. Mata Samiti, Bal Sansad, Anandalay, and Anandghar concepts help increase parental involvement and community participation, instill leadership and responsibility in children, and overall enhance student attendance.
- **Education for the Girl Child** – Focused on improving enrolment and reducing dropouts through health awareness, anaemia check-ups, scholarships, and provision of study materials and school infrastructure, ensuring holistic support for girls' education.
- **Science and Computer Education** – Promoted STEM (Science, Technology, Engineering, Mathematics) and digital learning through computer labs, IT training programmes, science exhibitions, AI workshops, and exposure activities, enhancing students' technical skills and curiosity.
- **Teaching Learning Materials (TLMs)** – Distributed essential materials such as notebooks, school kits, uniforms, and study aids to improve school readiness, attendance, and participation among students.
- **Scholarships and Performance Awards** – Encouraged academic excellence through scholarships, recognition programmes like "Star Topper of the Year," competitions, and career counselling sessions to guide students' future pathways.
- **Aditya Birla School (ABS)** – These schools offering quality education from Montessori to Class XII in multiple mediums, along with continuous infrastructure support including classrooms, sanitation, furniture, and learning resources.
- **Awareness and Capacity Building Initiatives** – Conducted programmes on school safety, disaster management, fire safety, health awareness, and teacher capacity building, ensuring a safe and supportive learning environment.

OECD (Organisation for Economic Cooperation and Development) Evaluation:

Relevance – The programme effectively addresses key educational and socio-economic challenges, including financial constraints, nutrition, and gender disparities. With over 90% of respondents acknowledging the role of mid-day meals in improving attendance and 100% supporting girl-focused interventions, the initiative is well aligned with community needs and priorities. Its focus on foundational learning through play-based and activity-oriented approaches further strengthens early childhood development.

Coherence - By converging with national initiatives such as the Integrated Child Development Services and the PM POSHAN Scheme, it integrates education, health, and nutrition, ensuring complementarity and strengthening public service delivery mechanisms. Early childhood initiatives place a strong focus on the implementation of the National Education Policy.

They contribute to SDG 3 by promoting child health through anaemia check-ups, mid-day meals, and health awareness; SDG 4 by improving access to quality education through school support, digital learning, and Anganwadi development; SDG 5 by promoting gender equality via scholarships, sanitary support, and girl-focused initiatives; and SDG 17 through partnerships with government departments, NGOs, and local institutions for effective programme delivery.

Effectiveness - The programme has achieved significant improvements in learning outcomes and student engagement. All respondents reported improvements in basic reading and numeracy, while 89% observed enhanced communication skills. Increased interest in learning (88%) and improved confidence (73%) highlight the success of activity-based pedagogy and teacher capacity-building efforts in enhancing classroom processes.

Efficiency - Leveraging existing infrastructure such as Anganwadi centres and government schools to maximise outreach. High satisfaction levels (over 90%) with educational resources and universal positive feedback on digital training indicate optimal utilisation of inputs, making the model cost-effective and scalable.

Impact - The initiative has contributed to holistic development, with approximately 80% of respondents reporting improved confidence and communication among children, alongside better discipline and hygiene practices. Community-level changes are also evident, with 65% reporting increased awareness about education and over 90% of parents demonstrating greater involvement in their children's learning. While foundational skills are strong, ASER (Annual Status of Education Report) findings indicate the need for continued focus on higher-order learning outcomes. The initiation of Project Pragati, aimed at girls who have discontinued their education after Class 8 or 10, is contributing to a positive shift in community mindsets and reciprocal support in select villages, under Grasim's initiative.

Sustainability - The programme benefits from well-maintained infrastructure, with over 90% of Anganwadi centres reported to be in good condition, and strong community engagement through parents and local committees.

Findings of the Study:

100%	respondents observed that children's basic reading and counting skills have improved while 89% noted improvement in children's speaking and communication skills.
88%	shared that children now show greater interest in learning, and 73% reported that children have become more confident and active in the classroom.
100%	respondents agreed that being a Shikshak has increased their confidence that they feel respected in the community, and that the training provided has helped them clearly understand their role.
90%	of the respondents agreed that the Mid-Day Meal programme provides nutritious food for children, contributing positively to their health, well-being, and regular attendance at school.
100%	of respondents agreed (including those who somewhat agree) that initiatives such as sanitary pad machines, adolescent education, and health camps for girls, help reduce the dropout ratio among them.
99%	of respondents agreed (including those who somewhat agree) that without scholarship support they would not have been able to continue their daughter's education, highlighting the importance of financial assistance.
75%	agreed that the child follows a regular sleep routine and their screen time is reduced.
99%	of respondents agreed (including those who somewhat agree) that classrooms and play areas are clean and well-maintained.
90%	of them agreed (including those who somewhat agree) that the computers provided in their school are useful for their studies and teachers guide and support them while using the computers.
90%	students reported increased confidence in their studies, indicating improved self-belief because of star topper of the year initiative.
80%	of respondents expressed positive perceptions across key aspects, including well-maintained school facilities, the effective use of digital boards for creative learning, the promotion of good habits and respectful behaviour, attentive and responsive teachers, and students being enthusiastic and self-motivated.
50%	of respondents observed positive changes in their children's behaviour at home, including being more respectful and caring, completing homework regularly, following a consistent sleep routine, maintaining better hygiene, and showing improved performance in exams and assessments.
80%	observed greater interest in extracurricular activities and increased confidence and participation reflecting enhanced engagement beyond academics.
90%	of respondents (including those who somewhat agree) expressed positive feedback across key areas, including learning skills beyond textbooks, teachers' ability to effectively resolve doubts, a strong focus on overall development, availability of career guidance, and the usefulness of subjects taught.
87%	respondents are driven by fun and experiential learning approaches such as games, stories, activities, and field visits.
58%	Students can read fluently and with relative ease, indicating that basic reading proficiency has been achieved by more than half of the children.
80%	respondents can correctly identify all 5 letters, demonstrating strong foundational literacy skills at the basic level.
90%	respondents assigned the highest rating (5) for both overall effectiveness and its contribution to the mental health ecosystem, reflecting high satisfaction and strong impact of the Mpower outreach program.
100%	respondents rated 5, that the Mpower project helped them manage their emotions, indicating a very strong impact on emotional regulation.
100%	reported receiving emotional support and support for stress or anxiety management, highlighting the Mpower program's strong contribution towards improving beneficiaries' emotion well.
90%	respondents stated that they experienced improved clarity of thoughts, indicating better understanding, decision making, and emotional processing after receiving support.

Healthcare:

This report presents the assessment of healthcare CSR initiatives implemented by the company with the objective of improving access to quality healthcare services for rural and underserved communities around its operational locations. Through partnerships with hospitals, government health departments, and community institutions, a range of initiatives have been implemented across **Nagda, Veraval, Vilayat, Kharach**, and **Harihar**, benefiting thousands of community members.

In FY 2023-24, it supported around ~2 lakh persons through CSR funding of ₹ 7.02 crore.

During the impact assessment, a total of 436 samples were collected from five different locations.

The company adopts an integrated healthcare approach that combines **preventive, diagnostic, and curative** interventions, addressing both immediate medical needs and long-term health awareness and disease prevention:

- **Preventive healthcare initiatives** such as immunization drives, maternal and child health services, menstrual hygiene awareness, and disease awareness campaigns are playing an important role in **improving community health awareness and early disease prevention**.
- **Diagnostic healthcare initiatives** provide accessible and early disease detection through various screening services such as eye, dental, ENT, and gynaecology camps, along with TB screening programs. They also include blood group, haemoglobin, anaemia, BP, sugar, and thalassaemia testing. In addition, school health camps and eye check-ups are conducted. These efforts **help in early identification of health issues and timely treatment, improving overall community health outcomes**.
- **Curative healthcare initiatives** are strengthened through support to hospitals such as Aditya Birla Hospital, Indubhai Parekh Memorial Hospital, Jan Kalyan Hospital and G.D. Birla Memorial Hospital, along with mobile medical units and community health camps. Mobile medical units and health camps play a **critical role in reaching remote communities** by providing free consultations, screenings, diagnostics, and medicines, thereby **reducing barriers related to distance and cost**. The TB elimination initiative implemented in Kharach and Veraval provides nutrition support to TB patients.

  4A Framework: which helps assess whether healthcare services are functioning in a manner that ensures equitable and effective service delivery, in rural and underserved areas.

- **Availability** - These initiatives provide preventive services such as immunization, maternal and child health care, anaemia screening, nutrition support, and disease awareness, along with curative services including consultations, diagnostics, and medicines supported by trained staff and essential medical facilities.
- **Accessibility** - Mobile medical vans and regular health camps help reach communities that may otherwise face difficulty accessing hospitals. TB patients reported that medicines and diagnostic tests were easily available, and more than 70% stated that TB testing and treatment guidance were easy to access. Mamta (health & hygiene awareness sessions for the mothers and children) sessions also improved access to maternal and child health services, with more than 80% of respondents attending for health check-ups and child immunization.
- **Affordability** - Most services are provided at low or no cost, reducing financial burden on beneficiaries. Free health camps, diagnostics, mobile consultations, and support such as artificial limbs and nutrition kits for TB patients further enhance affordability. Alignment with government schemes like Nikshay Poshan Yojana supports patient nutrition and recovery, while improved awareness of Ayushman Bharat can further strengthen financial protection and reduce out-of-pocket expenses.
- **Acceptability** - Grasim's healthcare initiatives show high community acceptance and satisfaction, with beneficiaries positively rating the behaviour and services of doctors, nurses, and staff. TB patients expressed confidence in consultations and treatment, while beneficiaries of artificial limb camps reported improved mobility, usability of devices, and greater confidence in daily life.

Findings of the Study:

90%	respondents confirmed that they receive monthly nutrition kits, indicating regular nutritional support to improve treatment adherence and recovery.
100%	respondents rated TB healthcare support through doctors, nurses, and diagnostic processes between good and excellent, indicating strong confidence in the quality of medical care and support provided.
89%	respondents reported that after attending Mamta Session, they now regularly track their child's growth, suggesting improved monitoring of child development.
82%	respondents reported improving their child feeding practices, suggesting that the nutrition counselling provided during the sessions has influenced better dietary practices for children.
94%	respondents reported that the artificial limb/hand is light and easy to carry, indicating that the devices are comfortable and suitable for daily use.

87%	respondents confirmed that doctors were available during OPD visits and that the prescribed medicines were available at the hospital pharmacy.
84%	respondents agreed that diagnostic services such as tests, X-rays, and laboratory facilities are accessible to patients.
100%	reported that beds were available at the time of admission.
88%	rated doctors' communication, diagnosis, treatment, and medicines between 4 and 5, indicating a high level of satisfaction with the medical services provided.

Rural Development:

This report presents the assessment of rural development CSR initiatives implemented by the company with the objective of improving livelihoods, strengthening infrastructure, and enhancing the overall quality of life for rural and underserved communities around its operational locations.

Through partnerships with government departments, NGOs, and community institutions, a range of interventions have been implemented across Nagda (MP), Kharach, Vilayat, Veraval, Bhuj (GJ), Harihar (KA), Varanasi, Bhadohi Mirzapur (UP), Pochampally, Gadwal (TG), Kashmir (J&K), benefiting thousands of community members through sustainable agriculture, skill development, women empowerment, and infrastructure development initiatives.

In FY 2023-24, it supported ~74,200 persons through CSR funding of ₹ 15.35 crore.

During the impact assessment, a total of 695 samples were collected from five different locations.

- **Sustainable Agriculture** – Strengthened farm-based livelihoods through training, demonstrations, and exposure visits, promoting organic and resilient agriculture practices. Initiatives such as Wadi development, nutrition gardens, soil health improvement, INM (Integrated Nutrient Management)/IPM(Integrated Pest Management) practices, vermicomposting, and water management systems enhanced productivity and sustainability.

  Afforestation and large-scale plantation drives contributed to environmental conservation. Additionally, Farmer Producer Organizations (FPOs) were established to strengthen market linkages and enable collective growth.

- **Animal Husbandry** – Improved livestock productivity through veterinary camps, animal treatment services, and the establishment of Artificial Insemination (AI) centres. Efforts focused on cattle breed improvement, disease management, and increased access to veterinary care, benefiting farmers through enhanced income and livestock health.

- **Gaushala** established by the Company plays a key role in cattle management by providing shelter and care for stray and non-productive cattle, improving animal welfare, reducing crop damage and road accidents, and supporting farmers through better livestock management and fodder linkages.

- **Skill Development Programmes (Vocational Training Centre, Women Empowerment, Entrepreneurship Development)** - Promoted employability through vocational training centres and skill-building initiatives in areas such as tailoring, embroidery, food processing, and other trades. Training programmes enabled youth and women to gain livelihood skills, with some transitioning into micro-enterprises and income-generating activities.

  Women were empowered through the formation and strengthening of Self-Help Groups (SHGs), enterprise development, and financial inclusion. Activities included tailoring units, food processing, handicrafts, and awareness programmes, along with support for vulnerable groups, leading to increased participation of women in economic and social spheres. Entrepreneurship was encouraged through SHG-led enterprises, production units, and market linkage support. Initiatives such as local fairs, exhibitions, and enterprise training enabled beneficiaries to scale their businesses and improve income stability.

- **Infrastructure Development** – Enhanced rural infrastructure through water conservation structures (check dams, ponds, soak pits), sanitation and hygiene initiatives, RO plants, and community assets like schools, Anganwadi's, panchayat buildings, and roads. Additional interventions included solar street lighting, community halls, and irrigation support, improving overall quality of life in villages.

- **Village Development** – Adopted an integrated approach to rural development by combining livelihood promotion, infrastructure creation, environmental sustainability, and social welfare initiatives such as disaster relief, health and safety awareness, and community engagement programmes, contributing to the creation of self-reliant and resilient rural communities.

- **Aadyam Handwoven** – The Company's Aadyam initiative focuses on conserving traditional crafts while empowering rural artisans, 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.

Findings of the Study:

56%	respondents identified stray cattle as a moderate issue, while 31% considered it a major concern, underlining the relevance of the intervention.
80%	respondents reported reduced crop damage, 60% observed lower crop loss, and over 50% noted a decline in illegal grazing.
71%	reporting fewer road accidents involving cattle and over 50% experiencing overall improvement in the situation.
70%	households are engaged in fodder supply or related activities, indicating strong community participation and livelihood linkages.
87%	agreed that cattle are now safer and better cared for, while 85% believed road safety has improved, conflicts between farmers and cattle have reduced, and the initiative has delivered broader community benefits.
93%	respondents applied organic compositing and 72% applied natural pest control methods, showing that techniques which are easy to implement and reduce input costs are readily accepted and integrated into farming practices.
95%	respondents identified natural input preparation as the most useful training component.
90%	respondents reported improvement in soil health and increase in yield, suggesting that the practices promoted are effective in enhancing productivity.
83%	observed a reduction in input costs, highlighting the success of low-cost, sustainable techniques introduced during the training.
97%	respondents agreed (including those who somewhat agree) that the training helped reduce the overall cost of cultivation.
93%	agreed (including those who somewhat agree) that agriculture training reduced financial risk during crop failure and reduced dependency on external inputs.
90%	respondents reported improved crop yield and productivity and better soil quality and better access to training, knowledge, and skills.
90%	respondents reported an additional source of income from fruit crops and improved long-term livelihood security.
90%	respondents agreed (including those who somewhat agree) that the training provided was relevant, practices such as seed treatment, INM (Integrated Nutrient Management), and IPM (Integrated Pest Management) improved crop performance, water-efficient practices helped manage water stress, and observed an increase in farm income.
54%	respondents reported an income increase of more than 25% after joining FPO.
90%	respondents agreed that the FPO provides essential services such as seeds and fertilizers, storage facilities, and credit support to farmers.
99%	respondents agreed (including those who somewhat agree) that the FPO helped them get better prices for their produce and improved their farming and business skills and reduced dependence on middlemen.
100%	agreed (including those who somewhat agree) that Wadi/fruit plantation support strengthened long-term income prospects and that their farm income has increased and would recommend FPO membership to other farmers.
90%	of respondents agreed that cows are very healthy, indicating improved livestock health and effective animal care practices under the program.
100%	respondents agreed (including those who somewhat agree) that they intend to continue AI services even after project support ends.
95%	agreed (including those who somewhat agree) that AI has improved the genetic quality of livestock, income from dairy has become more stable and that doorstep AI services helped save time and reduce costs.
95%	of SHG respondents are engaged in regular savings, indicating strong financial discipline at the group level.
83%	of SHG respondents are involved in financial literacy activities, reflecting good progress in awareness and understanding of financial management.
100%	respondents agreed that skill training improved confidence, income generation, household decision-making, and reduced dependence on others, reflecting strong empowerment and livelihood impact.

Alignment with SDGs:

	The company provides flood relief to people, emergency shelter support, ration kits for 1,000 families, disaster preparedness and livelihood continuity measures.
	The company contributes to SDG 2 by providing nutrition support to vulnerable groups, particularly TB patients through monthly nutrition kits, and by promoting maternal and child nutrition awareness during community health sessions.
	The company improves community health through child health initiatives, preventive and curative services, and infrastructure support, with over 90% reporting better nutrition and attendance and 100% improved health awareness among children.
	The company strengthens education through school operations, Anganwadi development, digital learning, and inclusive support initiatives, while improving infrastructure, learning resources, and life skills, leading to better access, engagement, and overall student development.
	100% respondents agreed that girl-focused initiatives (scholarships, sanitary support, awareness) help reduce dropout rates. Grasim supports formation of SHGs with women, women FPOs, tailoring skill centres, pad disposal machines.
	The company supports SDG 6 by promoting hygiene, sanitation, and disease prevention awareness through community health programs, contributing to improved health outcomes related to safe water and sanitation practices. RO plant, pond development, enhancement of water holding capacity, canal desilting, community water systems.

	The company supports women-led enterprises, tailoring units, skill training, sewing machine distribution, livelihood diversification through SHGs.
	The company supports the construction of RCC (Reinforced Cement Concrete) roads, drainage, culverts, street lighting, Panchayat Bhavans, community halls, farm roads, school buildings.
	65% respondents reported increased community awareness about education, indicating broader social inclusion.
	The company supports this SDG by construction of community halls, panchayat infrastructure, heritage temple upkeep, public seating, sports and cultural promotion. Grasim has also installed Street lighting, cement benches, Valmiki Circle lighting, sports facilities and community assets
	The company supports check dams, pond rejuvenation, Miyawaki plantations, flood response, safety & mock drills.
	Collaboration with Education Departments, Anganwadi's, NGOs (Aid et Action), NDRF, Computer Training Centres, and local institutions for education delivery.

Recommendation:

Key priorities include strengthening academic support for RTE (Right to Education) students and improving learning outcomes through structured education interventions. Ensuring the sustainability of SHGs through the identification of marketable products, stronger market linkages, and continued capacity building is also important. Additionally, upgrading existing healthcare facilities and promoting the long-term sustainability of Gaushala operations are critical. Expanding CSR efforts to underserved areas, along with adopting a more integrated, project-based approach, is recommended to enhance overall impact.

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; and (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 2025-26 and percentage increase / decrease in remuneration of each Director, Chief Financial Officer and Company Secretary during the FY 2025-26 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 2025-26	% increase/ (decrease) in remuneration in the FY 2025-26
1	Mr. Kumar Mangalam Birla	Chairman, Non-Executive Director	-	-
2	Smt. Rajashree Birla[i]	Non-Executive Director	11.28	9%
3	Ms. Ananyashree Birla	Non-Executive Director	2.33	20%
4	Mr. Aryaman Vikram Birla	Non-Executive Director	2.72	17%
5	Mrs. Anita Ramachandran	Independent Director	5.06	8%
6	Mr. N. Mohan Raj	Independent Director	6.03	19%
7	Mr. Yazdi Piroj Dandiwala	Independent Director	4.86	19%
8	Mr. V. Chandrasekaran	Independent Director	6.61	6%
9	Mr. Adesh Kumar Gupta	Independent Director	4.86	14%
10	Mr. Ashvin Dhirajlal Parekh[ii]	Independent Director	3.89	Not applicable
11	Mr. Haigreve Khaitan[iii]	Independent Director	3.11	Not applicable
12	Mr. Mukkavilli Jagannath[iv]	Non-Executive Director	1.95	0%
13	Mr. Sushil Agarwal	Non-Executive Director	2.72	17%
14	Mr. Himanshu Kapania[v]	Managing Director	420.50	Not Applicable
15	Mr. Hemant Kumar Kadel[vi]	Chief Financial Officer	Not Applicable	Not Applicable
16	Mr. Neelabja Chakrabarty[vii]	Company Secretary & Compliance Officer	Not Applicable	Not Applicable
17	Mr. Pavan Kumar Jain[viii]	Chief Financial Officer	Not Applicable	Not Applicable
18	Mr. Sailesh Kumar Daga[ix]	Company Secretary & Compliance Officer	Not Applicable	Not Applicable

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 Appointed as an Independent Director w.e.f. 23rd August 2024. Hence, percentage increase/(decrease) in remuneration is not comparable.

iii Appointed as an Independent Director w.e.f. 26th September 2024. Hence, percentage increase/(decrease) in remuneration is not comparable.

iv Appointed as a Non-executive Director w.e.f. 26th September 2024. Remuneration for the FY 2025-26 shall be payable to LIC of India.

v Appointed as Managing Director w.e.f. 1st April 2025. Hence, percentage increase/(decrease) in remuneration is not comparable. Further, for the purpose of determining the ratio of the remuneration to the median remuneration of the employees of the Company for the FY 2025-26, deferred compensation, Retiral payouts, one time payout and perquisites under Employees Stock Option Schemes are excluded.

vi Appointed as Chief Financial Officer w.e.f. 16th August 2025. Hence, percentage increase/(decrease) in remuneration is not comparable.

vii Appointed as Company Secretary and Compliance Officer w.e.f. 1st October 2025. Hence, percentage increase/(decrease) in remuneration is not comparable.

viii Superannuated as Chief Financial Officer w.e.f. 15th August 2025. Hence, percentage increase/(decrease) in remuneration is not comparable.

ix Resigned as Company Secretary and Compliance Officer w.e.f. 15th July 2025. Hence, percentage increase/(decrease) in remuneration is not comparable.

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 2025-26 stands at 7.69%

d. There were 28,259 permanent employees on the rolls of the Company as on 31st March 2026.

e. Average percentage increase in the salaries of employees, other than the managerial personnel for the FY 2025-26, was 8.20%. The average percentage increase in the salaries of the key managerial personnel for the FY 2025-26 was 4.87%.

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.

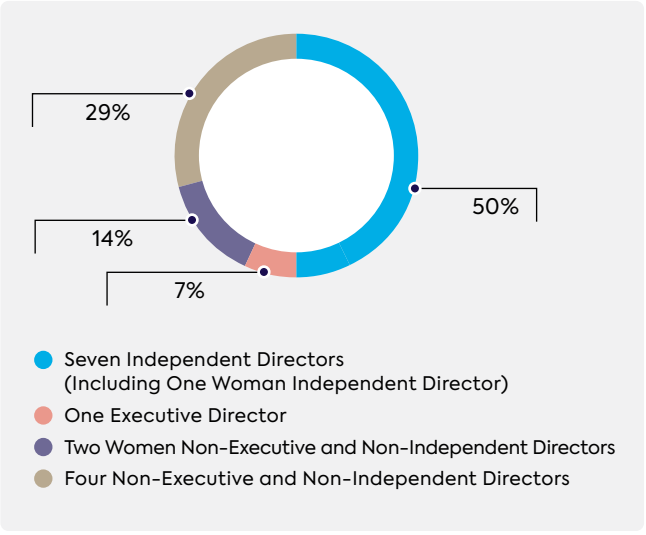
Our Company confirms compliance with the Corporate Governance requirements as stipulated in the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time ('Listing Regulations'), the details of which are as set out hereunder:

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 Non-Independent 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.



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.

The following forms the part of profile of the Board of Directors of our Company

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 only (excluding our Company).
   - 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 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 granddaughter of Smt. Rajashree Birla, daughter of Mr. Kumar Mangalam Birla and elder sister of Mr. Aryaman Vikram Birla.
   iii. Mr. Aryaman Vikram Birla is grandson 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. Two Directors has attained the age of 75 years, viz. Smt. Rajashree Birla, Non-Executive, Non-Independent Director and Mr. Yazdi Piroj Dandiwala, Non-Executive - Independent Director 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 and 26th August 2025 respectively.
8. List of core skills, expertise and competencies of the Board of Directors of the Company are forming part of this Integrated Report.

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 2026 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 : **~34 years**

Shareholding: **18,69,876***

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 2,25,000 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 thrice. He was also conferred the prestigious Business Leader of the Decade award by the All-India Management Association (AIMA), and the Entrepreneur of the decade award by CNBC-TV18. 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 serves on the board 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. In 2025, Mr. Birla was also conferred a doctoral degree by the University of London—an honour that was presented by HRH Princess Anne. 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 : ~**30 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 Center, Mumbai. She is the Chairperson of Xynteo's Vikaasa Advisory Board. She chairs FICCI – Aditya Birla CSR Centre for Excellence. Smt. Birla serves as the Chairperson on the Habitat for Humanity India's IndiaBuilds Advisory Committee, and is an active member of the Habitat for Humanity Asia Pacific Development Council. Furthermore she serves as a member at the Habitat for Humanity International Global Council. Alongside she is also engaged with the Breach Candy Hospital Trust.

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, and a Member of the Advisory Committee of the Mahatma Gandhi Sabarmati Ashram Memorial 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-ABPAA (INT Aditya Birla Performing Arts Academy).

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 and received by Smt. Birla.



Ms. Ananyashree Birla

Non-Executive and
Non-Independent Director

DIN: **06625036**

Age: **31 years**

Date of Appointment: **6th February 2023**

Term ending date: **Liable to retire by rotation**

Tenure : **~3 years**

Shareholding: **36,800**

Board Memberships - Indian listed companies

1. Aditya Birla Fashion and Retail Limited: **Non-Executive Director**
2. Aditya Birla Lifestyle Brands Limited: **Non- Executive Director**
3. Hindalco Industries Limited: **Non- Executive Director**

Directorship(s) in public companies: **4**

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

Ms. Ananyashree Birla is an entrepreneur, business leader, and board director whose work spans financial services, consumer brands, entertainment, and real estate. Over the past decade, she has built businesses across sectors by identifying underserved opportunities, backing conviction with disciplined execution, and creating institutions designed for long-term relevance and scale.

Recognised among Business Today's Most Powerful Women, Fortune India's Most Powerful Women, and The Economic Times 40 Under 40, Ananya represents a new generation of Indian business leadership — one that combines innovation with governance discipline, and growth with institution-building.

At the age of 17, she founded Svatantra Microfin with the vision of expanding access to formal finance for underserved entrepreneurs across India. What began as a small microfinance institution has evolved into one of India's largest and most technology-driven NBFC-MFIs. Following the acquisition of Chaitanya India Fin Credit, Svatantra emerged as the second-largest NBFC-MFI in the country, serving more than 4.27 million customers through over 2,123 branches across 20 states.

Under her leadership, Svatantra has consistently challenged conventional approaches within the sector. The institution was among the earliest in microfinance to adopt a data and technology-led operating model at scale, introducing digital-first processes and cashless systems aimed at improving efficiency, transparency, and customer experience. As of FY 2025-26, the organisation employs more than 24,500 people and has a combined AUM of about 24,000 cr (as on 31st March 2026), reflecting both the scale of the platform and the depth of its reach across India's underserved communities.

A defining milestone in the company's growth journey came in 2024, when Svatantra secured a ₹ 1,930 crore investment from Advent International and Multiples Private Equity, the largest private equity investment in India's microfinance sector. The transaction represented one of the most significant capital raises in the industry and underscored investor confidence in the institution's strategy, governance standards, and long-term growth potential.

Beyond financial services, Ananya has expanded her entrepreneurial footprint into emerging consumer categories. In 2025, she entered the beauty and personal care sector through the launch of a new beauty venture comprising Contraband, a fragrance brand, and LOVETC, a performance-led cosmetics brand. The venture reflects her focus on building contemporary, consumer-centric businesses shaped by evolving market trends, product innovation, and brand differentiation.

In 2026, she launched Birla Studios, extending her entrepreneurial vision into entertainment and content creation. The venture represents a strategic expansion into media and intellectual property development, with a focus on building culturally relevant content platforms for a rapidly evolving global audience.

Alongside her entrepreneurial responsibilities, Ananya plays an active role in the strategic direction of the Aditya Birla Group. She serves on Aditya Birla Management Corporation Private Limited, the Group's apex strategic body, and is a member of the boards of Hindalco Industries, Grasim Industries, and Aditya Birla Fashion and Retail Limited. She also leads ABGT and Birla Estates, contributing to the Group's expansion into new sectors while helping shape its long-term growth agenda.

Across every business she has built and every institution she helps guide, Ananya's approach has remained consistent: investing behind conviction, building with discipline, embracing innovation while maintaining governance rigour, and creating scalable enterprises capable of delivering enduring value. Her journey reflects a contemporary model of leadership — one defined not only by enterprise creation, but by the ability to transform ideas into institutions of meaningful scale and lasting relevance.



Mr. Aryaman Vikram Birla

Non-Executive and
Non-Independent Director

DIN: **08456879**

Age: **28 years**

Date of Appointment: **6th February 2023**

Term ending date: **Liable to retire by rotation**

Tenure : **~3 years**

Shareholding: **36,800**

Board Memberships - Indian listed companies

1. Aditya Birla Fashion and Retail Limited: **Non-Executive Director**
2. Aditya Birla Lifestyles Brand Limited: **Non-Executive Director**
3. Aditya Birla Renewables Limited: **Non-Executive Director**
4. Hindalco Industries Limited: **Non-Executive Director**

Directorship(s) in public companies: **5**

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

Mr. Aryaman Vikram Birla is a seventh-generation member of the Birla family and part of the leadership team of the Aditya Birla Group. He leads the Group's portfolio strategy agenda, alongside its Fashion, Renewables, Hospitality, and Venture Capital businesses.

Aryaman has played a leading role in several of the Group's most important strategic initiatives, spanning landmark acquisitions, primary capital raises, new consumer platforms, venture investments, and global partnerships. Most recently, he spearheaded the Group's $1.8 billion acquisition of Indian Premier League franchise Royal Challengers Bengaluru (RCB), alongside marquee partners including Blackstone, Bolt Ventures, and the Times Group. Following completion of the transaction, he will assume the Chairmanship of RCB.

He has also helped shape the Group's next phase of growth across high-potential sectors. In Renewables, he led Aditya Birla Renewables' primary capital raise from Global Infrastructure Partners, part of BlackRock, one of India's largest primary capital infusions in the renewable energy sector, helping scale the Group's clean energy platform. In Hospitality and consumer lifestyle, he led the acquisition of KA Hospitality and the partnership to bring Joe & The Juice to India, strengthening the Group's presence across premium hospitality and lifestyle brands. Through Aditya Birla Ventures, he has also led minority investments across emerging sectors including consumer products, space technology, fintech, and other high-growth new-age businesses.

He serves on the board of the Aditya Birla Management Corporation, the Group's apex decision-making body, and is also a director on the boards of several key Group companies.

Aryaman holds an MBA with Honours from Harvard Business School. Prior to joining the Aditya Birla Group, he was a first-class cricketer.



Mr. Sushil Agarwal

Non-Executive and
Non-Independent Director

DIN: **00060017**

Age: **62 years**

Date of Appointment: **8th February 2024**

Term ending date: **Liable to retire by rotation**

Tenure : **~2 years**

Shareholding: **1,49,324***

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

*Including 317 shares held as Karta of Sushil Agarwal HUF

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 37 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 restructuring. 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 recognized as one of the 'Top 10 Global CFO's -2023 by CEO Insights Magazine. In 2024, he was also awarded the Lifetime 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.



Ms. Anita Ramachandran

Independent Director

DIN: **00118188**

Age: **70 years**

Date of Appointment: **14th August 2018**

Term ending date: **13th August 2028**

Tenure : **~8 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. UltraTech Cement Limited: **Independent Director**

Directorship(s) in public companies: **7**

Committee position: **Chairperson — 2** **Member — 6**

Area of expertise

- Corporate Governance, Legal & Compliance
- Human Resource Development
- General Management
- Industry Knowledge

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: **72 years**

Date of Appointment: **12th July 2019**

Term ending date: **11th July 2029**

Tenure: **~7 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

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: **75 years**
Date of Appointment: **6th February 2023**
Term ending date: **5th February 2028**
Tenure : **~3 years**
Shareholding: **Nil**
Board Memberships - Indian listed companies 1. Pilani Investment and Industries Corporation Limited: **Independent Director** 2. Rashi Peripherals Limited: **Independent Director**
Directorship(s) in public companies: **2**
Committee position: **Chairman — Nil** **Member — 2**

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 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. Ashvin Dhirajlal Parekh
Independent Director

DIN: **06559989**
Age: **72 years**
Date of Appointment: **23rd August 2024**
Term ending date: **22nd August 2029**
Tenure: **~2 years**
Shareholding: **Nil**
Board Memberships - Indian listed companies 1. Nippon Life India Asset Management Limited: **Independent Director**
Directorship(s) in public companies: **3**
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. Ashvin Dhirajlal 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 and ICICI Securities Primary Dealership Limited as an Independent Director for 10 years. Presently, he is on board of ICICI Securities Limited, 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. V. Chandrasekaran
Independent Director

DIN: **03126243**

Age: **68 years**

Date of Appointment: **24th May 2021**

Term ending date: **23rd May 2031***

Tenure : **~5 years**

Shareholding: **85**

Board Memberships - Indian listed companies

1. Care Ratings Limited: **Independent Director**
2. Tata Investment Corporation Limited: **Independent Director**
3. eMudhra Limited: **Independent Director**
4. UltraTech Cement Limited: **Independent Director**
5. Aditya Birla Housing Finance Limited: **Independent Director**

Directorship(s) in public companies: **7**

Committee position: **Chairman — 2** **Member — 4**

Area of expertise

- Corporate Governance, Legal & Compliance
- Industry Knowledge
- Financial Literacy
- Risk Management
- General Management
- Strategic Expertise

*Reappointed for a second term of 5 years w.e.f. 24th May 2026

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, eMudhra Limited, Tata Investment Corporation Limited, Aseem Infrastructure Finance Limited, LIC (International) Bahrain, CareEdge Global IFSC Limited and UltraTech Cement Limited.



Mr. Adesh Kumar Gupta
Independent Director

DIN: **00020403**

Age: **69 years**

Date of Appointment: **24th May 2021**

Term ending date: **23rd May 2031***

Tenure : **~5 years**

Shareholding: **72,203#**

Board Memberships - Indian listed companies

1. Anand Rathi Wealth Limited: **Independent Director**
2. Krsnaa Diagnostics Limited: **Independent Director**

Directorship(s) in public companies: **5**

Committee position: **Chairman — 3** **Member — 2**

Area of expertise

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

* Reappointed for a second term of 5 years w.e.f. 24th May 2026

#Including securities held in joint names / 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 Krsnaa Diagnostics Limited, 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. Haigreve Khaitan
Independent Director

DIN: **00005290**

Age: **55 years**

Date of Appointment: **26th September 2024**

Term ending date: **25th September 2029**

Tenure : **~1 year**

Shareholding: **Nil**

Board Memberships - Indian listed companies

1. Dalmia Bharat Limited: **Independent Director**
2. Reliance Industries Limited: **Independent Director**
3. Tech Mahindra Limited: **Independent Director**

Directorship(s) in public companies: **4**

Committee position: **Chairman — 1** **Member — 4**

Area of expertise

- Corporate Governance, Legal & Compliance
- Risk Management
- 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 and
Non-Independent Director

DIN: **10090437**

Age: **62 years**

Date of Appointment: **26th September 2024**

Term ending date: **Liable to retire by rotation**

Tenure : **~1 year**

Shareholding: **Nil**

Board Memberships - Indian listed companies

1. BSE Limited: **Non - Independent Director**

Directorship(s) in public companies: **1**

Committee position: **Chairman — 1** **Member — 1**

Area of expertise

- Corporate Governance, Legal & Compliance
- Industry Knowledge
- Financial Literacy
- Strategic Expertise
- General Management
- Sustainability

Profile

Mr. Jagannath Mukkavilli is a seasoned financial services professional with over three decades of distinguished experience, primarily with the Life Insurance Corporation of India (LIC). He retired as the Managing Director of LIC, a position he held with effect from March 13, 2023, until his retirement on May 30th, 2025.

Mr. Jagannath embarked on his extensive career in 1988, joining LIC as a Direct Recruit Officer. His journey through the Corporation saw him gain rich experience across diverse functions, culminating in leadership roles that significantly impacted LIC's growth and operational efficiency.

Prior to his appointment as Managing Director, Mr. Jagannath served as the Zonal Manager (In Charge) of the South-Central Zone. During his tenure, he was instrumental in transforming the Zone, driving performance across vital metrics, and fostering a culture of high achievement. Under his stewardship, the South-Central Zone witnessed remarkable new business growth, propelled by a strong performance-oriented culture and a consumer-centric service model.

His earlier leadership roles within LIC included Head of Bancassurance for the South-Central Zone, followed by Regional Manager (Marketing) for the same Zone, with responsibilities across Hyderabad and Bangalore locations. Mr. Jagannath also held the helm of several key Divisions as Senior Divisional Manager, including Ernakulam, Dharwad, and Bangalore-I.

Mr. Jagannath's international experience is a notable highlight of his career, stemming from his successful tenure as Chief Executive Officer and Managing Director of LIC (Lanka) Ltd., Colombo, Sri Lanka, between 2009 and 2013.

Academically, Mr. Jagannath is a commerce graduate with CA (Inter) and holds a Post-Graduate Diploma in Marketing. He further specialized in the insurance sector with an International Post-Graduate Diploma in Life Insurance, General Insurance & Risk Management from the Institute of Insurance and Risk Management (IIRM), Hyderabad. He is also an Associate of the Insurance Institute of India, Mumbai.

Past Directorships and Full-Time Positions:

During his illustrious career, Mr. Jagannath Mukkavilli held significant directorships, including:

- Life Insurance Corporation of India (as Managing Director)
- LIC Housing Finance Limited
- LICHFL Asset Management Company Limited
- LIC (International)-Bahrain



Mr. Himanshu Kapania
Managing Director

DIN: **03387441**
Age: **64 years**
Date of Appointment: **1st April 2025**
Term ending date: **30th April 2028**
Tenure : **~1 year**
Shareholding: **95,701***
Board Memberships - Indian listed companies 1. Vodafone Idea Limited: **Non- Executive Director**
Directorship(s) in public companies: **1**
Committee position: **Chairman — 1** **Member — 1**

Area of expertise

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

* Including securities held in joint names

Profile

Mr. Himanshu Kapania, an alumnus of IIM Bangalore and BIT Mesra, is the former Managing Director of erstwhile Idea Cellular, renamed 'Vodafone Idea Limited' (VIL), and after the merger with Vodafone India, he is on the VIL Board as 'Non-Executive Director'.

Mr. Himanshu Kapania is also leading Grasim's foray into the Decorative Paints business as 'Business Head' with an initial investment of ₹ 10,000 crores.

With effect from 1st April 2025, Mr. Himanshu Kapania has been appointed as Managing Director of Grasim Industries Limited.

Mr. Kapania has over 40 years of work experience primarily in Management, Leadership, Technology, Operations, Sales & Marketing, Digital etc., with a deep understanding of Indian consumers, channels, influencers and society.

During his tenure as MD of Idea Cellular, Mr. Kapania steered Idea Cellular from just being a 'Voice-only Mobile Operator' to an 'Integrated Communication Service Provider' building digital infrastructure across 2G, 3G & 4G technologies. Under his leadership, Idea grew from a mere 14 million customers in the year 2010 to over 200 million subscribers in Financial Year 2016-17, and revenues & profits grew to become the second largest operator in FY17 at US$5.5 billion and US$600 million, respectively.

Recently, as Business Head for Decorative Paints under the brand name 'Birla Opus', Mr. Kapania is providing the strategic thrust to Grasim's greenfield foray into Paints helping build capacity of over 1,332 million litres spread over six fully automated large-scale manufacturing plants. He worked closely with the Birla Opus CEO to achieve one of the 'world's largest launches of Paints Business' with the introduction of over 180 differentiated ranges of products at launch and expanding brand presence across 6,000 plus towns in the first year itself. He is closely working with the Birla Opus team to build India's most innovative and loved Decorative Paint brand.

Mr. Kapania has been consistently recognised for his leadership skills and is a recipient of many prestigious awards, including 'Business Today' and 'Voice & Data' India's Best CEO Award in 2014 & 2015, CNBC India Business Leadership Award in 2015, and ET Telecom Award in 2014 & 2016, etc.

Currently, Mr. Kapania is Chairman of the FICCI Council on 'Telecom, Electronics and Digital Economy' and the 'FICCI Task Force on Privacy and Data Security'.

Role of 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 Procedure

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 7 (Seven) times on 22nd May 2025, 8th August 2025, 5th November 2025, 9th December 2025, 29th December 2025, 16th January 2026 and 10th February 2026. 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 26th August 2025
Mr. Kumar Mangalam Birla	7	6	Yes
Smt. Rajashree Birla	7	6	Yes
Ms. Ananyashree Birla	7	5	Yes
Mr. Aryaman Vikram Birla	7	7	Yes
Ms. Anita Ramachandran	7	7	Yes
Mr. N. Mohan Raj	7	7	Yes
Mr. Yazdi Piroj Dandiwala	7	7	Yes
Mr. Ashvin Dhirajlal Parekh	7	7	Yes
Mr. V. Chandrasekaran	7	7	Yes
Mr. Adesh Kumar Gupta	7	7	Yes
Mr. Haigreve Khaitan	7	6	No
Mr. Mukkavilli Jagannath	7	7	Yes
Mr. Sushil Agarwal	7	7	Yes
Mr. Himanshu Kapania	7	7	Yes

Meeting of Independent Directors

A separate meeting of Independent Directors of the Company was held on 23rd March 2026, 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;
- 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

There were no Retirement/Resignation of Non-Executive/ Independent Directors during the Financial Year 2025-26.

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/investors/policies-and-code-of-conduct. 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 Committees of the Board as on 31st March 2026 are as under:

Audit Committee

- C Mr. N. Mohan Raj
- M Mr. Yazdi Piroj Dandiwala
- M Mr. V. Chandrasekaran
- M Mr. Himanshu Kapania

Nomination and Remuneration Committee

- C Ms. Anita Ramachandran
- M Mr. Kumar Mangalam Birla
- M Mr. Adesh Kumar Gupta
- M Mr. Haigreve Khaitan

Stakeholders' Relationship Committee

- C Ms. Anita Ramachandran
- M Mr. Yazdi Piroj Dandiwala
- M Mr. Himanshu Kapania

Corporate Social Responsibility Committee

- C Smt. Rajashree Birla
- M Ms. Anita Ramachandran
- M Mr. Himanshu Kapania

Risk Management and Sustainability Committee

- C Mr. N. Mohan Raj
- M Mr. Ashvin Parekh
- M Mr. V. Chandrasekaran
- M Mr. Himanshu Kapania
- M Mr. Jayant V. Dhobley*
- M Mr. Kapil Agarwal#

Finance Committee

- M Mr V. Chandrasekaran
- M Mr. Adesh Kumar Gupta
- M Mr. Sushil Agarwal

PIT Regulation Committee

- C Mr. V. Chandrasekaran
- M Mr. Yazdi Piroj Dandiwala
- M Mr. Himanshu Kapania

- Independent Director
- Executive Director / Managing Director
- Senior Management Personnel
- Non-Executive Non-Independent Director

C Chairperson M Member

*Business Head - Chemicals, Cellulosic Fashion Yarn and Insulators

#Business Head - Textiles

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, 10 (Ten) Audit Committee meetings were held on 5th May 2025, 22nd May 2025, 8th August 2025, 9th October 2025, 5th November 2025, 9th December 2025, 18th December 2025, 29th December 2025, 10th February 2026 and 25th March 2026.

The details of composition and attendance as of the members at the Audit Committee meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Mr. N. Mohan Raj, Chairman	Independent Director	10	10
Mr. Yazdi Piroj Dandiwala	Independent Director	10	10
Mr. V. Chandrasekaran	Independent Director	10	10
Mr. Himanshu Kapania*	Managing Director	10	10

*Note: Mr. Himanshu Kapania was appointed as member of the Audit Committee w.e.f.1st April 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 26th August 2025.

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;

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 and forms part of good Corporate Governance.

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, 5 (Five) NRC meetings were held on 22nd May 2025, 8th August 2025, 5th November 2025, 16th January 2026 and 10th February 2026.

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 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Ms. Anita Ramachandran, Chairperson	Independent Director	5	5
Mr. Kumar Mangalam Birla	Non-Executive Director	5	5
Mr. Haigreve Khaitan	Independent Director	5	4
Mr. Adesh Kumar Gupta	Independent Director	5	5

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. For every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:
    a. use the services of an external agencies, if required;
    b. consider candidates from a wide range of backgrounds, having due regard to diversity; and
    c. consider the time commitments of the candidates.
3. Formulate the criteria for effective evaluation of performance of the Board, its Committees and individual Directors and review its implementation and compliance;
4. Devise a policy on diversity of the Board;
5. 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;
6. 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;
7. 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;
8. Set the relationship of remuneration to performance;
9. 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;
10. Review and implement succession plans for Managing Director, Executive Directors and Senior Management;
11. 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
12. 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.

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 Nomination and Remuneration 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	25,000/-
All other Committees (including TCWG)	20,000/-

The Board, at its meeting held on 20th May 2026, approved an increase in sitting fees to ₹ 1,00,000 per Board Meeting and ₹ 50,000 per Committee Meeting. 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 the 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 ₹ 285 Lakh as commission to be paid to the Non-Executive Directors for the financial year 2025-26.

Details of remuneration paid / to be paid to the Non-Executive Directors for FY 2025-26 are as under

(₹ in lakh)

Name of the Directors	Commission	Sitting Fees (for Board and the Committees)
Mr. Kumar Mangalam Birla	-	4.00
Smt. Rajashree Birla*	58.00	3.00
Ms. Ananyashree Birla	12.00	2.50
Mr. Aryaman Vikram Birla	14.00	3.50
Ms. Anita Ramachandran	26.00	5.50
Mr. N. Mohan Raj	31.00	7.00
Mr. Yazdi Piroj Dandiwala	25.00	7.00
Mr. Ashvin Parekh	20.00	4.50
Mr. V. Chandrasekaran	34.00	7.80
Mr. Adesh Kumar Gupta	25.00	5.50
Mr. Haigreve Khaitan	16.00	4.20
Mr. Mukkavilli Jagannath#	10.00#	3.50#
Mr. Sushil Agarwal	14.00	3.90
Total	**285.00**	**61.90**

*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.

#Sitting fees of ₹ 50,000 was paid to LIC and balance sitting fees of ₹ 3.00 lakh was paid to Mr. Mukkavilli Jagannath and commission for FY 2025-26 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, except payment of Director's remuneration, reimbursement of expenses, if any.

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 is 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:

Executive Directors	Salary, Benefits, Bonus, Pension, etc., paid during the Year (₹ in crore)	Performance-linked Incentive paid during the Year[1] (₹ in core)	Perquisite value of Stock options/ RSUs exercised during the year (₹ in crore)
Mr. Himanshu Kapania, Managing Director	11.54	10.08	Nil

1. The Board has approved payment of performance - linked variable pay for the FY 2024-25 as aforesaid 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. **Stock Option Details:** During the period under review, in terms of the Company's Employee Stock Option and Performance Stock Unit ('PSU') Scheme 2022 (ESOS-2022), Mr. Himanshu Kapania has been granted 70,787 Options and 34,465 PSUs.
4. Deferred compensation, Retiral payouts, one time payout and Stock Options / RSUs granted before the appointment as Managing Director are excluded.

Employee Stock Options Scheme (ESOS)

a) ESOS- 2018

During the year, 3,72,498 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.

b) ESOS-2022

During the year, the NRC of the Board approved grant of 5,81,072 Stock Options and 1,60, 874 PSUs to the eligible employees, including Managing Director of the Company, under ESOS-2022.

The ESOS-2018 and ESOS-2022 are being administered through the Trust.

The details of 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-disclosures-2025-26.pdf

A certificate from the Secretarial Auditors, 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 Directors 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 19th November 2025 and 11th March 2026.

The details of composition and attendance of the members at the SRC meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Ms. Anita Ramachandran, Chairperson	Independent Director	2	2
Mr. Yazdi Piroj Dandiwala	Independent Director	2	2
Mr. Himanshu Kapania*	Managing Director	2	1

*Mr Himanshu Kapania was appointed as member of the Committee w.e.f. 1st April 2025

Ms. Anita Ramachandran, Chairperson of the SRC was present at the last AGM of the Company held on 26th August 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. Resolving grievances of debenture holders related to creation of charge, payment of interest/principal, maintenance of security cover and any other covenants.
11. To review measures taken for effective exercise of voting rights by shareholders;
12. 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
13. 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 2026 is given in the 'Shareholders' Information' section, which forms an integral part of this Annual Report.

Compliance Officer

Mr. Neelabja Chakrabarty is the Company Secretary & Compliance Officer and KMP 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, 1 (One) CSR Committee meeting was held on 1st December 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 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Smt. Rajashree Birla, Chairperson	Non-Executive Director	1	0
Ms. Anita Ramachandran	Independent Director	1	1
Mr. Himanshu Kapania*	Managing Director	1	1

*Mr Himanshu Kapania was appointed as member of the Committee w.e.f. 1st April 2025

Dr. Pragnya Ram, Group Executive President - CSR, Legacy Documentation & Archives is a permanent invitee to the CSR Committee meetings.

The Company Secretary acts as the Secretary to the CSR Committee.

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 2 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 11th July 2025, 8th October 2025 and 10th March 2026.

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 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Mr. N. Mohan Raj, Chairman	Independent Director	3	3
Mr. Ashvin Parekh	Independent Director	3	3
Mr. V. Chandrasekaran	Independent Director	3	3
Mr. Himanshu Kapania*	Managing Director	3	3
Mr. Jayant V. Dhobley	Business Head - Chemicals, Cellulosic Fashion Yarn and Insulators	3	3
Mr. Kapil Agarwal	Business Head - Textile	3	3

*Mr Himanshu Kapania was appointed as member of the Committee w.e.f. 1st April 2025

The Chief Financial Officer and Chief Sustainability Officer are the Permanent Invitees to the RMSC Meetings.

The recommendations 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 Directors and 1 Non-Executive Director.

During the year, 3 (Three) Finance Committee meetings were held on 2nd June 2025, 24th September 2025 and 2nd March 2026.

The details of composition and attendance of the members at the Finance Committee meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Mr. Sushil Agarwal	Non- Executive Director	3	2
Mr. Adesh Kumar Gupta	Independent Director	3	3
Mr. V Chandrasekaran	Independent Director	3	3

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, 1 (One) PIT Regulation Committee Meeting was held on 17th November 2025.

The details of composition and attendance of the members at the PIT Regulation Committee Meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Mr. V. Chandrasekaran, Chairman	Independent Director	1	1
Mr. Yazdi Piroj Dandiwala	Independent Director	1	1
Mr. Himanshu Kapania*	Executive Director	1	1

*Mr Himanshu Kapania was appointed as member of the Committee w.e.f. 1st April 2025

8. Meeting of Those Charged with Governance (TCWG) and the Statutory Auditors

The Audit Committee and the Board, at its respective meetings held on 10th February 2026, had decided on the composition of Those Charged with Governance("TCWG") of the Company in terms of the circular dated 7th January 2026 issued by The National Financial Reporting Authority ("NFRA"), a regulatory authority formed under the provisions of the Companies Act 2013 for recommending, monitoring and enforcing accounting and auditing standards for companies in India. The TCWG comprise of all the Audit Committee members of the Company and other Independent Directors are permanent invitees to the TCWG meetings.

The first meeting of the TCWG with the Statutory Auditors of the Company was held on 23rd March 2026 and the second meeting was held on 15th May 2026. In these meetings, the audit plan, scope and functions and the key audit matters were discussed along with the draft Statutory Audit Reports for both consolidated and standalone financial statements of the Company for FY 2025-26.

Both the above meetings were attended by all the members of the TCWG and all other Independent Directors.

Details of Key Managerial Personnel and Senior Management, including changes during the year:

Sr No	Name	Designation
Key Managerial Personnel		
1	Mr. Himanshu Kapania (w.e.f. 1st April 2025)	Managing Director
2	Mr. Hemant Kumar Kadel (w.e.f. 16th August 2025)	Chief Financial Officer
3	Mr. Neelabja Chakrabarty (w.e.f. 1st October 2025)	Company Secretary & Compliance Officer
Senior Management*		
1	Mr. Ajit Rajagopalan (w.e.f. 17th January 2026)	Chief Executive Officer- Cellulosic Fashion Yarn and Insulators
2	Mr. Anil Rustogi	Chief Financial Officer - Cellulosic Fibres (Superannuated w.e.f. 3rd April 2026)
3	Mr. Ashok Machher (w.e.f. 4th April 2026)	Chief Financial Officer - Cellulosic Fibres (Ceased as Chief Financial Officer - Textiles w.e.f. 3rd April 2026.)
4	Mr. Bharath Kumar (w.e.f. 1st June 2025)	Head Centre of Excellence
5	Mr. Jayant V Dhobley	Business Head - Chemicals, Cellulosic Fashion Yarn and Insulators
6	Mr. Jayant Dua	Business Head - Solar & Textiles (ceased with effect from close of business hours of 31st March 2026)
7	Mr. Kapil Agrawal	Business Head - Textiles
8	Mr. Manmohan Singh	Chief Marketing Officer - Fibre Marketing
9	Mr. Manoj Kedia	Chief Financial Officer - Chemicals, Cellulosic Fashion Yarn and Insulators
10	Mr. Mayank Sharma (w.e.f. 1st July 2025)	Chief Executive Officer - Chlor Alkali
11	Mr. Rajesh Balakrishnan	Chief Executive Officer - Specialty Chemicals
12	Mr. Suresh Kodali	Chief Operating Officer - Cellulosic Fibres
13	Mr. Sachin Sahay (w.e.f. 16th February 2026)	Chief Executive Officer - Paints
14	Mr. Sandeep Komaravelly	Chief Executive Officer - Birla Pivot (B2B E-Commerce)
15	Mr. Saugata Chakravarty	General Counsel and Chief Legal Officer
16	Mr. Vadiraj Kulkarni	Business Head - Cellulosic Fibres

*In alphabetical order.

Details of persons ceased to be KMP/SMP due to change in role or superannuation during the year:

Sr No	Name	Designation
Key Managerial Personnel		
1	Mr. Pavan Kumar Jain (w.e.f. 15th August 2025)	Chief Financial Officer
2	Mr. Sailesh Kumar Daga (w.e.f. 15th July 2025)	Company Secretary & Compliance Officer
Other Senior Management Personnel*		
1	Dr. Aspi Patel (w.e.f. 31st December 2025)	Chief Technology Officer – Cellulosic Fibres
2	Mr. Rakshit Hargave (w.e.f. 5th December 2025)	Chief Executive Officer - Paints
3	Mr. Sanjay Kumar Verma (w.e.f. 31st October 2025)	Unit Head – Cellulosic Fibre, Kharach and Vilayat
4	Mr. Satyaki Ghosh (w.e.f. 16th January 2026)	Chief Executive Officer – Cellulosic Fashion Yarn

*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
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 Khaitan (DIN: 00005290) as an Independent Director of the Company. • Appointment of Mr. Ashvin Dhirajlal Parekh (DIN: 06559989) as an Independent Director of the Company
2024-25 78th Annual General Meeting	26th August 2025 11:30 a.m.	Through Video Conference/ Other Audio-Visual Means	Continuation of Mr. Yazdi Piroj Dandiwala (DIN: 01055000) as an Independent Director of the Company who will attain the age of 75 years

Postal Ballot

i. Details of resolutions passed by Postal ballot:

The Company has conducted the following postal ballots as per details below:

Date of Notice of Postal Ballot	Matters	Date of Announcement of Results	Person who conducted the aforesaid postal ballot exercise in a fair and transparent manner
22nd May 2025	a. Appointment of Mr. Himanshu Kapania (DIN: 03387441) as a Managing Director of the Company – Special Resolution b. Payment of remuneration to Mr. Harikrishna Agarwal (DIN:09288720), former Managing Director of the Company – Special Resolution c. Material Related Party Transactions with Hindalco Industries Limited – Ordinary Resolution d. Material Related Party Transactions with AV Group NB Inc., Canada – Ordinary Resolution	27th June 2025	Mr. Dilip Bharadiya (FCS 7956 & C.P. No. 6740), Partner, M/s. Dilip Bharadiya & Associates, Company Secretaries
10th February 2026	a. Re-appointment of Mr. V. Chandrasekaran (DIN: 03126243) as an Independent Director of the Company for a second term of 5 years from 24th May 2026 till 23rd May 2031 – Special Resolution b. Re-appointment of Mr. Adesh Kumar Gupta (DIN: 00020403) as an Independent Director of the Company for a second term of 5 years from 24th May 2026 till 23rd May 2031 – Special Resolution	28th March 2026	Mr. Avinash Bagul (FCS 5578 & C.P. No. 19862), Partner, M/s BNP & Associates, Company Secretaries

ii. Details of Voting Pattern:

For Postal Ballot result dated 27th June 2025:

a. Appointment of Mr. Himanshu Kapania (DIN: 03387441) as a Managing Director of the Company

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,83,74,598	53,42,12,561	50,86,50,526	95.22	2,55,62,035	4.78

b. Payment of remuneration to Mr. Harikrishna Agarwal (DIN:09288720), former Managing Director of the Company

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,83,74,598	53,41,52,901	52,82,12,136	98.89	59,40,765	1.11

c. Material Related Party Transactions with Hindalco Industries Limited

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,83,74,598	22,17,05,618	22,13,05,037	99.82	4,00,581	0.18

d. Material Related Party Transactions with AV Group NB Inc., Canada

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,83,74,598	22,17,05,662	22,13,05,027	99.82	4,00,635	0.18

For Postal Ballot result dated 28th March 2026:

a. Re-appointment of Mr. V. Chandrasekaran (DIN: 03126243) as an Independent Director of the Company for a second term of 5 years from 24th May 2026 till 23rd May 2031

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,80,64,250	54,18,29,304	49,18,95,927	90.78	4,99,33,377	9.21

b. Re-appointment of Mr. Adesh Kumar Gupta (DIN: 00020403) as an Independent Director of the Company for a second term of 5 years from 24th May 2026 till 23rd May 2031

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,80,64,250	54,18,43,186	50,68,77,740	93.55	3,49,65,446	6.45

iii. Whether any special resolution is proposed to be conducted through postal ballot:

No Special Resolution is currently proposed to be conducted through postal ballot.

iv. 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 No. 09/2024 dated 19th September 2024 issued in this regard, the latest being 03/2025 dated 22nd September 2025, 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

- At the end of each quarter, 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 Notes to 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 Partly paid-up 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 2026, our Company and its subsidiaries have paid a consolidated sum of ₹ 15.38 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	0.06	0.02	0.08
Total		**2.56**	**2.52**	**5.08**
Subsidiaries				
2	UltraTech Cement Limited	3.88	1.55	5.43
3	Aditya Birla Capital Limited	1.42	-	1.42
4	Other Subsidiaries	3.45	-	3.45
Grand Total		**11.31**	**4.07**	**15.38**

(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: 2

b. Number of complaints filed during the financial year: 8

c. Number of complaints disposed of during the financial year: 8

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.M. Nissim & Co, LLP, Chartered Accountants	16th August 2024
				• KKC & Associates LLP, Chartered Accountants	14th August 2025
2	UltraTech Cement Limited	24/08/2000	Mumbai, Maharashtra	• M/s. BSR & Co. LLP, Chartered Accountants	12th August 2020
				• M/s. KKC & Associates LLP, Chartered Accountants	18th August 2021
				• M/s. Deloitte Haskins & Sells LLP, Chartered Accountants	19th August 2025

(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 2026.

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. Neelabja Chakrabarty, 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 2026.

Himanshu Kapania
Managing Director
DIN: 03387441

Place: Mumbai
Date: 20th May 2026

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 2026 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 Statement;

(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

Hemant Kumar Kadel
Chief Financial Officer

Place: Mumbai
Date: 20th May 2026

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 - 456331 Madhya Pradesh (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, 2026 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.	03387441	Mr. Himanshu Kapania	Executive Director, Managing Director	01/04/2025

*Date of appointment of Directors are as appearing on MCA Portal.

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.: - 7353/2025

Avinash Bagul
Partner
FCS No.: 5578 COP No.:19862
UDIN: F005578H000413975

Date: 20th May, 2026
Place: Mumbai

Shareholder Information

1

Corporate Identification Number (CIN)

L17124MP1947PLC000410

2

Registered Office

P.O. Birlagram, Nagda - 456331 Dist. Ujjain, Madhya Pradesh, India
Tel: (07366) 246766

3

Email ID

grasim.secretarial@adityabirla.com

4

Website

www.grasim.com

1. Annual General Meeting

1

Day, Date, Time and Venue

Friday, 21st August 2026 at 11.30 a.m. (IST) through Video conferencing (VC) / Other Audio Visual Means (OAVM)

2

Participation through VC/OAVM for Annual General Meeting ('AGM')/ Webcast

https://emeetings.kfintech.com

3

Deemed Venue

Registered office:

P.O. Birlagram, Nagda - 456331 Dist. Ujjain, Madhya Pradesh, India

4

E-voting Dates

Monday, 17th August 2026 (9.00 a.m. IST) to Thursday, 20th August 2026 (5.00 p.m. IST)

2. Dividend

1

Record Date

Friday, 7th August 2026

2

Dates of Book Closure

Saturday, 8th August 2026 to Friday, 21st August 2026 (inclusive of both days)

3

Dividend Payment

Within 7 working days from the date of declaration

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 80th Annual General Meeting of the Company for the Financial Year 2026-27 are as follows:

1	**Quarter ending**	30th June 2026	30th September 2026	31st December 2026	31st March 2027
2	**Board Meeting Dates**	On or before 14th August 2026	On or before 14th November 2026	On or before 14th February 2027	On or before 30th May 2027
3	**AGM for the Year ending 31st March 2027**	On or before 31st August 2027			

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, Mumbai - 400001	**BSE Limited ('BSE')** Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400001	**Luxembourg Stock Exchange ('LSE')** 35A Boulevard Joseph II L-1840 Luxembourg
National Stock Exchange of India Limited ('NSE') Exchange Plaza, C-1, Block G, 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 2026-27 has been paid to all Stock Exchanges (BSE, NSE, Luxembourg Stock Exchange) and no amount is outstanding.

The fees to National Securities Depository Limited ('NSDL') and Central Depository Services (India) Limited ('CDSL') has been paid and no amount is outstanding

(b) Name and address of Trustees for the Debenture holders

IDBI Trusteeship Services Limited

Universal Insurance Building, Ground Floor, Sir P.M Road, Fort, Mumbai, Maharashtra – 400 001
Tel: 022 40807000 E-mail: itsl@idbitrustee.com

Axis Trustee Services Limited

The Ruby, 2nd Floor, SW, 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
388 Greenwich Street, 26th Floor, New York, NY - 10013
Tel: +212-723-4483; Fax: +212-723-8023

(d) Domestic Custodian of GDRs:

Citibank N.A.

Custodial Services
FIFC, 11th Floor, C 54 & 55, G Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400051

(e) Non-Convertible Debentures

The Company has issued Fully paid, Unsecured, Listed, Rated, Redeemable, Rupee Denominated Non-Convertible Debentures ('NCDs'). The details of outstanding NCDs as on 31st March 2026 are as under:

Series	Date of Issue	ISIN	Principal Amount (₹ in crore)	Maturity Date	Listed on	Debenture Trustee
Series 21-22 I 6.99% GIL 2031	5th April 2021	INE047A08182	1,000	4th April 2031	BSE and NSE	IDBI Trusteeship Services Limited
Series 22-23 I, 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 7.21% GIL 2034, Series I	19th December 2024	INE047A08232	2,000	19th December 2034	BSE	Axis Trustee Services Limited
6.56% GIL 2030, Series I	6th June 2025	INE047A08240	1,000	6th June 2030		
Series 23-24 I 7.25% GIL 2034	22nd March 2024	INE047A08224	1,250	22nd March 2034	Unlisted	

(f) Commercial Papers

There are no outstanding Commercial Papers as on 31st March 2026. During the year, the following Commercial Papers were redeemed.

Series	Principal Amount (₹ in crore)	Maturity Date
GIL-15-4-2025-CP	250.00	15th April 2025
GIL-16-06-25-CP	500.00	16th June 2025
GIL-15-07-25-CP	500.00	15th July 2025
GIL-24-07-25-CP	500.00	24th July 2025
GIL-12-9-25-CP	500.00	12th September 2025
GIL-15-9-25-CP	500.00	15th September 2025
GIL-23-10-25-CP	500.00	23rd October 2025
GIL-05-12-25-CP	500.00	05th December 2025
GIL-11-12-25-CP	500.00	11th December 2025
GIL-12-12-25-CP	500.00	12th December 2025
GIL-05-03-26-CP	500.00	05th March 2026
GIL-11-3-26-CP	500.00	11th March 2026
GIL-12-3-26-CP	250.00	12th March 2026
GIL-18-3-26-CP	500.00	18th March 2026

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
30th March 2026*	1,73,912	1,74,072

*30th March 2026 was the last trading day of the financial year.

7. Special Window Lodgement for Transfer and Dematerialisation of Physical Securities

Securities and Exchange Board of India ('SEBI') had discontinued transfer of physical shares from 1st April 2019. Pursuant to SEBI Circular No. HO/38/13/11(2)2026-MIRSD-POD/I/3750/2026 dated 30th January 2026. In order to facilitate the Investors, the SEBI has decided to open another special window for one year from 5th February 2026 to 4th February 2027. All shares re-lodged during this period will be processed through the transfer–cum–demat route i.e. they will only be issued in dematerialised (demat) form after transfer and the same will be subject to a lock-in of one year. Shareholders who have missed the earlier deadline for re-lodgement of transfer deeds are once again encouraged to take advantage of this opportunity by furnishing the necessary documents to the Company's Registrar and Share Transfer Agent ('RTA')- Kfin Technologies Limited and in case of any clarification, concerned shareholders can get in touch with the Company and RTA. In view thereof, newspaper advertisements has also been published in an interval of every two months.

8. Distribution of Shareholding and Dematerialisation of Shares and Liquidity as on 31st March 2026

(a) Fully paid-up equity shares:

No. of Equity Shares held	No. of Shareholders*	% of Shareholders	No. of Shares Held	% Shareholding
1-100	1,82,955	71.90	45,65,847	0.67
101-200	26,561	10.44	40,26,384	0.59
201-500	23,975	9.42	77,71,055	1.14
501-1,000	10,190	4.00	72,49,165	1.07
1,001-5,000	8,492	3.34	1,71,02,962	2.51
5,001-10,000	988	0.39	68,56,716	1.01
10,001 & above	1,294	0.51	63,29,52,187	93.01
Total	**2,54,455**	**100.00**	**68,05,24,316**	**100.00**

*Folio based.

(b) Partly paid-up equity shares (₹ 1.00 paid-up)

No. of Equity Shares held	No. of Shareholders*	% of Shareholders	No. of Shares Held	% Shareholding
1-100	1,960	98.59	19,880	65.04
101-200	16	0.81	2,192	7.17
201-500	9	0.45	3,225	10.55
501-1,000	1	0.05	1,000	3.27
1,001-5,000	2	0.10	4,268	13.97
Total	**1,988**	**100.00**	**30,565**	**100.00**

*Folio based

(c) Partly paid-up equity shares: (₹ 0.50 paid-up)

No. of Equity Shares held	No. of Shareholders*	% of Shareholders	No. of Shares Held	% Shareholding
1-100	1,709	97.94	14,542	56.59
101-200	22	1.26	3,207	12.48
201-500	11	0.63	4,073	15.85
501-1,000	2	0.11	1,618	6.30
1,001-5,000	1	0.06	2,255	8.78
Total	**1,745**	**100.00**	**25,695**	**100.00**

*Folio based.

9. Categories of Shareholding as on 31st March 2026

Categories	No. of Shareholders$	% of Shareholders	No. of Fully paid-up Shares Held	No. of Partly paid-up Shares	Total No. of shares	% Shareholding
Promoter and Promoter Group*	26	0.01%	29,76,72,111	0	29,76,72,111	43.74%
Mutual Fund and Alternate Investment Fund	69	0.03%	4,47,94,523	0	4,47,94,523	6.58%
Banks, Financial Institution, NBFC & Insurance Companies	120	0.05%	5,68,83,976	0	5,68,83,976	8.36%
FIIs	647	0.26%	10,14,29,661	2,430	10,14,32,091	14.90%
GDRs#	1	0.00%	1,54,91,261	0	1,54,91,261	2.28%
NRIs/OCBs/Foreign Nationals	9,150	3.74%	1,81,01,935	1,374	1,81,03,309	2.66%
Central Government/ State Government(s)	7	0.00%	11,609	0	11,609	0.00%
Bodies Corporate/ Trust/ Clearing Member, etc.	6,972	2.85%	7,08,55,248	10,599	7,08,65,847	10.41%
Qualified Institutional Buyer	2	0.00%	6,15,912	0	6,15,912	0.09%
Individuals	2,27,875	93.06%	7,23,40,261	41,857	7,23,82,118	10.64%
Shares held by Employee Trust	1	0.00%	23,27,819	0	23,27,819	0.34%
Total	**2,44,870**	**100.00%**	**68,05,24,316**	**56,260**	**68,05,80,576**	**100.00%**

*Includes 3,13,20,509 (4.60%) GDRs held by Promoters/Promoter Group.

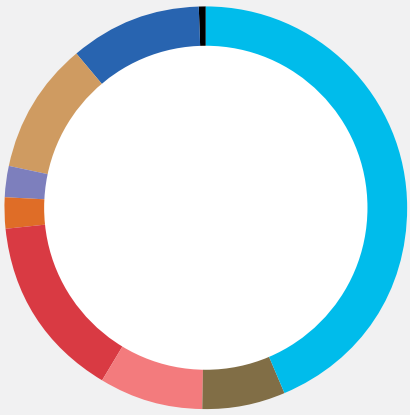
ECE Industries Ltd. and Padmavati Investment Private Limited forms part of Promoter Group, since they are not holding any share of the Company as on 31st March 2026, the same is not included in No. of shareholders.

#Excludes GDRs held by Promoters/Promoter Group

$PAN based

Note: Entire shareholding of the promoter and promoter group is in dematerialised form.

Holding%



43.74%	Promoter and Promoter Group
6.58%	Mutual Fund and Alternate Investment Fund
8.36%	Banks, Financial Institutions, NBFC & Insurance Companies
14.90%	FIIs
2.28%	GDRs
2.66%	NRIs/OCBs/Foreign Nationals
0.00%	Central Government/ State Government(s)
10.41%	Bodies Corporate/Trust/Clearing Member/Pvt. Insurance Company/IEPF etc.
0.09%	Qualified Institutional Buyer
10.64%	Individuals
0.34%	Shares held by Employee Trust

10. Outstanding GDRs/Warrants and Convertible Bonds

4,68,11,770 GDRs (Previous Year: 4,56,29,917 GDRs) are outstanding as on 31st March 2026. Each GDR represents one underlying equity share of the Company. There are no warrants/convertible bonds outstanding as on 31st March 2026.

11. Corporate Benefits to Investors

Dividend declared during the last 5 years:

Financial Year	Date of Declaration	Dividend Per Share on equity share of face value of ₹ 2/- (in ₹)
2021-22	29th August 2022	10
2022-23	25th August 2023	10
2023-24	20th August 2024	10*
2024-25	26th August 2025	10*
2025-26	21st August 2026	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

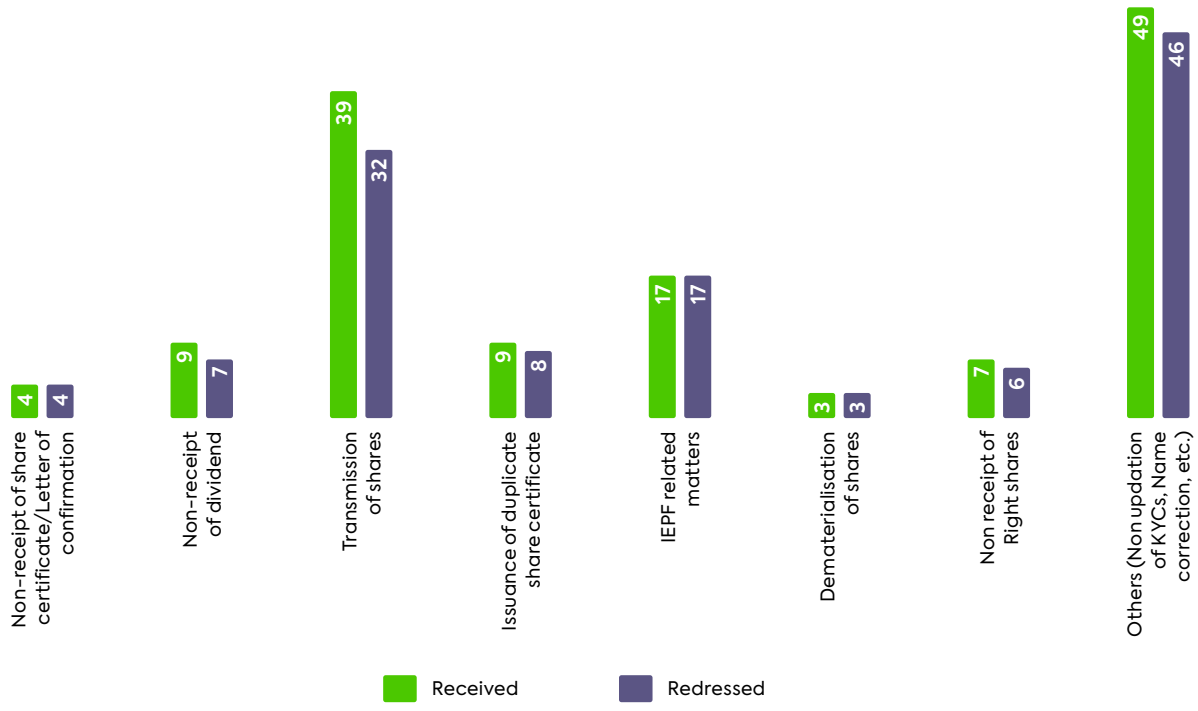
12. Share Transfer System

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.

13. Investor Grievance Redressal

During the financial year, 137 complaints were received from the shareholders/claimants. Out of these, 123 complaints were duly resolved during the year. 14 complaints which were pending at the end of the financial year, have been resolved subsequently.

The details of complaints received and resolved during the year are provided below:



14. 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.

15. Credit Ratings

The Company's financial discipline and prudence is reflected in the strong credit ratings ascribed by rating agencies as given below:

Sr. No.	Nature of Instrument	Name of Credit Rating Agency	Credit Rating Assigned
1	Commercial Papers	CRISIL and ICRA	A1+
2	NCDs	CRISIL and ICRA	AAA (Stable)
3	Bank Facilities	CRISIL and CareEdge	AAA (Stable) Long Term A1+ Short Term
4	Company Rating	India Ratings and Research Private Limited	AAA (Stable)

16. Registrar and Transfer Agent (RTA) & 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	+91-40-67162222/+91-40-7961 1000
WhatsApp Number	(+91) 910 009 4099
KPRISM (Mobile Application)	https://kprism.kfintech.com/
KFINTECH Corporate Website	https://www.kfintech.com
RTA Website	https://ris.kfintech.com
Investor Support Centre	https://ris.kfintech.com/clientservices/isc

17. Other Useful Information for Shareholders

Correspondence with the Company/RTA

Shareholders/Beneficial Owners are requested to quote their Folio No. / Demat account number, in all correspondence with the Company or its RTA.

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 Master Circular No. SEBI/HO/MIRSD/MIRSD-POD/P/CIR/2025/91 dated 23rd June 2025, the Company has sent individual letters on 25th September 2025 to shareholders holding shares of the Company in physical form for furnishing their PAN, KYC details and/or Choice of Nomination.

Furnishing of PAN, email address, mobile number, bank account details, specimen signature and nomination by holders of physical securities.

Pursuant to the circulars issued by the SEBI from time to time, shareholders holding securities in physical form are mandatorily required to furnish their PAN, KYC details (including postal address with PIN code, email address, mobile number, bank account details) and nomination details.

In view of the above, the shareholders are requested to submit the requisite documents and information to the Company's RTA at the earliest possible.

Any service requests or complaints received from the shareholders, will not be processed till the KYC of the shareholder is not updated. Dividend payments in respect of such folios wherein PAN or KYC details are not available shall only be made electronically, upon registering all the required details.

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. 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

Company's RTA has launched mobile based application named 'KPRISM' and a website https://kprism.kfintech.com available for the benefit of Shareholders.

Shareholders are requested to register / signup using their Name, PAN, Mobile Number and email ID.

KPRISM enables Shareholders to view their folios, check the status of dividend or demat requests, add reminders for General Meetings and 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 Citizen 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. Senior 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 by the RTA from the respective Depositary Participants (DPs) 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 get their equity share(s) converted into dematerialised form to get inherent benefits of dematerialisation.

The mode of holding shares as on 31st March 2026 is as under:

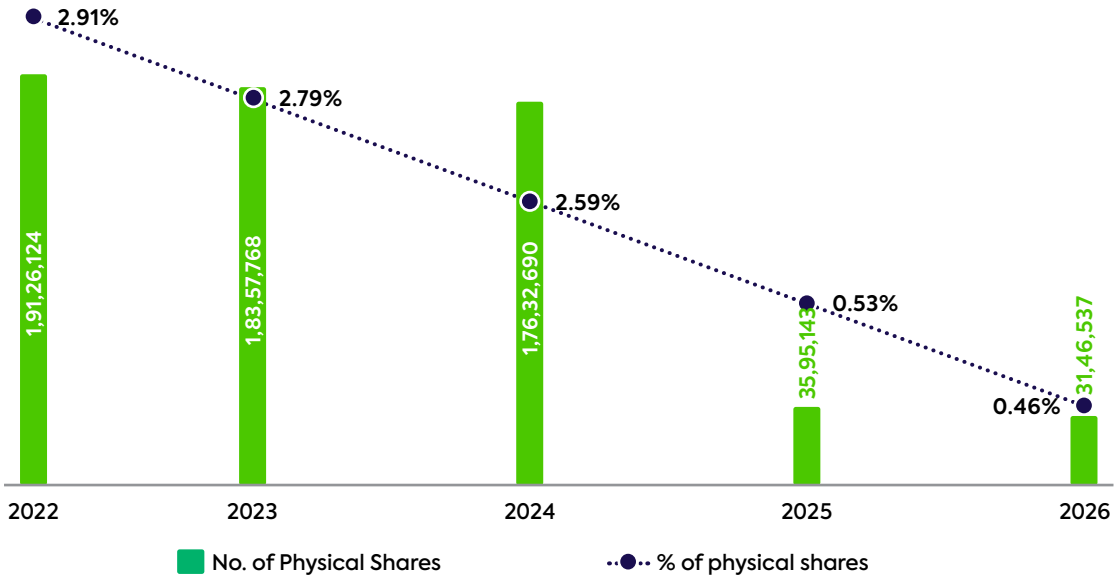
Sr. No.	Mode of Holding	No. of Shareholders	Total No. of Shares	% of Total Shareholding
1	NSDL*	1,34,660	61,80,32,484	90.81
2	CDSL^	99,510	5,94,01,555	8.73
3	Physical	21,083	31,46,537	0.46
Total		**2,55,253**	**68,05,80,576**	**100**

*Includes 35,406 partly paid-up shares held by 2,247 shareholders

^Includes 20,854 partly paid-up shares held by 1,486 shareholders

Reduction in number of physical shares

As on 31st March 2026, number of physical shares has been decreased from 1,91,26,124 shares (2.91%) to 31,46,537 shares (0.46%) over the last 5 financial years i.e. from 2022 to 2026.



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, if available, 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 copy of cancelled cheque);
- E-mail ID and Contact No.(s)

Unclaimed Shares/Dividend

Pursuant to Sections 124 of the Companies Act, 2013 ('the Act') read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, ('IEPF Rules') as amended from time to time, dividend that remained unpaid or unclaimed 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.

During the financial year 2025–26, the Company transferred unclaimed dividend pertaining to the financial year 2017–18 to the IEPF. Further, equity shares in respect of which dividend had not been claimed for seven consecutive years or more have also been transferred to the 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	2,19,80,980.00	2017-18

	Total number of shares (Face value of ₹ 2 each)	Total nominal amount
Shares Transferred to IEPF during the year	2,49,583	4,99,166

Details of unpaid/unclaimed dividend and equity shares for the financial year 2017-18 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 are as under:

Financial Year	Due Date of Transfer
2018-19	23rd September 2026
2019-20	15th October 2027
2020-21	28th September 2028
2021-22	30th September 2029
2022-23	26th September 2030
2023-24	21st September 2031
2024-25	29th September 2032

IEPF Refund

Shareholders whose dividends and/or shares are transferred to IEPF, can claim the same from the IEPF Authority after complying with the procedure prescribed in the IEPF rules.

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, Company had initiated appropriate steps on unclaimed shares by transferring and dematerialising them into one folio in the name of 'Grasim Industries Limited Unclaimed Suspense Account'.

All corporate benefits on such shares viz., bonus, split, etc. shall be credited to the unclaimed suspense account as applicable for a period of seven (7) years and thereafter such shares shall 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 2025	1,002	1,14,833
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	(20)	(1,919)
Number of shares transferred to IEPF Authority during the year	(80)	(4,857)
Outstanding at the end of the year i.e. 31st March 2026	902	1,08,057*

*Voting Rights in respect of the aforesaid shares held in the Unclaimed Suspense Account remain frozen till shares are claimed by the concerned shareholders and the shares are credited in their demat account.

Shares in Suspense Escrow Demat Account

In terms of SEBI Circular, the Company has credited the shares into 'Grasim Industries Limited Suspense Escrow Demat Account', in cases where the Letter of Confirmation has not been submitted to DP within 120 days from the date of issuance.

Shareholders whose shares are lying in Suspense Escrow Demat Account of the Company are requested to claim the same by submitting duly filed and signed Form ISR-4 along with copy of CML, PAN card and address proof.

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 2025	59	10,040
Number of shares transferred to Suspense Escrow Demat Account during the year	23	1,932
Shareholders who approached the Company and to whom shares were transferred from the Suspense Escrow Demat Account during the year	(19)	(2,398)
Outstanding at the end of the year i.e. 31st March 2026	63	9,574

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 2025	131	1,411
Shareholders who approached the Company and to whom shares were transferred from the Suspense Escrow Demat Account during the year	(21)	(433)
Outstanding at the end of the year i.e. 31st March 2026	110	978

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 2026 is also 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

18. Corporate Office and Plant Locations:

Corporate Office:

Name	Address
Corporate Office	A-2, Aditya Birla Centre, S.K. Ahire Marg, Worli, Mumbai - 400030 (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, Dist: Ujjain, Madhya Pradesh - 456 331
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
Grasim 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.: Palamu, 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 Pan at Singach	P.O. Singach, Via - Vadinar, Dist. - Jamnagar, Gujarat, 361 010

Specialty Chemicals (Epoxy Polymers & Curing Agents):

Name	Address
Grasim 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
Chemical Division, Renukoot	P. O. Renukoot - 231 217, Dist. – Sonebhadra, Uttar Pradesh

Cellulosic Fashion Yarn ('CFY'):

Name	Address
Indian Rayon	Indian Rayon Compound, Veraval – 362 266, Dist. Gir, Somnath, Gujarat
Century Rayon*	Murbad Road, Shahad - 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. Hooghly - 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, Chamarajnagar	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
Birla Opus, Kharagpur	H3, H4, H5, Vidyasagar Industrial Park, Paschim Medinipur, Kharagpur West Bengal – 721301

19. Redressal Agencies for Shareholders

Regulatory Authorities:	
Ministry of Corporate Affairs (MCA) 3rd Floor, Kartavya Bhawan-1, New Delhi-110001 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 – 400051 Tel.: (022) 26449000 / 40459000 Web: www.sebi.gov.in
Stock Exchanges:	
BSE Limited (BSE) Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400001 Tel.: (022) 22721233 / 34 Fax: (022) 22721919 Web: www.bseindia.com	**National Stock Exchange of India Limited (NSE)** 'Exchange Plaza', C-1, Block G, Bandra-Kurla Complex, Bandra (East), Mumbai - 400051 Tel.: (022) 26598100/8114 Fax: (022) 26598120 Web: www.nseindia.com
Depositories:	
National Securities Depository Limited (NSDL) 3rd Floor, Naman Chamber, G Block, Plot No- C-32, Bandra Kurla Complex, Bandra (East), Mumbai, Maharashtra - 400051 Tel.: (022) 4886 7000 Web: https://nsdl.co.in	**Central Depository Services (India) Limited (CDSL)** Marathon Futurex, A-Wing, 25th Floor, N. M. Joshi Marg, Lower Parel, Mumbai – 400013 Tel.: 1800-21-09911 Web: www.cdslindia.com

20. Investor Grievance & Online Dispute Resolution Mechanism

SEBI, vide Master Circular No. SEBI/HO/OIAE/OIAE_IAD-3/P/CIR/2023/195 dated 31st July 2023 (as updated on 28th December 2023), has stipulated that a shareholder/claimant must first address any grievance by lodging a complaint directly with the concerned listed entity.

If the grievance is not resolved satisfactorily, the shareholder/claimant may escalate the matter through the SCORES Portal in accordance with the prescribed guidelines and procedures.

After exhausting all available avenues for grievance redressal, and if the shareholder/claimant remains dissatisfied with the outcome, he/she/they may initiate dispute resolution through the Online Dispute Resolution (ODR) Portal.

Further, SEBI vide this circular has introduced a mechanism to streamline and strengthen the existing dispute resolution framework in the Indian securities market. This mechanism enhances the level of regulatory supervision by SEBI over disputes between aggrieved parties, and any order passed through the Online Dispute Resolution (ODR) process is binding on all parties to the dispute.

Pursuant to the aforementioned circulars, an aggrieved party may initiate proceedings through the ODR Portal if the grievance lodged with the concerned Company is not satisfactorily resolved or at any stage of the subsequent escalation process, including through the SCORES platform.

The shareholders can access the SEBI SCORES 2.0 & ODR Portal at https://scores.sebi.gov.in & https://smartodr.in/login

Framework for handling and monitoring of investor complaints received through SCORES

Stage 1

Approach to Company and Share Transfer Agent of the Company

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

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

The Company will upload the Action Taken Report [MATR"] 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

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

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.l

Stage 6

Online Dispute Mechanism/ Other Civil Remedies

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

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. Neelabja Chakrabarty
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

21. Nodal Officer and Deputy Nodal Officer:

Details of Nodal Officer and Deputy Nodal Officer of the Company appointed in accordance with the provisions of IEPF Rules are as under:

Nodal Officer (IEPF)	Mr. Sailesh Kumar Daga, Company Secretary & Compliance Officer (upto 15th July 2025)	grasim.secretarial@adityabirla.com / grasim.iepf@adityabirla.com
	Mr. Pavan Kumar Jain, Chief Financial Officer (upto 15th August 2025)	
	Mr. Hemant Kumar Kadel, Chief Financial Officer (upto 30th September 2025)	
	Mr. Neelabja Chakrabarty, Company Secretary & Compliance Officer (With effect from 1st October 2025)	
Deputy Nodal Officer (IEPF)	Mr. Amit Jangid, General Manager, Secretarial	grasim.iepf@adityabirla.com

22. 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_2013.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

Particulars	Weblink
Familiarization 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

Social Report



Our vision as clearly spelt out by Smt. Rajashree Birla, our Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development is:

To actively contribute to the social and economic development of the communities in which we operate and beyond. In sync with the UN SDGs our endeavour is to lift the burden of poverty weighing down the underserved and foster inclusive growth. In doing so, build a better, sustainable way of life for the weaker, marginalized sections of society and enrich lives. Be a force for good.

We are heavily invested in developmental activities. Service to society is at the core of our operations. The ROI which we have set is the number of people from whose shoulders we lift the burden of poverty and make a deep-rooted change.

- Grasim is engaged with the community in **316** villages pan India across **nine** states. These include Nagda, Malanpur in Madhya Pradesh, Kharach, Vilayat, Halol and Veraval in Gujarat, Harihar and Karwar in Karnataka, Kalyan and Kolhapur in Maharashtra, Rehla in Jharkhand, Ganjam in Odisha, BB Puram in Andhra Pradesh, Renukoot in Uttar Pradesh and Rishra in West Bengal. We reach out to **1.26 million** people through our projects in **healthcare, education, sustainable livelihoods and model villages**.
- **Education**: Through our network of formal and non-formal educational institutions across Nagda, Vilayat, Kharach, Harihar, Veraval, Rehla, Rishra, Kalyan, B.B. Puram, Ganjam, and Halol, we reached over **71,778 students**, with **girls constituting 50%** of the beneficiaries. Additionally, our five Aditya Birla Public Schools continue to provide quality education to **5,237 rural children** across our operational geographies, fostering academic excellence and holistic development among young learners.
- Over 300 scholarships were given to bright students at Veraval, Vilayat, Rehla and Harihar.
- At Rehla and Veraval International Yoga Day was celebrated with **320 participants**.
- Digital literacy was accorded to **10,120** students at Nagda, Harihar and Ganjam.
- With knowledge sharing through career counselling, coaching, Gyanarjan, Shishya **6,530** students benefited. This was largely the outcome at Rishra, Kharach, Veraval, Ganjam, Renukoot, Rehla, BB Puram and Kalyan.
- Fostered the cause of the girl child through **five** Kasturba Gandhi Balika Vidyalayas, **512** girls enlisted at Nagda, Rehla, Veraval and Malanpur.
- Constructed **eight school buildings** in the interiors, benefiting more than **1250 students**.

Towards better healthcare

- Significantly the Aditya Birla Hospital, Veraval received NABH Accreditation, reaffirming its commitment to excellence in the healthcare delivery.
- **1,987** health visits were made through mobile health units medical camps. These impacted **1,48,735 villagers** at Nagda, Vilayat, Kharach, Harihar, Kalyan and Malanpur.
- Over **38,101** polio vaccinations were administered at Nagda, Veraval, Kharach, Vilayat and Harihar. We continue with our engagement to stem its recurrence.
- At our **six hospitals** at Nagda, Ujjain, Veraval, Kharach, Harihar and Kalyan, we treated **2.14** lakh patients
- Over **247** people gained a sense of esteem by becoming physically self-reliant with artificial limbs and hand fitments. These were at a camp in Harihar in association with Karnataka Marwari Youth Federation (KMYF), Bengaluru.
- Involved with more than **41,604** populace through **228** multi-specialty camps to detect ailments such as cancer, tuberculosis, thalassaemia, malaria, malnutrition, family planning among others. These were held at Nagda, Harihar, Vilayat, Kharach, Rishra, Veraval, Renukoot, Rehla and BB Puram. In many cases, we extended financial support for chemotherapy sessions. Encouraging patients in a holistic manner to get back quickly on the road to recovery. Engaged in prevention of cervical cancer. Nearly 5,240 women were screened in 30 camps at Rishra and Veraval.
- Towards Tuberculosis Control and Nutrition Support – as a Nikshay Mitra, we provided nutritional food baskets to all registered patients. Today with our support 3,799 patients are under remission.

- Organised **156 health awareness camps** wherein **2,62,192 individuals** were examined and **721 persons** screened for STDs, RTIs and HIV/AIDS.
- **Towards Sustainable Livelihood**: Our endeavours in agriculture and natural resource development enabled **5,373 farmers** on board. The Wadi project organic farming, agro-based training projects were held at Nagda, Veraval, Vilayat and Rishra. We tutored them and veered them towards advanced and sustainable agricultural practices. Additionally, three FPOs (Farmer Producer Organisations) with **1,759 members** are running successfully.
- Implemented watershed management initiatives, through enhanced water availability, agricultural demonstration farms, and development of community common assets. More than **3.75 billion litres of water** harvested annually crisscrossing **57 villages**, benefitting a **72,283 populace** at Nagda, Ganjam and Vilayat.
- **Trained 3,180 people** in skill sets such as tailoring, beautician, computer, jewellery making, jute bag stitching, Project Kaushalya, uniform stitching, bed side assistant, candle making at Nagda, Kharach, Vilayat, Veraval, Rishra, Renukoot, Rehla, BB Puram, Halol, Kalyan and Malanpur.
- **Empowered 16,952 women through 453 SHGs** at Nagda, Rehla, Rishra, Veraval, Harihar and Vilayat.
- To improve animal health and milk productivity we covered **34,590 cattle** with vaccination, treatment, artificial insemination, pregnancy diagnosis, calving care and nutrition management at Nagda, Vilayat, Veraval, Harihar, Kharach, Rehla, Karwar and Halol.
- At Grasim Gokul Gaushalas at Nagda and Kharach, **2,038 cows are housed**. They are given nutritious food. The ageing, injured and abandoned cows are well looked after.
- Integrated infrastructure initiatives laid a strong foundation for inclusive, sustainable rural development. This was done by creating and improving connectivity and roads, creating community spaces, water conservation structures, School Infrastructure and community interaction spaces, and strengthening existing infrastructure.
- We have enhanced access to essential services and quality of life for **91,154 people**.
- **Towards Social Empowerment:** We reach out to **2,57,933 people** through our social empowerment programmes. These initiatives focus on strengthening communities by promoting inclusion, awareness and self reliance.

Accolades conferred

- In appreciation of our being a Force for Good, accolades conferred upon us include:
- Indian Chamber of Commerce (ICC) Social Impact Awards – 2026 to ABI Rishra for Enhancing educational outcomes and opportunities for students at Kolkata.
- Indian Chamber of Commerce (ICC) Social Impact Awards – 2026 for Aditya Birla Insulators (ABI) Halol for Cattle Development Project at Kolkata.
- The 12th CSR Times Award – 2025 conferred upon SFD – Nagda for Livelihoods project.
- Indian CSR Awards – 2025 to SFD – Nagda for Ensuring Quality Education.
- Large Corporate Health Program awards to Birla Cellulosic – Kharach by IHW "Integrated Health & Wellbeing Council" for TB elimination – Nutrition Kit Support Project.
- Most Innovative Project in Education awards to Birla Cellulosic – Kharach by IHW "Integrated Health & Wellbeing Council" for Bal Praveshotsav – Education Support Program.
- Bengal Chamber of Commerce & Industry (BCC&I) CSR Awards 2025 for its Project Krishak Samriddhi aimed at strengthening rural livelihoods in the Hooghly district of West Bengal to ABI -Rishra.

Our social invest:

For the financial year 2025-26 your company **invested ₹ 73.35 crore** and **mobilized ₹ 14.98 crore** through various schemes of the Government, acting as catalysts for the community.

We are committed:

We have reached this far because our Board of Directors, our Management and our colleagues across Grasim are committed to enrich lives of the underprivileged. In all the areas that we operate in, it is very motivating that the communities recognise your company as a Force for Good.

Business Responsibility & Sustainability Report

Section A: General Disclosures

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 2025 to 31st March 2026
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	**Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report**	Mr. Surya Valluri Chief Sustainability Officer +91 22 2499 5000 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 under this report are made on a standalone basis. For Principle 6, the reporting boundary includes all manufacturing sites, B2B E-Commerce Operations and Head office, Mumbai.
14	**Name of assurance provider**	Bureau Veritas (India) Pvt. Ltd.
15	**Type of assurance obtained**	The Company has obtained reasonable assurance for BRSR Core Indicators and limited assurance for Selected BRSR Indicators. The detailed Assurance Report is provided on page 152.

II. Products/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 Fashion Yarns	42%
2	Manufacturing	Chemical and Allied Chemicals	23%
3	Manufacturing and Trading	Building Materials (Paints & B2B E-commerce)	31%

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 Fashion Yarns	2030	42%
2	Chemicals and Allied Chemicals	2011	23%
3	Building Materials (Paints & B2B E-commerce)	2022, 4690	31%

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	243*	270
International	-	-	-

There are one or more plants located at a single geographical location.

*This includes R&D facilities, warehouses, depots, offices and studios.

19 Market served by the entity:

a.	Number of locations	Locations	Number
		National (No. of States)	28 States and 8 Union Territories
		International (No. of Countries)	92
b.	What is the contribution of exports as a percentage of the total turnover of the entity?	Exports contribute 9% of the total operating revenue of the Company.	
c.	A brief on types of customers	**Cellulosic Fibres:** The Cellulosic Fibres division primarily serves customers across the textile value chain. Key customers include yarn manufacturers, weaving and knitting mills, and fabric producers. The end-users cover apparel manufacturers, home textile producers, and manufacturers of technical textiles. **Chemicals:** The Chemicals business caters to industrial and institutional customers across multiple sectors. The Chlor-Alkali business supplies chemicals to manufacturers in aluminium, pulp and paper, soaps and detergents, cellulosic fibres, water treatment, pharmaceuticals, food additives, textile processing, etc. The Specialty Chemicals business serves OEMs, formulators, and component manufacturers using epoxy polymers and curing agents across industries such as wind energy, automotive, construction, paints and coatings, composites and electrical equipment. **Building Materials:** This segment comprises Paints and B2B E-commerce businesses. The Paints business serves retail consumers, homeowners, institutional buyers, project customers, dealers, contractors, architects and interior designers. The B2B E-commerce platform caters to MSMEs, contractors, infrastructure developers, and small businesses engaged in construction and allied activities. **Others:** The Textiles business serves wholesale buyers, retail customers, and end consumers, offering linen, wool and cotton fabrics through domestic and export channels. The Insulators business caters to domestic and international customers engaged in electricity transmission and distribution projects.	

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)	12,965	11,635	90	1,330	10
2	Other than Permanent (E)	1,681	1,551	92	130	8
3	**Total Employees (D+E)**	**14,646**	**13,186**	**90**	**1,460**	**10**
Workers						
4	Permanent (F)	15,294	15,150	99	144	1
5	Other than Permanent (G)	19,855	19,159	96	696	4
6	**Total Workers (F+G)**	**35,149**	**34,309**	**98**	**840**	**2**

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)	5	5	100	-	-
2	Other than Permanent (E)	-	-	-	-	-
3	**Total Differently Abled Employees (D+E)**	**5**	**5**	**100**	**-**	**-**
Differently abled Workers						
4	Permanent (F)	44	44	100	-	-
5	Other than Permanent (G)	8	8	100	-	-
6	**Total Differently Abled Workers (F+G)**	**52**	**52**	**100**	**-**	**-**

*Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

21. Participation/Inclusion/Representation of women*:

S. No.	Category	Total (A)	No. and % of Females	
			No. (B)	% (B/A)
1	Board of Directors	14	3	21%
2	Key Management Personnel	3**	-	-

*Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

**The number of Key Managerial Personnel (KMPs) mentioned above includes one member of the Board of Directors.

22. Turnover rate for permanent employees and workers:

Category	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	13%	17%	14%	14%	19%	15%	12%	16%	12%
Permanent Workers	5%	2%	5%	5%	4%	5%	5%	3%	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	Indicate whether it is a holding/subsidiary/ associate/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	52.29	No
3.	Aditya Birla Renewables Limited	Subsidiary	70.57	No

*UltraTech Cement Limited and Aditya Birla Capital Limited, along with their subsidiaries, associate companies, and joint ventures, follow their respective business responsibility initiatives.

The complete list of subsidiaries, associate companies, and joint ventures is provided on page 413.

VI. CSR Details

24	(i)	Whether CSR is applicable as per section 135 of Companies Act, 2013:	Yes
	(ii)	Turnover (in ₹)	41,039 crore
	(iii)	Net worth (in ₹)	55,277 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 2025-26			FY 2024-25		
		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	137	14	-	78	3	-
Employees and workers	Yes	51	2	-	12	2	-
Customers*	Yes	12,667	541	-	5,345	2,265	-
Value Chain Partners	Yes	Nil	Nil	-	Nil	Nil	-
Others* (Whistle-Blower)	Yes	4	Nil	-	5	Nil	-

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-handling-policy-fy21.pdf

*In certain whistle-blower cases, the identity of the complainant is not known. Such cases may relate to any of the stakeholder groups listed above.

26. Overview of the entity's material responsible business conduct issues

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 (Indicate positive or negative implications)
Corporate Governance	Risk and Opportunity	**Opportunity:** Strong Board and management oversight improves decision-making, transparency, accountability and long-term business performance. **Risk:** Weak governance, unclear accountability or inconsistent compliance oversight can lead to regulatory non-compliance, penalties, reputational impact and reduced stakeholder confidence.	Grasim mitigates governance-related risks through Board and management-level oversight, Code of Conduct, ethics and compliance policies, internal controls, formal reporting structures, periodic reviews and escalation of key matters through defined governance channels.	Negative and Positive
Risk Management	Risk and Opportunity	**Opportunity:** A structured risk management framework improves preparedness, supports informed decision-making and strengthens organisational resilience. **Risk:** Inadequate identification or delayed response to strategic, operational, financial, regulatory, climate, cyber or business continuity risks can affect operations, profitability and stakeholder confidence.	Grasim manages risks through its Enterprise Risk Management framework, risk registers, periodic reviews, defined reporting lines and escalation to management and the Board, where required. Risk mitigation actions are tracked and reviewed in line with changing business and regulatory conditions.	Negative and Positive
Customer Centricity	Opportunity	Strong customer engagement improves customer retention, complaint resolution, service quality and product development. It also helps Grasim respond to evolving expectations on product performance, safety, and overall sustainability attributes.	Not applicable.	Positive
Supply Chain Resilience	Risk	Supplier disruption, sourcing constraints, logistics issues or supplier non-compliance with environmental, social and regulatory expectations can affect business continuity, cost stability, product availability and reputation.	Grasim mitigates supply chain risks through supplier diversification, preference for accredited and local suppliers where feasible, supplier assessment and monitoring, responsible sourcing practices, and engagement with suppliers on quality, compliance and ESG expectations.	Negative
Climate Change	Risk	Physical climate risks such as extreme weather, heat stress, flooding, water scarcity and supply chain disruption can affect assets, operations and communities. Transition risks from carbon pricing, CCTS, renewable energy obligations, disclosure expectations and market shifts can increase costs and compliance exposure.	Grasim assesses climate-related risks through its enterprise risk management framework and climate risk assessment processes aligned with TCFD principles. Mitigation measures include energy efficiency, renewable energy adoption, water resilience initiatives, operational contingency planning, insurance coverage and site-level adaptation measures.	Negative

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 (Indicate positive or negative implications)
Data & Digital Ecosystems	Risk and Opportunity	**Opportunity:** Digital systems improve data visibility, traceability, operational efficiency, customer interfaces, supplier evaluation and ESG performance monitoring. **Risk:** Cyber incidents, system failures, data breaches or unauthorised access can disrupt operations, affect customers and employees, and lead to regulatory, financial and reputational impacts.	Grasim mitigates digital and data-related risks through information security controls, access management, system monitoring, periodic reviews, employee awareness initiatives, data protection practices and defined governance mechanisms for critical digital systems.	Negative and Positive
Water Stewardship	Risk	Freshwater dependence, water scarcity, drought, flooding, regulatory restrictions or community concerns in water-stressed regions can disrupt operations, increase costs and affect long-term site resilience.	Grasim mitigates water-related risks through water conservation, recycling and reuse, Zero Liquid Discharge systems, rainwater harvesting, desalinated seawater use where applicable, process improvements, water risk assessments and monitoring of water-related performance indicators.	Negative
Occupational Health and Safety	Risk	Manufacturing operations involve exposure to process, equipment, chemical, ergonomic, transport and workplace safety risks. Incidents can result in injury, operational disruption, regulatory action, compensation costs and reputational impact.	Grasim manages health and safety risks through OHS management systems, hazard identification, audits, safety training, role-based competency programmes, emergency preparedness, incident investigation, corrective actions, safety KPIs and insurance coverage.	Negative
Waste and Circular Economy	Risk and Opportunity	**Opportunity:** Waste reduction, reuse, recycling and recovery improve material efficiency, reduce disposal requirements and support circularity across operations. **Risk:** Inefficient waste handling can increase disposal costs, regulatory exposure, landfill dependency and environmental impact.	Grasim mitigates waste-related risks through reduction at source, segregation, authorised handling and disposal, waste audits, tracking of waste streams, reuse and recycling initiatives, by-product utilisation and compliance with applicable waste management regulations.	Negative and Positive
Energy Management	Risk and Opportunity	**Opportunity:** Energy efficiency, process optimisation and renewable energy adoption reduce energy intensity, lower emissions intensity and improve cost competitiveness. **Risk:** Energy-intensive operations expose Grasim to energy price volatility, fossil fuel dependency, carbon cost exposure and renewable energy-related regulatory expectations.	Grasim mitigates energy-related risks through energy assessments, digital monitoring, defined KPIs, process optimisation, high-efficiency equipment upgrades, fuel optimisation, automation, steam system improvements and increasing renewable and lower-emission energy sources where feasible.	Negative and Positive
Product Stewardship	Opportunity	Product stewardship strengthens customer assurance, product safety, regulatory compliance, labelling transparency and market differentiation. It also supports development of products with improved sustainability attributes and lifecycle performance.	Not applicable.	Positive

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 (Indicate positive or negative implications)
Partnership, Collaboration and Recognition	Opportunity	Partnerships with suppliers, customers, industry bodies, technology providers, academic institutions, NGOs and regulators help scale sustainability initiatives, improve innovation, strengthen responsible sourcing and support sector-level progress.	Not applicable.	Positive
Community Engagement	Opportunity	Meaningful community engagement builds trust, strengthens social licence to operate and helps identify local priorities related to health, education, livelihoods, infrastructure and community wellbeing around operating locations.	Not applicable.	Positive
Resource Efficiency	Opportunity	Improving resource efficiency reduces input dependency, improves material utilisation, lowers waste generation, supports cost optimisation and strengthens operational resilience across water, energy, raw materials and by-products.	Not applicable.	Positive
Workforce Capability and Wellbeing	Opportunity	Workforce capability and wellbeing strengthen productivity, employee engagement, safety performance, retention and organisational resilience. A skilled, healthy and engaged workforce supports operational continuity, innovation, leadership development and long-term business performance.	Not applicable	Positive
Human rights	Risk	Human rights risks may arise from discrimination, harassment, unsafe working conditions, child labour, forced labour, wage-related concerns, supplier practices and community impacts. Failure to manage these risks can lead to legal, reputational, operational and supply-chain consequences.	Grasim manages human rights risks through its Human Rights Policy, Code of Conduct, POSH Policy, Whistle-Blower Policy, grievance mechanisms, Supplier Code of Conduct, awareness programmes and supplier engagement on responsible business expectations.	Negative
Diversity, Equity and Inclusion (DE&I)	Opportunity	DE&I improves workforce participation, employee engagement, talent attraction, retention, collaboration and leadership diversity. Inclusive practices support a fair workplace and strengthen Grasim's employer brand.	Not applicable.	Positive
Biodiversity	Risk	Industrial operations, land use, water withdrawal, emissions, waste generation and supply-chain dependencies can affect habitats, species and ecosystem services, leading to regulatory scrutiny, stakeholder concerns and reputational risks.	Grasim manages biodiversity-related risks through biodiversity assessments, Biodiversity Importance Category classification, site-specific Biodiversity Management Plans or Action Plans, habitat restoration, afforestation and monitoring of biodiversity indicators.	Negative

Note: Detailed Double Materiality Assessment is provided on page 88.

Section B: Management and Process Disclosures

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
1.	**Policy and Management Processes**									
	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 line with the applicable governing regulations, all required policies have been published on the Company's website. These documents are publicly accessible through 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, Trustee) (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.**	Grasim has adopted a range of national and international certifications, standards, and codes aligned with the BRSR principles to support responsible business and sustainable growth. These are detailed below. **Principle 1:** National Guidelines on Responsible Business Conduct (NGRBC), ISAE3000 **Principle 2:** Forest Stewardship Council (FSC®), Programme for the Endorsement of Forest Certification (PEFC™), Global Organic Textile Standard (GOTS), Organic Content Standard (OCS), Global Recycled Standard (GRS), Responsible Wool Standard (RWS), OEKO TEX®, Better Cotton Initiatives (BCI), Responsible Care (RC), USDA Biobased Certification, Zero Discharge of Hazardous Chemicals (ZDHC), Higg Index, ISO 9001, ISO 14001, ISO 14040 and ISO14044, ISO 50001, EcoVadis **Principle 3:** SA 8000, ISO 45001, Responsible Care **Principle 4:** SA 8000 **Principle 5:** SA 8000 **Principle 6:** GRI Standards, ISO 14001, ISO 50001, FSC®, PEFC™, GOTS, OCS, RWS, OEKO-TEX®, BCI, Higg Index, Responsible Care, EU Best Available Techniques (EU BAT) **Principle 7:** Task Force on Climate related Financial Disclosures (TCFD), NGRBC, GRI standards **Principle 8:** SA 8000 **Principle 9:** ISO 27001 In addition, Grasim actively reports on climate change, water security and forest related matters through its submissions to CDP. The Company also discloses its ESG performance 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 set a target to achieve net zero emissions by 2050, aligned with global efforts to address climate change. The Company has also defined time bound targets for several sustainability-related key performance indicators to support progress across priority areas. Details of the commitments, goals, and targets are provided in the Sustainability Framework section on page 96.								
6.	**Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.**	Grasim has defined a set of sustainability commitments, goals, and targets supported by clear action plans and an implementation roadmap. Performance against these commitments is monitored through the Company's Sustainability Framework and detailed on page 95 of the report.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
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 statement from the Managing Director on page 18 of the report. Additional details are provided in the Sustainability Framework section on page 95.								
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 of the Board is responsible for decision making on sustainability related matters. The Committee oversees the Company's sustainability strategy and reviews outcomes of its implementation. It periodically monitors progress against key performance indicators and directs corrective actions, where required to support achievement of defined targets. Further details are provided in the Corporate Governance Report on page 222.								

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)								
	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Performance against above policies and follow up action	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	The performance against policies aligned to the NGRBC principles is reviewed by the Board through the Audit Committee, the Risk Management and Sustainability Committee, and the Corporate Social Responsibility Committee. Reviews are conducted at least on a quarterly basis. Additional reviews are undertaken on an ongoing basis, where required.								
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Compliance with statutory requirements to the NGRBC principles is overseen by the Board through the Audit Committee. Reviews are conducted at least Quarterly to monitor compliance status and ensure timely rectification of any identified non compliances.								

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
The Company has not carried out an independent assessment or evaluation of the working of its policies by an external agency. The policies are currently reviewed through internal mechanisms and will be subject to external assessments as and when required.								

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

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	14	1. Risk Management Framework 2. Code of Conduct and Ethics 3. Awareness on Regulatory Updates 4. Prohibition of Insider Trading 5. Prevention of Sexual Harassment (POSH) 6. Awareness on Whistle Blower 7. Sustainability 8. Research and Development 9. Health and Safety	100%
Key Management Personnel	18	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. Prohibition of Insider Trading 8. Prevention of Sexual Harassment (POSH) 9. Awareness on Whistle Blower 10. Know Your Customer 11. Sustainability 12. Health and Safety 13. Research and Development	100%
Employees other than BODs and KMPs	6,970	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 15. Sustainability Awareness 16. Biodiversity Conservation 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	75%

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
Workers	1,619	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 FY 2025-26, based on the materiality threshold specified under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, no material fines, penalties, punishment, awards, compounding fees, or settlement amounts were paid in proceedings involving the Company or its directors or key managerial personnel with regulators, law enforcement agencies, or judicial institutions.

Certain disclosures made to the stock exchange without application of the materiality threshold have been provided below.

	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	P1	Vadodara Municipal Corporation	10,000	Levy of penalty relating to registration requirements under Shops and Establishment legislations	No
		Office of the Commissioner of Customs, Export Commissionerate, Mumbai, Maharashtra	8,73,835	Recovery of duty benefits under DEPB licences along with applicable interest and penalty under Section 114A of the Customs Act, 1962	Yes
	P2	Office of the Assistant State Tax Officer, Enforcement Squad, Thiruvalla, Kerala	1,00,074	Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Kerala Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Yes
		Office of the Assistant Commissioner, Mirzapur, Uttar Pradesh	86,814	Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Uttar Pradesh Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Yes
		Office of the Assistant Commissioner, State Taxes, Kanpur, Uttar Pradesh	6,99,043	Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Uttar Pradesh Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Yes
		Office of the Special Commissioner, Large Taxpayer Unit, Kolkata, West Bengal	73,497	Demand of tax with applicable interest and penalty under Section 73 of the Central Goods and Services Tax Act, 2017 and West Bengal Goods and Services Tax Act, 2017	Yes
		Office of the State Tax Officer, Veraval, Gujarat	24,65,914	Demand of tax with applicable interest and penalty under Section 74 of the Central Goods and Services Tax Act, 2017 and Gujarat Goods and Services Tax Act, 2017	Yes

	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
	P6	Maharashtra Pollution Control Board, Regional Office, Kolhapur, Maharashtra	15,00,000	Interim directions issued by Regional Office intimating forfeiture of Bank Guarantee towards fine for non-implementation of Zero Liquid Discharge plant	Yes
Settlement	P2	Office of the Commissioner, Central Goods and Services Tax and Central Excise, Audit Commissionerate, Surat, Gujarat	54,499	Levy of penalty under Section 74 of the Central Goods and Services Tax Act, 2017, relating to input tax credit and tax compliance matters	No
		Office of the Joint Commissioner (State Taxes), Intelligence II, Chennai, Tamil Nadu	50,000	Levy of penalty under Section 125 of the Central Goods and Services Tax Act, 2017 and the Tamil Nadu Goods and Services Tax Act, 2017	No
		Office of the Assistant Commissioner of Commercial Taxes (Audit), Karwar, Karnataka	20,000	Demand of tax with applicable interest and penalty under Section 73 of the Central Goods and Services Tax Act, 2017, Karnataka GST Act, 2017 and Section 20 of the Integrated Goods and Services Tax Act, 2017	No
		Deputy State Tax Officer (INT), Roving Squad, Villupuram, Tamil Nadu	50,000	Levy of penalty relating to movement of goods under Section 129(1)(a) of the Central Goods and Services Tax Act, 2017 and the Tamil Nadu Goods and Services Tax Act, 2017	No
		State Tax Officer (Intelligence), Adjudication and Legal, Vellore, Tamil Nadu	50,000	Levy of penalty relating to movement of goods under Section 129(1)(a) of the Central Goods and Services Tax Act, 2017 and the Tamil Nadu Goods and Services Tax Act, 2017	No

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
Recovery of duty benefits under DEPB licences along with applicable interest and penalty under Section 114A of the Customs Act, 1962	Office of the Commissioner of Customs, Export Commissionerate, Mumbai, Maharashtra
Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Kerala Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Office of the Assistant State Tax Officer, Enforcement Squad, Thiruvalla, Kerala
Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Uttar Pradesh Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Office of the Assistant Commissioner, Mirzapur, Uttar Pradesh
Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Uttar Pradesh Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Office of the Assistant Commissioner, State Taxes, Kanpur, Uttar Pradesh
Demand of tax with applicable interest and penalty under Section 73 of the Central Goods and Services Tax Act, 2017 and West Bengal Goods and Services Tax Act, 2017	Office of the Special Commissioner, Large Taxpayer Unit, Kolkata, West Bengal
Demand of tax with applicable interest and penalty under Section 74 of the Central Goods and Services Tax Act, 2017 and Gujarat Goods and Services Tax Act, 2017	Office of the State Tax Officer, Veraval, Gujarat
Interim directions issued by Regional Office intimating forfeiture of Bank Guarantee towards fine for non-implementation of Zero Liquid Discharge plant. The forfeiture proceeding remain stayed and the matter is currently under adjudication.	Maharashtra Pollution Control Board, Regional Office, Kolhapur, Maharashtra

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 has an Anti-Corruption and Anti-Bribery Policy that sets clear standards for ethical conduct and compliance with applicable laws. The policy enforces a strict zero-tolerance approach towards all forms of bribery and corruption. It establishes principles and control measures applicable across all operations. It applies uniformly to employees, business associates, and third parties acting on behalf of the Company.

The policy is available on the Company's website at: 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 2025-26	FY 2024-25
Directors	Nil	Nil
KMPs	Nil	Nil
Employees	Nil	Nil
Workers	Nil	Nil

6. Details of complaints regarding conflict of interest:

Topic	FY 2025-26		FY 2024-25	
	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 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 2025-26	FY 2024-25
Number of days of accounts payables*	61	61

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

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, in the following format:

Parameters	Metrics		FY 2025-26	FY 2024-25
Concentration of Purchases	a.	Purchases from trading houses as % of total purchases	43%	25%
	b.	Number of trading houses where purchases are made from	6,812	5,699
	c.	Purchases from top 10 trading houses as % of total purchases from trading houses	48%	31%
Concentration of Sales	a.	Sales to dealers/distributors as % of total sales	33%	27%
	b.	Number of dealers/distributors to whom sales are made	51,828	40,261
	c.	Sales to top 10 dealers/distributors as % of total sales to dealers/distributors	15%	20%
Share of RPTs in	a.	Purchases (Purchases with related parties/Total Purchases)	7%	9%
	b.	Sales (Sales to related parties/Total Sales)	0.19%	0.17%
	c.	Loans & advances (Loans & advances given to related parties/Total loans & advances)	0%	90%
	d.	Investments (Investments in related parties/Total Investments made)	56%	59%

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

Note on purchases from trading houses: The classification of trading house has been determined in accordance with the SEBI circular dated 20 December 2024, which adopts the definition of trading houses as provided by the ISF.

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
192	Energy and Carbon Policy Water Stewardship Waste Management GHG Accounting Air Emissions Management Human Rights Non-discrimination Zero Tolerance Prevention of Sexual Harassment (POSH) Health and Safety Product Quality and Safety SA8000 Statutory Compliance	7%

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. Grasim has established processes to avoid and manage conflicts of interest involving members of the Board through its Code of Conduct. The Code requires Board members to avoid activities, business interests, or positions that may create an actual or potential conflict with the interests of the Company. Directors are required to disclose any such conflict and abstain from deliberations and decisions where a conflict exists. Compliance with these requirements is supported through annual declarations of adherence to the Code of Conduct by all Board members and Key Managerial Personnel.

Principle 2

Businesses should provide goods and services in a manner that is sustainable and safe

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.

Type	FY 2025-26	FY 2024-25	Details of improvement in social and environmental aspects
Research & Development (R&D)	35%	20%	R&D efforts are directed towards new product development and process efficiency measures.
Capital Expenditure (CAPEX)	11%	7%	Capital investments during the year were directed towards strengthening environmental infrastructure, improving process efficiency, and enhancing workplace safety across operations.

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

Yes

b. If yes, what percentage of inputs were sourced sustainably?

37%

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.

Product	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. Extended Producer Responsibility (EPR) is applicable to the Company's activities under the Plastic Waste Management (PWM) Rules, 2016 and subsequent amendments. The waste collection and management plan implemented by the Company is aligned with the EPR plan submitted and is carried out in accordance with applicable CPCB guidelines.

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	36%	Cradle-to-gate	Yes	https:/www.livabybirlacellulose.com/livacms/uploads/policies_reports_files/policies_reports_pdf_36_1636614623.pdf#page=41
2011	Chlor-Alkali Product	17%	Cradle-to-gate	Yes	No
1311	Linen Fabric	2%	Cradle-to-grave	Yes	No
2393	Insulator	1%	Cradle-to-gate	Yes	No
2029	Epoxy	6%	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	Captive power plant operations generate electricity and steam, resulting in GHG emissions.	The Company is scaling renewable energy, enhancing efficiency of coal-based generation systems, and improving operational efficiency to reduce steam and power consumption.
Chlor-Alkali	The electrolysis process consume high electricity resulting in high GHG emissions.	Power optimisation measures have been implemented through recoating, re-membraning, and upgrading electrolysers. Additionally, older equipment has been replaced with energy-efficient alternatives such as variable frequency drives (VFD) and IE-3 motors.
Linen and Wool	Use of non-renewable energy sources contributing to emissions.	The Company has increased sourcing of hybrid power to raise the share of renewable energy in the overall energy mix.
Insulator (Porcelain)	Use of metal components and fuel consumption in furnaces increase resource use and emissions.	Renewable power sourcing initiatives are being implemented to reduce fossil fuel use. Lightweighting of porcelain and metallic components is being undertaken to lower energy intensity.
Insulator (Composite)	Aluminium grading rings and energy intensive vulcanisation processes contribute to emissions.	Wind and solar power sourcing has been increased. Material reduction initiatives through lightweighting of metal components are being implemented.
Epoxy	Increased emissions from production and packaging activities.	Fossil-based steam is being replaced with biomass or briquette-based alternatives. Resource optimisation initiatives are reducing waste generation. Raw materials with lower Global Warming Potential (GWP) are sourced where feasible.

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 2025-26	FY 2024-25
	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 2025-26			FY 2024-25		
	Reused	Recycled	Safely Disposed	Reused	Recycled	Safely Disposed
Plastics (including packaging)	-	9,703	9,538	-	4,635	7,654
E-waste	-	-	-	-	-	-
Hazardous waste	-	-	-	-	-	-
Other waste	-	-	-	-	-	-

Note: The Company fulfils its Extended Producer Responsibility (EPR) obligations under the Plastic Waste Management Rules through the procurement of EPR certificates, representing quantities of plastic waste recycled or disposed of in an environmentally sound manner by CPCB-authorised entities.

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 a quantity equivalent to 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

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	11,635	11,635	100	11,635	100	-	-	11,635	100	9,535	82
Female	1,330	1,330	100	1,330	100	1,330	100	-	-	1,192	90
Total	**12,965**	**12,965**	**100**	**12,965**	**100**	**1,330**	**100**	**11,635**	**100**	**10,727**	**83**
Other than Permanent Employees											
Male	1,551	1,392	90	1,336	86	-	-	1,126	73	1,339	86
Female	130	97	75	75	58	85	65	-	-	89	68
Total	**1,681**	**1,489**	**89**	**1,411**	**84**	**85**	**65**	**1,126**	**73**	**1,428**	**85**

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	15,150	9,690	64	14,943	99	-	-	2,926	19	9,937	66
Female	144	59	41	144	100	144	100	-	-	142	99
Total	**15,294**	**9,749**	**64**	**15,087**	**99**	**144**	**100**	**2,926**	**19**	**10,079**	**66**
Other than Permanent Workers											
Male	19,159	2,915	15	9,427	49	-	-	-	-	5,121	27
Female	696	159	23	378	54	307	44	-	-	296	43
Total	**19,855**	**3,074**	**15**	**9,805**	**49**	**307**	**44**	**-**	**-**	**5,417**	**27**

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

	FY 2025-26	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the Company*	0.39%	0.44%

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

2. Details of retirement benefits, for Current FY and Previous Financial Year.

S. No.	Benefits	FY 2025-26			FY 2024-25		
		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.)
1	PF	100	100	Yes	100	100	Yes
2	Gratuity	100	100	Yes	100	100	Yes
3	ESI*	1	25	Yes	1	32	Yes
4	Others-Please Specify	The Company offers employee benefits like superannuation, NPS and leave encashment, if opted for.					

Note: Retirement benefits are applicable to all permanent employees and workers.

*As per the Employees' State Insurance Act, 1948, all eligible employees and workers are covered under the Schemes.

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. Key offices and operational areas incorporate features aimed at facilitating access for differently-abled employees and workers, such as pathway adjustments, access provisions, assisted mobility, and supportive infrastructure. At the same time, certain areas present limitations due to existing structural conditions. The organisation continues to review these aspects and is progressively working towards improving accessibility through planned modifications, infrastructure upgrades, and incorporation of inclusive design considerations in future developments.

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. Equal opportunity is addressed through the Company's Diversity and Inclusion Policy, which is aligned with the provisions of the Rights of Persons with Disabilities Act, 2016.

Diversity and Inclusion Policy: 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%	81%	NA	NA
Female	100%	86%	100%	100%
Total	**100%**	**82%**	**100%**	**100%**

*Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.

Category	Yes/No	Details of the mechanism in brief
Permanent Workers	Yes	The Company has a formal grievance redressal mechanism supported by defined internal procedures and an accessible internal portal. Grievances relating to operational or work-related matters may be raised through the portal, with immediate supervisors, or with line managers. Issues of a broader nature, including concerns involving supervisors or performance matters, may be escalated to the Human Resources Function. Annual employee surveys provide an additional channel for feedback and identification of issues requiring action. Grievance Handling Policy: 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 recognized by the listed entity:

Category	FY 2025-26			FY 2024-25		
	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	11,635	-	-	10,695	-	-
Female	1,330	-	-	1,117	-	-
Total	**12,965**	**-**	**-**	**11,812**	**-**	**-**
Permanent Workers						
Male	15,150	13,921	92	15,376	14,121	92
Female	144	142	99	139	139	100
Total	**15,294**	**14,063**	**92**	**15,515**	**14,260**	**92**

8. Details of training given to employees and workers:

Category	FY 2025-26					FY 2024-25				
	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	13,186	6,717	51	9,392	71	12,358	5,387	44	6,760	55
Female	1,460	892	61	1,164	80	1,241	530	43	781	63
Total	**14,646**	**7,609**	**52**	**10,556**	**72**	**13,599**	**5,917**	**44**	**7,541**	**55**
Workers										
Male	34,309	34,309	100	6,979	20	32,763	32,763	100	4,510	14
Female	840	840	100	121	14	660	660	100	38	6
Total	**35,149**	**35,149**	**100**	**7,100**	**20**	**33,423**	**33,423**	**100**	**4,548**	**14**

*Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

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 2025-26			FY 2024-25		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who had a career review (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who had a career review (D)	%(D/C)
Employees						
Male	13,186	12,101	92	12,358	10,453	85
Female	1,460	1,238	85	1,241	1,030	83
Total	**14,646**	**13,339**	**91**	**13,599**	**11,483**	**84**
Workers						
Male	34,309	4,548	13	32,763	2,544	8
Female	840	84	10	660	-	-
Total	**35,149**	**4,632**	**13**	**33,423**	**2,544**	**8**

*Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

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 implemented an Occupational Health and Safety Management System (OHSMS) in accordance with ISO 45001. The system covers all operational sites (100%) and applies to all employees and workers. It is governed through a structured framework with involvement from management and representative groups of employees and workers.
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 has established structured processes to identify work-related hazards and assess risks for both routine and non-routine activities. These include a Risk Evaluation Management and Occupational Health Risk Assessment framework with Tier-1 and Tier-2 Risk Assessment protocols. Hazard Identification and Risk Assessment (HIRA) is conducted across operations to evaluate risks and define control measures. Hazard and Operability Studies (HAZOP) and a defined Work Permit System are used for higher risk process and operational activities. Job Safety Analysis (JSA) is carried out for high-risk and non-routine tasks and is supported by Operational Control Procedures and Work Instructions. Toolbox talks are conducted to communicate task-specific hazards and controls, including prior to commencement of contractor activities. AI-based camera systems are used at select locations to identify PPE violations and identify unsafe acts.
c.	**Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/No)**	Yes
d.	**Do the employees/workers of the entity have access to non-occupational medical and healthcare services? (Yes/No)**	Yes

11. Details of safety related incidents, in the following format*:

Safety Incident/Number	Category	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.10	0.06
	Workers	0.19	0.23
Total recordable work-related injuries	Employees	7	2
	Workers	51	94
No. of fatalities	Employees	-	-
	Workers	3	1
High consequence work-related injury or ill-health (excluding fatalities)	Employees	-	-
	Workers	1	-

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

Grasim maintains a safe and healthy workplace through an Occupational Health and Safety Management System aligned with Aditya Birla Group standards and compliant with ISO 45001 and SA 8000. Standard operating procedures (SOPs) are implemented across all business units, supported by safety committees at central and departmental levels that conduct regular audits. Periodic reviews by the Group team provide additional oversight.

Process safety practices and management of change (MOC) framework are applied to assess risks prior to any modification of equipment or processes. Behaviour-based safety (BBS) practices, permit to work (PTW) procedures, Lock Out Tag Out Try Out (LOTOTO) protocols, and continuous improvement initiatives supported by kaizen form part of routine site operations. Work environments are monitored at defined intervals and mock drills are conducted to assess emergency preparedness. Toolbox talks and on-site medical facilities support safe operations across all locations.

Employees and workers participate in structured training programmes on workplace safety, hazard awareness, and mental well-being. Safety orientation is provided to all new hires to familiarise them with applicable safety procedures. These measures provide a consistent and formal approach to occupational health and safety across the Company.

The policies are available on the Company's website at:

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 2025-26			FY 2024-25		
	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	-	Nil	Nil	-
Health & Safety	Nil	Nil	-	Nil	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%
Working conditions	100%

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 a comprehensive incident management framework to address safety-related incidents and significant risks identified through assessments of health and safety practices and working conditions. All incidents are formally reported, recorded and reviewed. Significant incidents are examined through a structured investigation process using the TapRooT methodology to identify root causes.

Corrective and preventive actions are defined based on investigation outcomes and are tracked through established follow-up mechanisms. Incident reviews are conducted by cross-functional teams and placed before central safety committees for oversight. Key learnings from incidents and assessments are shared across business units to support continuous improvement in safety practices.

Oversight is further supported through a structured audit framework that includes internal occupational health and safety audits, ISO compliance reviews, and third-party audits conducted in line with applicable regulatory requirements.

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

a. **Employees (Yes/No):** Yes

b. **Workers (Yes/No):** Yes

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

The Company has established defined framework to ensure statutory dues are correctly deducted and deposited by its value chain partners.

Compliance with PF and ESI requirements is verified for contractors prior to settlement of invoices. Periodic reviews are carried out to confirm timely remittances of statutory contributions. GST compliance is monitored through monthly reconciliation of GSTR 2B data along with follow-up with vendors to ensure consistency in return filings and tax payments. To support accurate tax credit flow for customers and vendors, the Company maintains a structured process for timely filing of GST returns and issuance of TDS and TCS certificates. Certificates are also obtained from customers and vendors. Annual income tax returns submitted by vendors are reviewed to confirm correct application of tax rates. For overseas transactions, the Company obtains Tax Residency Certificates, Permanent Establishment declarations, and relevant documents to ensure regulatory compliance and manage tax exposure.

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:

Category	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 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Employees	-	-	-	-
Workers	4	1	2	-

Note: The right to employment was offered to all affected workers and their families. In FY 2025-26, only 1 family and 1 affected worker elected to avail themselves of the employment opportunity provided.

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

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	7%
Working conditions	7%

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.

Not applicable since no significant risks or concerns were identified.

Principle 4

Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

The Company follows a structured and systematic process to identify its key stakeholder groups.

1. **Stakeholder Mapping:** Key stakeholder groups are identified through a stakeholder mapping exercise. This assessment considers the level of influence stakeholders have on business operations and the impact of the Company's activities on them.
2. **Internal Consultation:** Inputs are obtained through internal consultation with business units, operational teams, and senior management. Structured workshops and guided discussions are conducted to identify stakeholders with direct or indirect influence on business activities and decisions.
3. **External Engagement:** External perspectives are gathered through structured surveys, targeted interviews, focus group discussions, and consultation forums. These engagements support an understanding of stakeholder expectations and concerns.
4. **Stakeholder Matrix Development:** Insights from internal and external engagements are consolidated into a stakeholder matrix. Stakeholders are classified and prioritised based on defined criteria including level of influence, degree of impact, and relevance to the Company's business and value chain.
5. **Stakeholder Engagement Planning:** Based on the prioritisation outcomes, stakeholder specific engagement plans are developed. These plans outline engagement objectives, communication channels, engagement frequency, and key focus areas for each stakeholder group.
6. **Ongoing Monitoring:** Stakeholder engagement is carried out on an ongoing basis to monitor changes in expectations and concerns. Feedback is gathered through periodic surveys and communication channels and is used to inform engagement actions and updates.

The Stakeholder Engagement Policy is available on the Company's website at: https://www.grasim.com/Upload/PDF/grasim-stakeholder-engagement-policy.pdf

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees and Workers	No	Team meetings, surveys, newsletters, townhalls, annual reviews, one-to-one meetings, portal/intranet, social events	Ongoing	Job security, career growth, skill development, diversity and inclusion, remuneration, work-life balance, health and safety
Local Communities	Yes	Direct interactions, site visits, local community events, leadership engagement, CSR programmes and interventions	Ongoing	Socio-economic development, CSR programmes, local community impact management
Investors and Shareholders	No	AGM, annual reports, one-to-one meetings, quarterly calls, surveys, rating agency interactions	Ongoing	Business performance, governance, ESG strategy, climate transition, decarbonisation, disclosures, grievance redressal
Customers	No	Surveys, meetings, social media, websites, product labelling, customer conferences	Ongoing	Product quality, pricing, sustainability, innovation, grievance redressal, timely delivery
Suppliers	Yes	Supplier evaluations, meetings, tenders, site visits, questionnaires	Ongoing	Responsible sourcing, ESG compliance, fair terms, labour practices, timely payments, supplier capability building

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Government, Regulators and Industry Associations	No	Meetings, stakeholder forums, industry association platforms, statutory filings and regulatory submissions	Ongoing	Regulatory compliance, inquiry resolution, community impact, health and safety, environmental issues, governance, tax compliance
Media	No	Press releases, social media, interviews	Ongoing	Sustainability commitments, ESG disclosures, reputation, stakeholder communication
NGOs and Development Partners	No	Meetings, presentations, CSR programme execution	Need-based	CSR implementation, social development, biodiversity, labour rights

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.

The processes for stakeholder consultation on economic, environmental, and social matters are set out under the Company's Stakeholder Engagement Policy. Consultations are facilitated by management through established engagement mechanisms. Key feedback and material insights are consolidated and shared with the relevant Board-level committees for review. Matters of significance are placed before the Board for oversight and decision-making.

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 supports the overall sustainability approach. For instance, customer and investor expectations led to enhancements in the Chemical Management System, including a risk-based chemical phase-out approach, substitution of hazardous chemicals with safer alternatives, and enhanced compliance monitoring against ZDHC MRSL requirements, resulting in improved chemical management, reduced environmental risks, and enhanced supply chain compliance.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalized stakeholder groups.

Grasim engages with vulnerable and marginalised stakeholder groups mainly through CSR programmes and community development initiatives. Engagement with local communities is undertaken to identify key concerns related to livelihoods, skill development, and social inclusion. Baseline assessments are carried out to understand socio-economic conditions, employment barriers, and skill gaps. Based on these assessments, targeted interventions are designed and implemented, including skill development, healthcare, and livelihood support programmes.

Principle 5

Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
Employees						
Permanent	12,965	5,019	39	11,812	3,383	29
Other than permanent	1,681	29	2	1,787	340	19
Total Employees	**14,646**	**5,048**	**34**	**13,599**	**3,723**	**27**
Workers						
Permanent	15,294	3,002	20	15,515	1,530	10
Other than permanent	19,855	7,040	35	17,908	3,028	17
Total Workers	**35,149**	**10,042**	**29**	**33,423**	**4,558**	**14**

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2025-26					FY 2024-25				
	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	11,635	-	-	11,635	100	10,695	-	-	10,695	100
Female	1,330	-	-	1,330	100	1,117	-	-	1,117	100
Total	**12,965**	**-**	**-**	**12,965**	**100**	**11,812**	**-**	**-**	**11,812**	**100**
Other than Permanent Employees										
Male	1,551	39	3	1,512	97	1,663	220	13	1,443	87
Female	130	7	5	123	95	124	3	2	121	98
Total	**1,681**	**46**	**3**	**1,635**	**97**	**1,787**	**223**	**12**	**1,564**	**88**
Permanent Workers										
Male	15,150	-	-	15,150	100	15,376	-	-	15,376	100
Female	144	-	-	144	100	139	-	-	139	100
Total	**15,294**	**-**	**-**	**15,294**	**100**	**15,515**	**-**	**-**	**15,515**	**100**
Other than Permanent Workers										
Male	19,159	11,165	58	7,994	42	17,387	13,391	77	3,996	23
Female	696	313	45	383	55	521	363	70	158	30
Total	**19,855**	**11,478**	**58**	**8,377**	**42**	**17,908**	**13,754**	**77**	**4,154**	**23**

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	24,50,000	3	31,50,000
Key Managerial Personnel	3*	3,64,61,367	-	-
Employees other than BoD and KMP	11,632	7,44,651	1,330	5,71,266
Workers	15,150	4,48,572	144	2,62,444

*The number of Key Managerial Personnel (KMPs) mentioned above includes one member of the Board of Directors.

Note: Data includes details for permanent employees and permanent workers.

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages*	6%	5%

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

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

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Grasim has an internal grievance mechanism aligned with its Human Rights Policy and accessible to all stakeholders. The mechanism is overseen by a designated grievance redressal committee that addresses concerns, including those related to human rights. Multiple reporting channels are available to enable confidential submission of grievances through written communication or designated contact points. Protections are in place to prevent retaliation and ensure fair treatment.

Each grievance is reviewed through an objective and structured process. This includes examination of relevant information, engagement with concerned parties, and involvement of subject matter specialists where necessary. Privacy and confidentiality are maintained throughout the process, and safeguards are applied to prevent harassment, discrimination, or victimisation.

The Human Rights Policy is available on the Company's website at: https://www.grasim.com/upload/pdf/human-rights-policy.pdf

6. Number of Complaints on the following made by employees and workers:

	FY 2025-26			FY 2024-25		
	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	8	2	-	12	2	-
Discrimination at workplace	Nil	Nil	-	Nil	Nil	-
Child Labour	Nil	Nil	-	Nil	Nil	-
Forced Labour/Involuntary Labour	Nil	Nil	-	Nil	Nil	-
Wages	43	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, in the following format:

	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	8	12
Complaints on POSH as a % of female employees/workers	0.54%	0.96%
Complaints on POSH upheld	8^	11

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

^2 pending complaint from FY 2024-25 is upheld in addition to 6 complaints upheld in FY 2025-26

8. Mechanism to prevent adverse consequences to the complainant in discrimination and harassment cases.

The Company has established measures to prevent adverse consequences to complainants in cases of discrimination and harassment under its Human Rights Policy, Diversity and Inclusion Policy, and Prevention of Sexual Harassment (POSH) Policy. These policies promote a respectful workplace and prohibit discrimination, harassment, and unfair treatment.

All concerns are examined through a defined and impartial process that safeguards the confidentiality of the complainant. Appropriate support is provided during the inquiry to ensure fair and consistent handling in line with established procedures.

The Company maintains a strict non retaliation approach. Complainants, witnesses, and other parties involved in an investigation are protected against retaliation or any form of adverse action. Where a complaint is found to be false or made with malicious intent, disciplinary action may be taken in accordance with applicable policies.

Relevant policies are available on the Company's website:

Prevention of Sexual Harassment (POSH) Policy: 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

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	NA

11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 above.

The Company monitors compliance with applicable laws and governing standards across its units and corporate offices through defined review and oversight processes. Periodic internal audits are conducted to assess adherence to requirements related to non-discrimination, prevention of child labour, and workplace harassment. In addition, the Company subjects its facilities to independent third-party assessments aligned with the SA8000 Social Accountability standard. Based on the assessments conducted during the year, no significant human rights risks or concerns were identified, and accordingly no corrective actions were required.

Leadership Indicators

1. Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints.

No material modifications to business processes were required during the reporting period as a result of human rights grievances or complaints.

2. Details of the scope and coverage of any Human rights due diligence conducted.

The Company progressively undertakes human rights due diligence using a defined Human Rights Due Diligence (HRDD) tool to identify, assess, and manage potential human rights risks across its businesses and supply chain. The scope covers all operating units and business activities. Periodic assessments are carried out to review policies, operational practices, and management systems. These assessments are designed to evaluate alignment with recognised human rights principles and applicable standards and to support timely identification and management of potential risks.

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.

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	7%
Discrimination at workplace	
Child labour	
Forced/involuntary labour	
Wages	

5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 4 above.

Not applicable, as no significant risks or concerns were identified.

Principle 6

Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. Details of total energy consumption (in million GJ) and energy intensity, in the following format:

Parameter	FY 2025-26	FY 2024-25
From renewable sources		
Total electricity consumption (A)	2.94	1.67
Total fuel consumption (B)	2.79	2.65
Energy consumption through other sources (C)	-	-
Total energy consumed from renewable sources (A+B+C)	**5.73**	**4.32**
From non-renewable sources		
Total electricity consumption (D)	5.13	6.06
Total fuel consumption (E)	58.57	56.41
Energy consumption through other sources (F)	-	-
Total energy consumed from non-renewable sources (D+E+F)	**63.70**	**62.47**
Total energy consumed (A+B+C+D+E+F)	**69.43**	**66.79**
Energy intensity per rupee of turnover (Total energy consumption/Revenue from operations) (GJ/₹ crore)	1,691.76	2,116.17
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total energy consumed/Revenue from operations adjusted for PPP) (GJ/million USD)	3,441.04	4,372.00
Energy intensity in terms of physical output Energy intensity (GJ/MT)	18.09	20.01

*The revenue from operations has been adjusted using the purchasing power parity (PPP) conversion factor for India (20.34), based on the latest data published by the International Monetary Fund (IMF) for the year 2026.

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 for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

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. 15 out of 27 Grasim's manufacturing units were earlier designated consumers under BEE's Perform, Achieve and Trade (PAT) scheme. Pursuant to MoEFCC's Greenhouse Gases Emission Intensity Target Rules, 2025, Grasim's Chemicals, Cellulosic Fibres and Textiles units have been listed as Obligated Entities with prescribed greenhouse gas emission-intensity targets for FY 2025-26 and FY 2026-27. These units have transitioned to the Carbon Credit Trading Scheme (CCTS). The Company continues to implement operational and energy-efficiency initiatives to meet the applicable targets.

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in million cubic meter)		
(i) Surface water	36.59	36.14
(ii) Groundwater	2.88	2.49
(iii) Third party water	14.11	13.34
(iv) Seawater/desalinated water	7.56	8.17
(v) Others (Rainwater storage)	0.14	0.08
Total volume of water withdrawal (i + ii + iii + iv + v)	**61.28**	**60.22**
Total volume of water consumption*	**28.94**	**28.18**
Water intensity per rupee of turnover (Water consumed/Revenue from operations) (m^3/₹ crore)	705.16	892.95
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$)	1,434.30	1844.84
Water intensity in terms of physical output Water intensity (m^3/MT)	7.54	8.44

**Revenue from operations has been adjusted using the purchasing power parity (PPP) conversion factor for India (20.34), based on the latest data published by the International Monetary Fund (IMF) for the year 2026.

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 for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

4. Provide the following details related to water discharge:

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in million cubic meter)		
(i) To Surface water		
- No treatment	-	-
- With treatment – Secondary Treatment	11.47	10.44
(ii) To Groundwater		
- No treatment	-	-
- With treatment – Secondary Treatment	-	-
(iii) To Seawater		
- No treatment	-	-
- With treatment – Secondary Treatment	20.30	20.21
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment – Secondary Treatment	0.57	1.39
(v) Others		
- No treatment	-	-
- With treatment – Secondary Treatment	-	-
Total water discharged (in million cubic meter)	**32.34**	**32.04**

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 for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Yes. The Company has implemented Zero Liquid Discharge (ZLD) mechanisms across 15 of its 27 manufacturing units. These units operate ZLD systems through appropriate effluent treatment and water recovery processes, ensuring that no liquid effluent is discharged outside the respective premises.

The Zero Liquid Discharge systems have been implemented at the following locations:

Cellulosic Fibres: Nagda

Chemicals: Nagda, Renukoot, Ganjam, Rehla, and Balabhadhrapuram

Paints: Panipat, Ludhiana, Cheyyar, Mahad, Kharagpur, and Chamarajnagar

Textiles: Rishra and Malanpur

Insulators: Halol

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
NOx	MT	2,648.18	2,032.09
SOx	MT	8,427.94	7,387.54
Particulate matter (PM)	MT	1,114.49	1,000.14
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	MT	0.42	0.04
Hazardous air pollutants (HAP)	-	-	-
Others	-	-	-

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 for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
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	5.35	5.11
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	1.01	1.22
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	154.89	200.73
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$	315.04	414.70
Total Scope 1 and Scope 2 emission intensity in terms of physical output	tCO_2e/MT	1.66	1.90

*Revenue from operations has been adjusted using the purchasing power parity (PPP) conversion factor for India (20.34), based on the latest data published by the International Monetary Fund (IMF) for the year 2026.

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 for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

Grasim is committed to creating a positive environmental impact through continued efforts to reduce GHG emissions. Key initiatives include increasing the share of renewable energy and low-carbon fuels, enhancing energy efficiency through technology upgrades and retrofits, and conducting regular energy audits.

Further details on energy conservation, technology absorption and related initiatives are provided in Annexure C to the Board's Report on page 200.

9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2025-26	FY 2024-25
Total waste generated (in metric tonnes)		
Plastic waste (A)	2,208.03	1,792.22
E-waste (B)	93.57	85.70
Bio-medical waste (C)	2.87	2.84
Construction and demolition waste (D)	20,165.22	13,616.63
Battery waste (E)	241.46	83.35
Radioactive waste (F)	-	-
Other Hazardous waste (G)	2,48,571.71	2,25,464.54
Other Non-hazardous waste generated (H) (Break-up by composition i.e., by materials relevant to the sector)	9,40,482.60	8,90,638.95
Total (A+B + C + D + E + F + G+ H)	**12,11,765.46**	**11,31,684.23**
Waste intensity per rupee of turnover (Total waste generated/Revenue from operations) (MT/₹ crore)	29.53	35.85
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total waste generated/Revenue from operations adjusted for PPP) (MT/million US$)	60.06	74.08
Waste intensity in terms of physical output Waste intensity (MT of waste/MT)	0.32	0.34

*Revenue from operations has been adjusted using the purchasing power parity (PPP) conversion factor for India (20.34), based on the latest data published by the International Monetary Fund (IMF) for the year 2026.

For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)

Parameter	FY 2025-26	FY 2024-25
Category of waste (Hazardous Waste)		
(i) Recycled	76,109.13	82,165.41
(ii) Re-used	63,990.69	52,541.47
(iii) Other recovery operations	57,689.34	29,469.33
Total	**1,97,789.16**	**1,64,176.21**
Category of waste (Non-Hazardous Waste)		
(i) Recycled	8,82,911.26	8,18,316.22*
(ii) Re-used	53,219.14	57,334.97*
(iii) Other recovery operations	15,030.51	10,100.85
Total	**9,51,160.91**	**8,85,752.04**

Note: During FY 2024–25, ash waste previously disclosed under the 'Reused' category has been reclassified as 'Recycled', considering its utilisation by cement and brick manufacturing units as an input material for producing new products. This change does not affect the total waste quantity reported.

For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)

Parameter	FY 2025-26	FY 2024-25
Category of waste (Hazardous Waste)		
(i) Incineration	198.83	885.94
(ii) Landfilling	47,973.84	57,370.49
(iii) Other disposal operations	-	-
Total	**48,172.67**	**58,256.42**
Category of waste (Non-Hazardous Waste)		
(i) Incineration	72.10	125.41
(ii) Landfilling	8,918.25	6,710.75
(iii) Other disposal operations	-	-
Total	**8,990.35**	**6,836.16**

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 for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

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.

The Company has established structured waste management procedures across its operations for handling all categories of waste in compliance with applicable national and local regulations and consistent with recognised industry practices. A hierarchy based approach is followed that prioritises reduction at source, reuse, recycling, and recovery, with disposal through landfill or incineration used only where other options are not feasible.

Hazardous and toxic wastes are managed in accordance with the Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016. Such wastes are handled, stored, and disposed of through authorised vendors as per statutory requirements. Wherever feasible, the Company undertakes initiatives to reduce the use of hazardous and toxic chemicals in its products and processes. Where their use cannot be avoided, defined controls and monitoring practices are applied to ensure safe handling and compliant disposal.

For instance, Excel Fibre is produced using solvent spinning process, which is entirely different from the viscose and modal processes. There is a direct dissolution of cellulose or pulp in an organic solvent called N-Methyl Morpholine N-oxide (NMMO) without use of any hazardous chemicals or solvents.

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.
Not applicable, as the Company does not have any operations or offices located in or around notified ecologically sensitive areas.			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

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, in the following format:

Yes

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
None				

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: The following plants are located in areas classified as water stressed, based on WRI Aqueduct Water Risk Atlas:

Cellulosic Fibres: Vilayat, Kharach, Nagda, Harihar, Veraval

Chemicals: Nagda, Veraval, Vilayat, Balabhadhrapuram, Ganjam

Paints: Panipat, Cheyyar, Ludhiana, Kharagpur

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 2025-26	FY 2024-25
Water withdrawal by source (in million cubic meter)		
(i) Surface water	26.08	25.38
(ii) Groundwater	1.35	1.38
(iii) Third party water	13.18	12.65
(iv) Seawater/desalinated water	7.56	8.17
(v) Others	0.08	0.03
Total volume of water withdrawal	**48.25**	**47.61**
Total volume of water consumption	**20.28**	**20.01**
Water intensity per rupee of turnover (Water consumed/Revenue from operations) (m^3/₹ crore)	494.14	633.21
Water intensity (optional) – the relevant metric may be selected by the entity	-	-

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water		
- No treatment	-	-
- With treatment – please specify level of treatment	11.47	10.44
(ii) Into Groundwater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) Into Seawater		
- No treatment	-	-
- With treatment – please specify level of treatment	15.95	15.81
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment – please specify level of treatment	0.55	1.37
(v) Others		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	**27.97**	**27.62**

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 for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
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	6.27	6.17
Total Scope 3 emissions per rupee of turnover	tCO_2e/₹ crore	152.69	195.42
Total Scope 3 emission intensity in terms of physical output	tCO_2e/MT	1.63	1.85

*Scope 3 GHG emissions have been calculated considering Categories 1, 2, 3, 4, 5, 6, 7 and 9.

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 for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

3. With respect to the ecologically sensitive areas reported at Question 10 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	Water Resource Optimisation through Rainwater Reuse	Rainwater harvesting systems integrated with storage, treatment, and distribution infrastructure were implemented to enable utilisation of rainwater for production and utility requirements, supported by monitoring systems for quality and usage. Our Cheyyar plant operated for seven months using 100% of the rainwater harvested.	Reduced dependence on freshwater sources and improved water security while supporting sustainable water management practices.
2	Energy Efficiency through VFD and Process Optimisation	Variable Frequency Drives (VFDs) were installed across process equipment including waste collection fans, spray pumps, boiler feed pumps, and water treatment systems. Process modifications such as chilled water optimisation, pump rationalisation, and steam pressure management were also implemented to align energy use with operational demand.	Reduced energy consumption across operations, improved process efficiency, and lowered greenhouse gas emissions while enhancing system reliability.
3	Waste to Energy Initiative (Renew Rethink)	A detailed assessment of landfill waste was undertaken, including testing for calorific value and suitability for energy recovery. Flax dust and fibre residues were converted into boiler fuel using adapted pelletisation machinery after successful trials, enabling the utilisation of internal waste streams as non-fossil fuel.	Reduced landfill dependency and enabled use of waste as an alternative energy source, supporting resource efficiency and transition towards non-fossil fuel utilisation.
4	Circularity in Polypropylene Cones	Polypropylene cones used in yarn winding are systematically collected, cleaned, and quality-checked for multiple reuse cycles before being routed for recycling at end-of-life. The reuse loop is tracked and integrated into operations to ensure efficient material recovery and lifecycle management.	Reduced dependence on virgin plastic and minimised plastic waste generation, strengthening circular material use within operations.
5	Solvent Circularity and Reuse	Wash solvents generated during production are systematically recovered, segregated, and reused within the manufacturing process, supported by structured infrastructure and process controls to enable circular utilisation.	Reduced hazardous waste generation and dependence on virgin solvent, enhancing material circularity and improving environmental performance.
6	Plastic Waste to Value-added Products	Plastic waste generated within operations and supply chain is reutilised by converting into durable utility products such as reusable bags. The initiative focuses on extending material life by repurposing waste into practical applications.	Extended lifecycle of plastic materials, reduced reliance on single-use plastics, and promoted reuse-driven circularity across operations.

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/web link.

Yes. The Company has a Business Continuity and Disaster Management Plan implemented across all operating units. The plan provides a structured framework to manage disruptions and safeguard people, assets, and operations during emergency situations. It enables effective response to risk scenarios that may impact personnel, the environment, operational continuity, and the financial or reputational interests of the Company. Defined roles, escalation protocols, and resource deployment arrangements support effective response and recovery. The plan is supported by experienced leadership teams and periodic review mechanisms. An external service provider supports Code Red alerting and Call Centre operations, enabling timely communication, escalation, and coordination 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.

Not applicable, as no significant adverse environmental impacts arising from the Company's value chain were identified during the reporting period.

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 41% 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

Essential Indicators

1. a) Number of affiliations with trade and industry chambers/associations.

Thirty-one (31)

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 rules proposed by the Ministry of Commerce and Industry to further amend the Patent Rules (Notification dated 16th July 2025)	Suggestions and recommendations to the draft bill submitted to the authority via email	No	NA	NA
2	Working Paper – Part I: Issues Relating to the Use of Copyright Protected Works for Artificial Intelligence Systems	Suggestions and recommendations to the draft bill submitted to the authority via email	No	NA	NA
3	Revised Draft Gazette Notification on Renewable Consumption Obligation (RCO)	Suggestions and recommendations to the draft bill submitted to the authority via email	No	NA	NA
4	Draft Energy Conservation (Compliance Enforcement) Rules, 2025 issued on 4th August, 2025	Suggestions and recommendations to the draft bill submitted to the authority via email	No	NA	NA
5	Submitted suggestions & Objections on 4 labour codes Draft Central Rules- 1) Code of Social Security (Central) Rules, 2) Code on Wages, 3) Code on Industrial Relations, 4) OSHW Code	Suggestions and recommendations to the draft bill submitted to the authority via email	No	NA	NA

Principle 8

Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name of the project	Brief details of the 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 going on	State	District	No. of Project Affected Families (PAFs)	No. of PAFs covered by R&R	Amounts paid to% of PAFs in the FY (in ₹)
Nil						

3. Describe the mechanisms to receive and redress grievances of the community.

Grasim has an established grievance redressal system to address community concerns in a timely and transparent manner. Community members may raise grievances through designated channels with the Stakeholder Officer (Admin & Liaison Officer), who escalates matters to the Grievance Committee where required. Awareness of the mechanism and reporting channels is maintained to ensure accessibility.

The process is implemented through six clearly defined steps to ensure consistency and transparency. Grievances are received through designated channels and acknowledged within five working days to confirm registration. Each grievance is recorded in a formal grievance register to enable tracking and documentation. An initial screening is conducted to assess relevance, severity, and urgency. A detailed investigation then takes place with support from the relevant functions to identify facts and root causes. Based on the findings, corrective actions are defined and implemented. After resolution, the complainant is informed, and a follow up is conducted to confirm satisfaction and ensure formal closure of the case.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers*:

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/Small producers	28%	16%
Directly from within India	69%	58%

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

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 2025-26	FY 2024-25
Rural	18%	19%
Semi urban	4%	4%
Urban	42%	41%
Metropolitan	36%	36%

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

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 ₹
1.	Jharkhand	Palamu	₹ 1.15 crore

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/vulnerable groups? (Yes/No)

Yes

(b) From which marginalised/vulnerable groups do you procure?

Grasim procures from marginalised and vulnerable groups including women-led enterprises that support economic participation and entrepreneurship among women, self-help groups (SHGs) that enable community-based collectives to access formal markets, and tribal communities that rely on traditional skills and local livelihoods.

(c) What percentage of total procurement (by value) does it constitute?

0.02%

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 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	7,72,632	32
2	Education Initiatives	89,561	26
3	Sustainable Livelihood Initiatives	51,536	35
4	Infrastructural Initiatives	91,154	42
5	Social Welfare Initiatives	2,57,933	50

Principle 9

Businesses should engage with and provide value to their consumers in responsible manner

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

Grasim follows a structured, multi-step complaint management framework to ensure timely and effective resolution across both B2B and B2C interactions. The four steps process is tailored to the specific requirements of each business segment.

Step 1 — Complaint Registration: Customers may register complaints through the online Customer Relationship Management (CRM) system, managed by the Customer Care Services team. Complaints may also be submitted through email. All complaints are routed to the relevant marketing team.

Step 2 — Information Collection: The marketing team gathers key details related to the complaint, including product name, batch number, and the nature of the issue, to enable accurate assessment.

Step 3 — Complaint Processing and Review: Each complaint is recorded in the CRM system and assigned a unique Ticket ID. The complaint is then shared with the concerned departments for root cause analysis. Valid complaints are escalated for corrective action, and findings along with resolution details are communicated to the customer. Response timelines vary based on customer type and complaint category.

Domestic customers receive responses within fifteen days for quality, packaging, documentation, or labelling concerns and within sixty days for weight related or application related issues. Export customers receive responses within thirty days for quality related concerns and within sixty days for weight related or application related matters.

Where a complaint is found to be unsubstantiated, the customer is informed accordingly. Where required, the quality assurance team conducts site visits to validate complaints.

Step 4 — Feedback Mechanism: Customer may provide feedback through Mission Happiness, an online portal used across the Company's customer base to capture experience and satisfaction levels.

2. Turnover of products and/services as a percentage of turnover from all products/ service that carry information about:

Business	As a percentage to total turnover
Environment and Social parameters relevant to product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

Note: All products include the information required under applicable laws.

3. Number of consumer complaints in respect of the following:

Category	FY 2025-26			FY 2024-25		
	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	12,667	541	-	5,345	2,265	-

4. Details of instances of product recalls on account of safety issues:

Category	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 Policy is available on the Company's website at: https://www.grasim.com/Upload/PDF/information-security-policy.pdf, https://www.grasim.com/Upload/PDF/privacy-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.

Not applicable, as no incidents were reported.

7. Provide the following information relating to data breaches:

a. Number of instances of data breaches*

Zero

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

b. Percentage of data breaches involving personally identifiable information of customers

Not Applicable

c. Impact, if any, of the data breaches

Not applicable

Leadership Indicators

1. Channels/platforms where information on products and services of the entity can be accessed (provide web link, if available).

Grasim maintains dedicated digital platforms across all its business segments, ensuring stakeholders have ready access to product and service information. The segment-wise web presence is as follows:

- **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.
  Raysil: www.raysil.co.in
- **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.
- **Textiles**
  Jayashree Textiles: https://www.jayashree-grasim.com;
  Grasim Premium Fabrics: www.grasimpremiumfabrics.com;
  Linen Club: https://www.linenclub.com.
- **Insulators**
  Insulators: https://adityabirlainsulators.com

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

Grasim informs and educates consumers on safe and responsible product usage through clear and accessible product communication. Product information is provided on bale packaging and hang tags, along with detailed specifications available on the Company's website. Each product is accompanied by a safety information sheet, and Material Safety Data Sheets (MSDS) are made available across all product lines to support safe handling, storage and use.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

Grasim has instituted communication mechanisms to ensure consumers of any potential disruption or discontinuation of essential services. Information is shared through the Company's website, customer service helplines, and direct communication channels, as applicable. Consumers are notified in advance of planned maintenance activities or operational changes that may affect service availability, enabling timely awareness and preparedness.

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 displays product information beyond what is required under applicable statutory requirements. The Company provides additional disclosures to enable well-informed decisions making and transparency for consumers.

As part of these efforts, the Cellulosic Fibres business has implemented GreenTrack, a blockchain-enabled traceability platform. The platform allows consumers and value chain partners to trace the journey of a textile product from plantation to end consumer through a QR code. It also enables visibility into product movement and sustainability attributes across the value chain.

Yes. The Company conducts consumer satisfaction surveys across its major products, services, and operating locations, Structured surveys are carried out across business segments utilising Net Promoter Score (NPS) framework. Survey findings are reviewed to understand consumer expectations and to support continuous improvement in product quality and service delivery.

NPS recorded across Grasim's business segments for the reporting period is as follows:

Chlor-Alkali: 70%

Specialty Chemicals: 79%

B2B E-commerce: 92%

Cellulosic Staple Fibre: 64%

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"), its Employee Welfare Trust ("Trust") and joint operations (which are Limited Liability Partnerships) which comprise the standalone balance sheet as at 31st March 2026, 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.

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 Company and other auditor on standalone financial statements of such Trust and joint operations as were audited by one of the joint auditors of the Company and other auditor, 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 2026, and its profit and other comprehensive income, 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 and other auditor referred to in paragraphs (a) and (b) of 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 judgment, 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

See Note 2.4 to Standalone Financial Statements

The key audit matter	How the matter was addressed in our audit
The Company has investments in subsidiaries, associates and joint ventures of ₹ 23,485.31 crore (P.Y. – ₹ 23,155.11 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. Investments where indicator exists, are tested for impairment at the end of the reporting period.	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. • Obtained the process understanding around impairment assessment of investments and evaluated the design and implementation of key internal financial controls of the Company with respect to the impairment assessment of investments and tested operating effectiveness of such controls.

Assessment of Impairment of Investments in Subsidiaries, Associates and Joint Ventures

See Note 2.4 to Standalone Financial Statements

The key audit matter	How the matter was addressed in our audit
The Company determines the recoverable value of such investments and compares it to its carrying amount to determine impairment loss. The determination of recoverable value involves use of significant estimates and judgements due to the inherent uncertainty involved in forecasting discounting future cash flows. In view of the significance of these investments and estimates and judgments involved in determining recoverable value, we consider impairment evaluation of certain investments in subsidiaries, associates and joint ventures to be a key audit matter. Refer Note 1.31 – Material accounting policy for impairment of investments and Note 3.10 on Exceptional Items.	• Assessing the indicators for impairment of the subsidiaries, associates and joint ventures and understanding the Company's assessment of those indicators. Where impairment triggers are identified, the Management estimates recoverable value basis discounted cash flow method using certain assumptions. • Evaluating the key assumptions and methodology used by the Company, in particular those relating to the forecast of the revenue growth, earnings before interest, taxes, depreciation, and amortisation, tax rate, weighted-average cost of capital, terminal growth rate and discount rate with the assistance of our valuation specialists. Internal valuation specialists also compared the assumptions to externally derived data in relation to key inputs. • Assessing the reliability of the financial projections prepared by the Company by comparing projections for previous financial years with actual results realised and analysis of significant variances. • Assessed the sensitivity of the outcome of impairment assessment to changes in key assumptions. • Comparing the carrying amount of investments with recoverable amount based on discounted cash flow analysis. • Tested the arithmetical accuracy of the computation of recoverable amounts of investments. • Assessed the adequacy of the disclosures including disclosures of key assumptions, judgments and sensitivities.

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'/Designated Partners' 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/Designated Partners of the Limited Liability Partnerships (LLP) are responsible for maintenance of adequate accounting records in

accordance with the provisions of the Act for safeguarding of the assets of each Company/Trust/LLP and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments 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/Designated Partners are responsible for assessing the ability of the Company/Trust/LLP 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/Designated Partners either intends to liquidate the Company/Trust/LLP or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors/Trustees/Designated Partners are responsible for overseeing the financial reporting process of the each Company/Trust/LLP.

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 judgment and maintain professional scepticism 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 and joint operations of the Company to express an opinion on the standalone financial statements. For the Trust and joint operations included in the standalone financial statements, which has been audited by one of the joint auditors of the Company and other auditor, such joint auditor of the Company and other auditor 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 paragraphs (a) and (b) of 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

a. The standalone annual financial statements include the audited financial statement of one Trust whose financial statements reflect total assets (before consolidation adjustments) of ₹ 429.45 crore as at 31st March 2026, total revenue (before consolidation adjustments) of ₹ NIL and net cash outflows (before consolidation adjustments) amounting to ₹ 0.07 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 joint auditor of the Company.

   Our opinion is not modified in respect of this matter.

b. We did not audit the financial statements of four joint operations included in the standalone financial statements of the Company whose financial statements reflects total assets (before consolidation adjustments) of ₹ 30.39 crore as at 31st March 2026, total revenue (before consolidation adjustments) of ₹ Nil and net cash flows (before consolidation adjustments) amounting to ₹ 0.22 crore for the year ended on that date, as considered in the standalone financial statements. The financial statements of these joint operations have been audited by the other auditor whose reports have been furnished to us, and our opinion, in so far as it relates to the amounts and disclosures included in respect of joint operations, is based solely on the reports of such other auditor.

   Our opinion is not modified in respect of these matters.

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 the paragraph 2(B)(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 and that the back-up of an accounting software which form part of the books of account and other relevant books and papers in electronic mode have not been kept on 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 2026 and 01st April 2026 taken on record by the Board of Directors of the Company, none of the directors of the Company is disqualified as on 31st March 2026 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 2026 on its financial position in its standalone financial statements - Refer Note 2.28 and 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 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 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-clauses (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.

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 softwares:

- 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 for one privilege user throughout the year.

- In the absence of an independent auditor's report in relation to controls at a service organisation for customer master, which is operated by a third party software service provider, we are unable to comment whether audit trail feature at the database level for the said software was enabled and operated throughout the year for all relevant transactions recorded in the software.

- 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, 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, except for the software where audit trail (edit log) facility was not enabled in the previous years or where independent auditor's reports on audit trail for software operated by third party service providers were not available in the previous years, 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: 26105317DFUFXN9559
Mumbai
20th May 2026

For KKC & Associates LLP
Chartered Accountants
(formerly Khimji Kunverji & Co LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 26117348ILVKTV7900
Mumbai
20th May 2026

Annexure A

To the Independent Auditor's Report on the Standalone Financial Statements of Grasim Industries Limited for the year ended 31st March 2026

(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 material 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 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 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 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 asset transferred pursuant to the scheme of amalgamation/ arrangement/merger/demerger are in the process of being transferred 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	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
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 the process of being transferred in the name of the Company.
Freehold Land	0.51	Various individual parties	No	1985-2015	Under Legal Proceedings
Building	248.56	Aditya Birla Nuvo Limited	No	April 2017	The title of 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 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 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 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	2.32	Solaris Chemtech Limited	No	April 2008	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the 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 the 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 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 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	Under Legal Proceeding
Leasehold Building	1.36	Aditya Birla Nuvo Limited	No	April 2017	The title of asset transferred pursuant to the scheme of amalgamation/ arrangement/merger/demerger are in the process of being transferred in the name of the Company.

(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 the 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 not been sanctioned any working capital limits in excess of five crore rupees in aggregate from banks and financial institutions on the basis of security of current assets at any point of time of the year. Accordingly, clause 3(ii)(b) of the Order is not applicable to 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 guarantee or security or granted any advance in the nature of loans to Companies, firms, Limited Liability Partnership (LLP) or any other parties during the year. The Company has made investments in companies and other parties and granted unsecured loans to other parties during the year in respect of which requisite information is as below. The Company has not made any Investments in firms or Limited Liability Partnership during the year. The Company has not granted any loan to Companies, firms or any Limited Liability Partnership 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 provided unsecured loans to other parties as below:

Particulars	Loans (₹ in crore)
Aggregate amount during the year	
Others – Loan to Employees	6.78
Balance outstanding as at balance sheet date	
Others - Loan to Employees	10.91

(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 the 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 or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment.

(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 given any loans, or 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 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 GST.

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 Services Tax, Provident Fund, Employees State Insurance, Income Tax, Duty of Customs or Cess or other statutory dues have generally been regularly deposited by the Company with the appropriate authorities, though there have been slight delays in a few cases.

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 Services Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31st March 2026 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 Services 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 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, considering the principles of materiality outlined in Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the year.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors 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 whistle blower 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 the 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 nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) 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.

(xvi) (a) 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 defined in the regulations made by the Reserve Bank of India) has more than one CIC as part of the Group. The Group has three CICs as part of the Group.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(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 Company 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: 26105317DFUFXN9559
Mumbai
20th May 2026

For KKC & Associates LLP
Chartered Accountants
(formerly Khimji Kunverji & Co LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 26117348ILVKTV7900
Mumbai
20th May 2026

Annexure I

(Refer clause vii(b) of Annexure A) - Statutory dues not been deposited on account of dispute

Name of Statute	Nature of the Dues	Period to which the amount relates	Amount (₹ in crore)*	Forum where case is pending
Customs Duty	Customs Duty, Interest and Penalty	2002-03 to 2020-21	22.84	Appellate Authority
		1975-76 to 1987-88	2.51	High Court
		2005-06 to 2013-14	0.87	Supreme Court
		1985-86 to 2017-18	8.52	Assessing Authority
Electricity Duty	Duty	1988-2018	49.05	High Court
Employees' State Insurance Act	Tax and Interest	2004-05	0.20	Assessing Authority
Employees' Provident Funds and Miscellaneous Provisions Act, 1952	Damages and Interest	2016-17	2.90	High Court
Excise Duty	Excise Duty, Interest and Penalty	1994-95 to 2015-16	24.81	Appellate Authority
		1974-75 to 2017-18	8.84	Assessing Authority
		1996-97 to 2013-14	3.92	High Court
GST/VAT/Sales Tax/Entry Tax	GST, VAT, Sales Tax, Entry Tax, Interest and Penalty	2003-04 to 2022-23	11.45	Appellate Authority
		2001-02 to 2024-25	6.03	Assessing Authority
		2004-05 to 2017-18	28.60	High Court
		2001-02 to 2004-05	26.53	Supreme Court
Income Tax	Income Tax and Interest	2001-02 to 2023-24	36.36	Appellate Authority
		2001-02 to 2019-20	1.50	Assessing Authority
Land Tax & Property Tax	Tax and Interest	2005-06	4.17	High Court
Service Tax	Service Tax, Interest and Penalty	2006-07 to 2010-11	23.86	Appellate Authority
		2002-03 to 2014-15	0.28	Assessing Authority
		2008-09 to 2013-14	58.91	High Court
Stamp Duty	Stamp Duty and Interest	2002-03 to 2021-22	18.82	Assessing Authority
		2011-12 to 2014-19	58.29	High Court

*Net of amount deposited amounting to ₹ 115.62 crore.

Annexure B

To the Independent Auditor's Report on the standalone financial statements of Grasim Industries Limited for the year ended 31st March 2026

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 financial statements of Grasim Industries Limited ("the Company") as of 31st March 2026 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 financial statements and such internal financial controls were operating effectively as at 31st March 2026, based on the internal financial controls with reference to 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 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 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 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 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 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 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 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.

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317
ICAI UDIN: 26105317DFUFXN9559
Mumbai
20th May 2026

For KKC & Associates LLP
Chartered Accountants
(formerly Khimji Kunverji & Co LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 26117348ILVKTV7900
Mumbai
20th May 2026

Standalone Balance Sheet

as at 31st March 2026

₹ in crore

	Note No.	As at 31st March 2026	As at 31st March 2025
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	2.1	22,696.53	21,626.06
Capital Work-in-Progress	2.1	1,776.33	2,776.44
Right of Use Assets	2.2	1,350.55	1,354.71
Goodwill		2.78	2.78
Other Intangible Assets	2.3	651.89	746.66
Intangible Assets Under Development	2.3	19.01	8.35
Financial Assets			
Investments in Subsidiaries, Joint Ventures and Associates	2.4	23,485.31	23,155.11
Other Investments	2.5	14,371.96	12,733.54
Loans	2.6	7.20	8.12
Other Financial Assets	2.7	412.43	459.25
Non-Current Tax Assets (Net)		159.16	132.89
Other Non-Current Assets	2.8	283.82	272.72
Total Non-Current Assets		**65,216.97**	**63,276.63**
Current Assets			
Inventories	2.9	5,732.39	6,051.44
Financial Assets			
Investments	2.10	4,256.87	3,746.62
Trade Receivables	2.11	3,212.45	2,553.92
Cash and Cash Equivalents	2.12	12.86	35.22
Bank Balances other than Cash and Cash Equivalents	2.13	118.97	158.50
Loans	2.14	3.71	118.41
Other Financial Assets	2.15	613.63	312.89
Current Tax Assets (Net)		-	54.20
Other Current Assets	2.16	1,864.25	1,672.94
Total Current Assets		**15,815.13**	**14,704.14**
TOTAL ASSETS		**81,032.10**	**77,980.77**

Standalone Balance Sheet (Contd.)

as at 31st March 2026

₹ in crore

	Note No.	As at 31st March 2026	As at 31st March 2025
EQUITY AND LIABILITIES			
Equity			
Equity Share Capital	2.17	136.11	136.11
Other Equity	2.18	55,141.07	54,261.52
Total Equity		**55,277.18**	**54,397.63**
Liabilities			
Non-Current Liabilities			
Financial Liabilities			
Borrowings	2.19	9,594.38	8,685.75
Lease Liabilities	2.2 B	604.68	596.26
Other Financial Liabilities	2.20	143.59	105.44
Provisions	2.21	88.72	80.16
Deferred Tax Liabilities (Net)	2.22	2,670.57	2,299.19
Other Non-Current Liabilities	2.23	144.17	85.13
Total Non-Current Liabilities		**13,246.11**	**11,851.93**
Current Liabilities			
Financial Liabilities			
Borrowings	2.24	2,121.10	2,435.65
Lease Liabilities	2.2 B	169.60	145.20
Trade Payables	2.25		
Total Outstanding Dues of Micro Enterprises and Small Enterprises		330.85	176.97
Total Outstanding Dues of Creditors other than Micro Enterprises and Small Enterprises		5,692.94	4,654.36
Other Financial Liabilities	2.26	1,870.96	1,967.55
Other Current Liabilities	2.27	1,064.17	909.78
Provisions	2.28	572.14	703.54
Current Tax Liabilities (Net)		687.05	738.16
Total Current Liabilities		**12,508.81**	**11,731.21**
TOTAL EQUITY AND LIABILITIES		**81,032.10**	**77,980.77**
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: 20th May 2026

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

Hemant Kadel
Chief Financial Officer

Neelabja Chakrabarty
Company Secretary
Membership No.: A 16075

V. Chandrasekhar
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 20th May 2026

Standalone Statement of Profit and Loss

for the year ended 31st March 2026

₹ in crore

	Note No.	Year Ended 31st March 2026	Year Ended 31st March 2025
INCOME			
Revenue from Operations	3.1	41,039.48	31,563.23
Other Income	3.2	1,787.90	1,715.11
Total Income (I)		**42,827.38**	**33,278.34**
EXPENSES			
Cost of Materials Consumed	3.3	17,443.66	15,012.15
Purchases of Stock-in-Trade	3.4	8,625.11	3,995.37
Changes in Inventories of Finished Goods, Work-in-Progress and Stock-in-Trade	3.5	(0.20)	(826.51)
Employee Benefits Expense	3.6	2,997.44	2,653.05
Finance Costs	3.7	894.70	683.69
Depreciation and Amortisation Expense	3.8	2,089.75	1,676.21
Power and Fuel		3,907.05	4,064.21
Other Expenses	3.9	6,295.89	5,523.49
Total Expenses (II)		**42,253.40**	**32,781.66**
Profit Before Exceptional Items and Tax (I) - (II)		**573.98**	**496.68**
Exceptional Items	3.10	(129.53)	(163.98)
Profit Before Tax		**444.45**	**332.70**
Tax Expense	3.11		
Current Tax		-	-
Write Back of Tax relating to Earlier Years		(21.59)	-
Deferred Tax		117.65	120.60
Total Tax Expense		**96.06**	**120.60**
Profit for the Year (III)		**348.39**	**212.10**

Standalone Statement of Profit and Loss (Contd.)

for the year ended 31st March 2026

₹ in crore

	Note No.	Year Ended 31st March 2026	Year Ended 31st March 2025
Other Comprehensive Income	3.12		
A. (i) Items that will not be reclassified to profit or loss		1,505.11	(367.50)
(ii) Income Tax relating to items that will not be reclassified to profit or loss		(244.20)	114.61
		1,260.91	**(252.89)**
B. (i) Items that will be reclassified to profit or loss		39.07	(14.55)
(ii) Income Tax relating to items that will be reclassified to profit or loss		(9.53)	3.89
		29.54	**(10.66)**
Other Comprehensive Income/ (Loss) for the Year (IV)		**1,290.45**	**(263.55)**
Total Comprehensive Income/ (Loss) for the Year (III + IV)		**1,638.84**	**(51.45)**
Earnings Per Equity Share (Face Value ₹ 2 each)	3.13		
Basic (₹)		5.14	3.18
Diluted (₹)		5.13	3.18
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: 20th May 2026

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

Hemant Kadel
Chief Financial Officer

Neelabja Chakrabarty
Company Secretary
Membership No.: A 16075

V. Chandrasekhar
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 20th May 2026

Standalone Statement of Changes in Equity

for the year ended 31st March 2026

A. Equity Share Capital

₹ in crore

Particulars	Note No.	Year Ended 31st March 2026	Year Ended 31st March 2025
Opening Balance		136.11	132.80
Changes in Equity Share Capital during the year	2.17.3	-	3.31
Closing Balance		**136.11**	**136.11**

B. Other Equity

For the Year Ended 31st March 2026

₹ 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 2025		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
Profit for the Year		-	-	-	-	-	348.39	-	-	-	348.39
Other Comprehensive Income for the Year		-	-	-	-	-	@ 10.81	(0.46)	1,250.10	30.00	1,290.45
Total Comprehensive Income for the Year		**-**	**-**	**-**	**-**	**-**	**359.20**	**(0.46)**	**1,250.10**	**30.00**	**1,638.84**
Transactions with Owners in their Capacity as Owners:											
Call Money Received/ (Unpaid) on Rights Issue	2.17.5 (a)	-	1.99	-	-	-	-	-	-	-	1.99
Share Issue Expenses		-	(0.02)	-	-	-	-	-	-	-	(0.02)
Dividends Paid		-	-	-	-	-	(679.23)	-	-	-	(679.23)
Purchase of Treasury Shares		-	-	(193.87)	-	-	-	-	-	-	(193.87)
Issue of Treasury Shares		-	-	74.19	(26.32)	-	-	-	-	-	47.87
Employee Stock Options Granted (Net of Lapses)		-	-	-	63.97	-	-	-	-	-	63.97
Cancellation of Vested Employee Stock Options		-	-	-	(0.80)	0.80	-	-	-	-	-
Balance as at 31st March 2026	**2.18**	**3,670.17**	**27,719.03**	**(427.88)**	**199.73**	**11,585.43**	**9,326.44**	**4.90**	**3,046.80**	**16.45**	**55,141.07**

@ Represents remeasurement of Defined Benefit Plan (Net of Tax)

Standalone Statement of Changes in Equity (Contd.)

for the year ended 31st March 2026

For the 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 Money Received/ (Unpaid) on Rights Issue	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)

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: 20th May 2026

For KKC & Associates LLP
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Gautam Shah
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For and on behalf of the Board of Directors of
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Managing Director
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Company Secretary
Membership No.: A 16075

V. Chandrasekhar
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 20th May 2026

Standalone Statement of Cash Flows

for the year ended 31st March 2026

₹ in crore

Particulars		Year Ended 31st March 2026	Year Ended 31st March 2025
A.	**Cash Flow from Operating Activities**		
	Profit Before Tax	**444.45**	**332.70**
	Adjustments for:		
	Exceptional Items	129.53	163.98
	Depreciation and Amortisation Expense	2,089.75	1,676.21
	Finance Costs	894.70	683.69
	Interest Income	(165.52)	(222.15)
	Dividend Income	(1,326.07)	(1,188.63)
	Unrealised Exchange (Gain)/ Loss (Net)	84.97	6.71
	Impairment Loss/ (Reversal) on Financial Assets (Net)	26.05	5.22
	Provisions against Warranty and Contingent Liabilities Created/(Written Back)	6.22	3.60
	(Gain)/ Loss on Sale/ Discard of Property, Plant and Equipment (Net)	10.29	20.02
	(Gain)/ Loss on Termination of Lease (Net)	(1.59)	(2.62)
	Expenses on Employee Stock Options Scheme including Share Appreciation Rights	65.42	57.37
	Unrealised (Gain)/ Loss on Investments measured at Fair Value through Profit or Loss (Net)	(162.11)	(211.57)
	Profit on Sale of Investments (Net)	(38.36)	(17.39)
	Operating Profit Before Working Capital Changes	**2,057.73**	**1,307.14**
	Adjustments for Changes in Working Capital:		
	Trade Receivables	(662.71)	(580.03)
	Financial and Other Assets	(353.24)	(222.58)
	Inventories	319.05	(836.40)
	Trade Payables, Financial and Other Liabilities and Provisions	1,294.32	(30.16)
	Cash Generated from/ (Used in) Operations	**2,655.15**	**(362.03)**
	Income Taxes Refund/ (Paid) (Net)	25.40	336.60
	Net Cash Generated from/ (Used in) Operating Activities (A)	**2,680.55**	**(25.43)**
B.	**Cash Flow from Investing Activities**		
	Purchase of Property, Plant and Equipment and Other Intangible Assets	(2,087.21)	(3,834.98)
	Proceeds from Disposal of Property, Plant and Equipment and Other Intangible Assets	12.12	8.21
	Proceeds from Sale and Leaseback of Owned Assets	92.91	463.14
	Investments in Subsidiaries, Joint Ventures and Associates including Advance against Equity	(615.07)	(250.15)
	Investment in Other Non-Current Investments	(173.77)	(50.94)
	Sale/ (Purchase) of Current Investments (Net)	(284.79)	(473.66)
	Loans and Advances given to Subsidiaries, Joint Ventures and Associates	-	(60.00)
	Receipt against Loans and Advances given to Subsidiaries, Joint Ventures and Associates	113.42	186.41
	Redemption of/ (Investment in) Bank Deposits and earmarked balances with Banks (Net)	0.09	(86.73)
	Interest from Subsidiaries, Joint Ventures and Associates	1.84	14.87
	Interest from Others	90.89	11.79
	Dividend from Subsidiaries, Joint Ventures and Associates	1,281.35	1,157.35
	Dividend from Others	44.72	31.28
	Net Cash Generated from/ (Used in) Investing Activities (B)	**(1,523.50)**	**(2,883.41)**
C.	**Cash Flow from Financing Activities**		
	Proceeds from Rights Issue (Net of Share Issue Expenses)	1.97	2,989.92
	Proceeds from Issue of Share Capital under ESOS	-	2.09
	Treasury Shares Acquired by ESOP Trust	(193.87)	(85.72)
	Proceeds from Issue of Treasury Shares	47.87	40.07
	Proceeds from Non-Current Borrowings	1,000.00	3,630.00
	Repayments of Non-Current Borrowings	(32.45)	(1,263.09)
	Pre-payments of Non-Current Borrowings	-	(2,308.94)
	Proceeds/ (Repayment) of Current Borrowings (Net)	(374.59)	1,611.34
	Payments of Lease Liabilities	(169.22)	(109.02)
	Payments of Interest on Lease Liabilities	(62.99)	(37.17)
	Interest and Finance Costs Paid	(716.91)	(905.40)
	Dividend Paid	(679.22)	(668.19)
	Net Cash Generated from/ (Used in) Financing Activities (C)	**(1,179.41)**	**2,895.89**
D.	**Net Increase/ (Decrease) in Cash and Cash Equivalents (A+B+C)**	**(22.36)**	**(12.95)**
	Cash and Cash Equivalents at the Beginning of the Year	**35.22**	**48.17**
	Cash and Cash Equivalents at the End of the Year	**12.86**	**35.22**

Standalone Statement of Cash Flows (Contd.)

for the year ended 31st March 2026

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 2025	Cash flows	Non-Cash changes		Balance as at 31st March 2026
			Fair Value and Other Adjustments	Diminution in Value of Investments	
Non-Current Investments	35,888.65	788.84	1,464.65	(284.87)	37,857.27
Current Investments	3,746.62	323.15	187.10	-	4,256.87

₹ 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 Investments	
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

(b) Changes in Liabilities arising from Financing Activities

₹ in crore

Particulars	Balance as at 1st April 2025	Cash flows	Debt Issuance Cost	Non-Cash changes	Balance as at 31st March 2026
				Fair Value Adjustments	
Non-Current Borrowings*	8,718.03	967.55	(1.05)	2.16	9,686.69
Current Borrowings	2,403.38	(374.59)	-	-	2,028.79

₹ 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 Adjustments	
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

*including Current Maturities of Non-Current Borrowings

(c) Refer Note 2.2.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

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Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No.: 105317

Mumbai
Dated: 20th May 2026

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For and on behalf of the Board of Directors of
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V. Chandrasekhar
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 20th May 2026

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

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 Options 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.

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 considerations are 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 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 has been put into operation, 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 purposes 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 from 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 Cellulosic 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:

Sr. 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, considering the nature of the asset, the estimated usage of the asset based on 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:

Sr. 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

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 based on 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 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 below:

Sr. 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 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 assets 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 assets 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 Investment in Joint Operations:

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities, relating to the arrangement. 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.

When the Company undertakes its activities under joint operations, the Company as a joint operator recognises in relation to its interest in joint operation:

- its assets, including its share of any assets held jointly;
- its liabilities, including its share of any liabilities incurred jointly;
- its revenue from the sale of its share of the output arising from the joint operation;
- its share of the revenue from the sale of the output by the joint operation; and
- its expenses, including its share of any expenses incurred jointly.

1.9 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.

1.10 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.

1.11 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.

1.12 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.

1.13 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 Company 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 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.

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 Other Comprehensive Income in the period in which they occur.

Remeasurement 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
- remeasurement.

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 based on 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.

1.15 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 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 out over the period until the vesting date with recognition of a corresponding liability. The liability is remeasured to fair value at each reporting date up to, and including the settlement date, with changes in fair value recognised in employee benefits expense.

1.16 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 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.

1.17 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 terms of historical cost in foreign currency are not retranslated.

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.

1.18 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 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 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 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 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 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.

1.19 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 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 best economic interest.

A fair value measurement of a non-financial asset considers 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 are 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 are 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 measurements, 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 reassessed as per the Company's accounting policies. For this analysis, the management verifies the major input applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

1.20 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 Company commits to purchase or sell the asset.

Subsequent Measurement

For 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 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 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 re-classified from the equity to 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/ Preference 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 Venture at cost.

All other investments in equity/ preference shares are measured at fair value. For certain equity instruments, the Company elects an irrevocable option to present subsequent changes in its fair value in Other Comprehensive Income and rest other investments in equity/ preference shares are measured at FVTPL. The Company makes such election on an instrument-by-instrument basis. this 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/ Preference 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 based on its historical credit loss experience.

Derecognition of Financial Assets:

The Company derecognises a financial asset when the contractual rights to the cash flows from the asset expires, 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 assets, 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 derecognition 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 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 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, 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 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.

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 considering 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 payment to be made to reimburse the holder for a loss it incurs, because the specified debtor fails to make 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.

Derecognition of Financial Liabilities:

The Company derecognises financial liabilities when and only when the Company's obligations are discharged, cancelled or have expired. The difference between the carrying amount of 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 flow that would otherwise be required or a re-classification of a financial asset out of 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.

1.21 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 programme, 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 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 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.

1.22 Contract Liabilities:

Contract liability is recognised when payment from customers 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 agreement.

1.23 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;
- 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 asset 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 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 assets' fair value, any below market terms are recognised as prepayment of lease payments, and above market terms are recognised as additional financing provided by the lessor.

1.24 Borrowing Costs:

Borrowing costs include 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 differences, 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 from 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.

1.25 Trade Receivables:

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 the risks and rewards related to such trade receivables. The amount received on sell of trade receivables under such arrangements is recognised as financial liability and disclosed as short-term borrowings.

1.26 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 fulfilment 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 recognised in the Statement of Profit and Loss.

When the Company receives grants of non-monetary assets, the assets 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.

1.27 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 to facilitate comparison with prior periods and to assess underlying trends in the financial performance of the Company.

1.28 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 costs and other expenses, respectively. Interest Income, if any, related to income tax is included in other incomes.

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:
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.

1.29 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 flow 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 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.

1.30 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 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.

1.31 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 assets 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 considering 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.

- **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 the 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 the carrying amount, 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 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.

1.32 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.

1.33 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 31st March 2026, MCA notified amendments to:

(a) Ind AS 1, Presentation of Financial Statements, applicable w.e.f. 1st April 2025 – The amendment relates to classification of liabilities as current or non-current and non-current liabilities

with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants.

(b) Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. 1st April 2025 – The amendment in Ind AS 7 requires informing users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk.

(c) Ind AS 12, Income Taxes – International Tax Reform – Pillar Two Model Rules applicable w.e.f. 1st April 2025 - The amendments bring in a temporary exception to the recognition and disclosure of deferred taxes arising from Pillar Two. The amendments also include new disclosure requirements for entities covered under Pillar Two.

(d) Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, applicable w.e.f. 1st April 2025 - The amendment introduces guidance on assessment of exchangeability of currencies and requires estimation of spot exchange rate where exchangeability is lacking, along with enhanced disclosure requirements. Prior to these amendments, Ind AS 21 set out the exchange rate to use when exchangeability between two currencies is temporarily lacking, but not what to do when lack of exchangeability is not temporary.

The Company has reviewed the amendments and based on its evaluation has determined that it does not have any significant impact on its financial statements.

Amendments issued but not yet made effective:

Ind AS 1, Presentation of Financial Statements, applicable retrospectively w.e.f. 1st April 2026 - If a covenant is breached by the reporting date and the liability becomes payable on demand, it is classified as current, as there is no right to defer settlement for 12 months—even if the lender later waives repayment. However, if a grace period of at least 12 months is already granted by the reporting date, it is classified as non-current. Once effective, the Company does not expect this amendment to have a material impact on its operations or financial statements.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

2.1 Property, Plant and Equipment (PPE)

₹ in crore

Description	Gross Block				Accumulated Depreciation and Impairment					Net Block
	As at 1st April 2025	Additions	Deductions/ Adjustments	As at 31st March 2026	As at 1st April 2025	Depreciation	Impairment [Note 3.10(i)]	Deductions/ Adjustments	As at 31st March 2026	As at 31st March 2026
Freehold Land	1,253.94	2.57	(0.33)	1,256.18	-	-	-	-	-	1,256.18
Leasehold Improvements	22.52	14.94	-	37.46	14.78	4.80	-	-	19.58	17.88
Buildings	4,543.90	513.67	(5.14)	5,052.43	836.39	187.27	21.98	(2.86)	1,042.78	4,009.65
Plant and Equipment	22,427.05	2,141.22	(54.82)	24,513.45	6,206.14	1,414.76	25.88	(44.54)	7,602.24	16,911.21
Furniture and Fixtures	167.66	93.64	(5.70)	255.60	95.26	27.27	-	(5.21)	117.32	138.28
Vehicles	268.66	68.57	(26.98)	310.25	134.97	46.47	-	(18.10)	163.34	146.91
Office Equipment	414.54	61.44	(16.14)	459.84	194.94	73.71	-	(16.08)	252.57	207.27
Salt Pans, Reservoir and Condensers	8.18	-	-	8.18	7.06	0.02	-	-	7.08	1.10
Railway Sidings	26.20	-	-	26.20	17.05	1.10	-	-	18.15	8.05
Total	**29,132.65**	**2,896.05**	**(109.11)**	**31,919.59**	**7,506.59**	**1,755.40**	**47.86**	**(86.79)**	**9,223.06**	**22,696.53**

₹ in crore

Description	Gross Block				Accumulated Depreciation and Impairment					Net Block
	As at 1st April 2024	Additions	Deductions/ Adjustments	As at 31st March 2025	As at 1st April 2024	Depreciation	Impairment	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**

2.1.1 Capital Work-in Progress (CWIP):

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Opening Balance	**2,776.44**	**7,115.64**
Add: Additions during the year[$]	1,876.81	3,674.39
Less: Capitalisation during the year	(2,797.99)	(7,630.82)
Less: Deductions/ Adjustments during the year*	(78.93)	(382.77)
Closing Balance	**1,776.33**	**2,776.44**

*Primarily on account of sale and leaseback (Note 2.2.C) and CWIP written off (Note 3.10(iv))

[$]The Company has jointly entered into agreement with Hindalco Industries Limited for setting up of LLPs. The arrangements have been identified as Joint Operations as per Ind AS 111. Proportionate share of assets under development of ₹ 15.08 crore acquired by these joint operation entities are included in CWIP as on 31st March 2026.

As at 31st March 2026

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	928.69	516.55	173.67	157.42	1,776.33
Projects Temporarily Suspended	-	-	-	-	-
Total	**928.69**	**516.55**	**173.67**	**157.42**	**1,776.33**

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:					
ECH (Epichlorohydrin) Project at Vilayat	498.13	-	-	-	498.13
Boiler 250 TPH and BOP at Vilayat	172.94	-	-	-	172.94
Chlorine Value Added Products at BB Puram	81.45	-	-	-	81.45
220KV STU Line at Vilayat	68.54	-	-	-	68.54
Others	37.75	10.47	-	-	48.22
Sub Total	**858.81**	**10.47**	**-**	**-**	**869.28**
ii) Projects Temporarily Suspended:					
Nil	-	-	-	-	-
Sub Total	**-**	**-**	**-**	**-**	**-**

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**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

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	**-**	**-**	**-**	**-**	**-**

2.1.2 Title Deeds of Immovable Properties not held in the name of the Company as on 31st March 2026

Relevant line item in the Balance sheet	Description of items 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 assets 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				

Relevant line item in the Balance sheet	Description of items 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
	Building (B)	248.56	Aditya Birla Nuvo Limited	No	Apr-2017	The title of assets 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	
		2.32	Solaris Chemtech Limited (SCIL)	No	Apr-2008	
		392.77				
	Total (A+B)	**994.69**				

*Management is in discussion with relevant authorities for matter related to ownership.

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 items 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 assets 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				

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

Relevant line item in the Balance sheet	Description of items 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
	Building (B)	241.40	Aditya Birla Nuvo Limited	No	Apr-2017	The title of assets 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**				

2.1.3 Property, Plant and Equipment (PPE) held in Co-ownership with other Companies (Company's share):

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Buildings	132.35	131.88
Plant and Equipment	1.25	1.25
Furniture and Fixtures	8.98	7.65
Vehicles	0.07	0.07
Office Equipment	19.45	18.50
Gross Block	**162.10**	**159.35**
Net Block	89.53	97.47

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 2026	As at 31st March 2025
Gross Block	276.15	260.73
Net Block	133.00	131.34
Additions during the Year	15.80	32.53
Capital Work-in-Progress	3.97	2.77

2.1.5 Pre-Operative Expenses Pending Allocation included in Capital Work-in-Progress:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Expenditure Incurred during the year:		
Materials Consumed	31.07	140.34
Salaries, Wages and Bonus	40.40	112.82
Contribution to Provident and Other Funds	1.36	4.48
Contribution to Gratuity Fund	0.18	0.49
Expenses on Employee Stock Option Scheme	0.12	2.75
Borrowing Costs	57.50	171.72
Power and Fuel	3.97	18.40
Consumption of Stores, Spares, Components, Packing Materials and Incidental Expenses	6.81	30.12
Repairs and Maintenance	1.50	3.34
Insurance	1.62	2.06
Rent	0.50	1.40
Miscellaneous Expenses	27.18	76.83
	172.21	**564.75**
Less: Income earned during the year		
Sale of Trial Run Production	103.84	348.88
Change in Stock of Trial Run Production	(47.00)	(94.10)
	56.84	**254.78**
Total Pre-Operative Expenses incurred during the year	**115.37**	**309.97**
Add: Pre-Operative Expenditure Incurred upto Previous Year	159.15	609.29
Less: Pre-Operative Expenditure Allocated to PPE during the Year	214.38	760.11
Total Pre-Operative Expenses Pending Allocation	**60.14**	**159.15**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

2.2 Leases

As a Lessee

A. Right of Use Assets

Carrying Value of Right of Use Assets as at 31st March 2026

₹ in crore

Description	Gross Block				Accumulated Depreciation				Net Block
	As at 1st April 2025	Additions	Deductions/ Adjustments	As at 31st March 2026	As at 1st April 2025	Depreciation	Deductions/ Adjustments	As at 31st March 2026	As at 31st March 2026
Land#	720.68	6.67	-	727.35	70.15	15.18	-	85.33	642.02
Building	466.72	98.69	(45.68)	519.73	157.30	122.64	(38.47)	241.47	278.26
Plant and Machinery	410.10	78.74	-	488.84	26.67	62.65	-	89.32	399.52
Software Platform	21.73	26.84	-	48.57	10.40	7.42	-	17.82	30.75
Total	**1,619.23**	**210.94**	**(45.68)**	**1,784.49**	**264.52**	**207.89**	**(38.47)**	**433.94**	**1,350.55**

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**

#Includes Leasehold land of ₹ 135.54 crore (Previous year: ₹ 135.54 crore) of co-ownership with other companies.

Lease Deed of Immovable Properties not executed in the name of the Company as on 31st March 2026

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 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**				

B. The following is the Movement in Lease Liabilities during the year ended:

₹ in crore

Particulars	31st March 2026	31st March 2025
Opening Lease Liabilities	741.46	276.29
Additions during the year	210.18	589.02
Cancellation of Lease Contracts	(8.14)	(14.83)
Finance Cost Accrued during the period	62.99	37.17
Payment of Lease Liabilities - Principal	(169.22)	(109.02)
Payment of Lease Liabilities - Interest	(62.99)	(37.17)
Closing Lease Liabilities	**774.28**	**741.46**

Maturity Profile of Lease Liabilities (Contractual Undiscounted Cash Flows)

₹ in crore

Particulars	31st March 2026	31st March 2025
Less than one year	227.06	201.67
One to five years	632.45	572.01
More than five years	109.50	173.47
Total Undiscounted Lease Liabilities	**969.01**	**947.15**

Lease Liabilities included in the Balance Sheet

₹ in crore

Particulars	31st March 2026	31st March 2025
Current	169.60	145.20
Non-Current	604.68	596.26

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

Amounts Recognised in the Statement of Profit and Loss

₹ in crore

Particulars	31st March 2026	31st March 2025
Variable lease payments not included in the measurement of lease liabilities	0.82	-
Expenses relating to short-term leases	39.77	36.01
Expenses relating to leases of low-value assets, excluding short-term leases of low-value assets	3.25	3.27
Gain/ loss on modification/ termination of lease agreement	1.59	2.62

Amounts recognised in the Statement of Cash Flows

₹ in crore

Particulars	31st March 2026	31st March 2025
Total cash outflow for leases	232.21	146.19

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 8.99% 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. During the year, certain equipment worth ₹ 78.74 crore (₹ 92.91 crore including taxes) {Previous year: ₹ 328.91 crore (₹ 388.12 crore including taxes)} are sold at par under this arrangement for a tenure of 5 to 7 years. Interest rate on these arrangements ranges between 7.37% to 7.75% p.a. (Previous year: 6% to 8.67% p.a.). The Company has collected ₹ 78.74 crore (₹ 92.91 crore including taxes) during the year {Previous year: ₹ 392.49 crore (₹ 463.14 crore including taxes)}. There are no outstanding balances as on both the reporting dates.

2.3 Other Intangible Assets

₹ in crore

Description	Gross Block				Accumulated Amortisation				Net Block
	As at 1st April 2025	Additions	Deductions/ Adjustments*	As at 31st March 2026	As at 1st April 2025	Amortisation	Deductions/ Adjustments*	As at 31st March 2026	As at 31st March 2026
INTANGIBLE ASSETS									
Computer Software	156.83	31.78	(0.17)	188.44	64.07	49.19	(0.08)	113.18	75.26
Value of License/ Right to Use	105.43	-	(22.36)	83.07	67.83	8.35	(22.36)	53.82	29.25
Customer Relationship	369.90	-	-	369.90	127.53	16.84	-	144.37	225.53
Technical Know-how	27.24	-	-	27.24	17.12	2.44	-	19.56	7.68
Trademark and Brand	67.96	-	-	67.96	52.63	5.15	-	57.78	10.18
Right to Manage and Operate Manufacturing Facilities	666.50	-	-	666.50	318.02	44.49	-	362.51	303.99
Total	**1,393.86**	**31.78**	**(22.53)**	**1,403.11**	**647.20**	**126.46**	**(22.44)**	**751.22**	**651.89**

₹ 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
Trademark 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**

*Deductions mainly represent Intangible Assets whose useful life has expired.

2.3.1 Intangible Assets Under Development (IAUD):

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Opening Balance	8.35	15.31
Add: Additions during the year	34.08	95.70
Less: Capitalisation during the year	(23.41)	(102.66)
Closing Balance	**19.01**	**8.35**

A) Ageing schedule:

As at 31st March 2026

₹ 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	17.11	1.90	-	-	19.01
Projects Temporarily Suspended	-	-	-	-	-
Total	**17.11**	**1.90**	**-**	**-**	**19.01**

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**

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 2026

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 2026	Number of Shares	Grasim's Ownership %	As at 31st March 2025
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	56.11%	2,636.25
Aditya Birla Capital Limited	India	₹ 10	1,36,98,09,351	52.29%	18,846.95	1,36,98,09,351	52.54%	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
Samrit Buildcon Limited *(Formerly known as: Samruddhi Swastik Trading and Investments Limited)*	India	₹ 10	81,66,666	100.00%	26.50	81,66,666	100.00%	26.50
Aditya Birla Renewables Limited*	India	₹ 10	1,18,10,43,503	70.57%	1,179.62	85,57,19,413	100.00%	849.42
ABReL Solar Power Limited#	India	₹ 10	7,36,80,817	26.00%	73.68	7,36,80,817	26.00%	73.68
Grasim Business Services Private Limited	India	₹ 10	1,00,000	100.00%	0.10	1,00,000	100.00%	0.10
					1,388.69			**1,058.49**
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	11,04,00,000	40.00%	666.86	8,16,00,000	40.00%	484.49
Less: Provision for Impairment in the Value of Investment [Note 2.28.1(d) and Note 3.10 (iii)]					(666.86)			(484.49)
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	12,75,00,000	50.00%	127.50	2,50,00,000	50.00%	25.00
Less: Provision for Impairment in the Value of Investment [Note 2.28.1(d) and Note 3.10 (iii)]					(127.50)			(25.00)
					602.07			**602.07**
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
					11.35			**11.35**
					2,002.11			**1,671.91**
					23,485.31			**23,155.11**

WPV - Without Par Value

*Aditya Birla Renewables Limited ("ABRen") ceased to be wholly owned subsidiary w.e.f. 21st January 2026, on allotment of equity shares by ABRen on preferential basis to Essel Mining & Industries Limited.

#ABRen and Grasim Industries Limited holds 74% and 26%, respectively in ABReL Solar Power Limited.

2.4.1 Aggregate Book Value of Investments and Market Value thereof:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Aggregate Book Value:		
Quoted Investments	21,483.20	21,483.20
Unquoted Investments	2,002.11	1,671.91
	23,485.31	**23,155.11**
Aggregate Market Value of Quoted Investments	2,17,685.30	2,15,644.38
Aggregate Amount of Impairment in Value of Investments [Note 3.10 (iii)]	794.36	509.49

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	
	31st March 2026	31st March 2025	31st March 2026	31st March 2025
Pre-tax Discount Rate	12.50%	11.75%	13.50%	12.00%
Annual Growth Rate	11.77%	11.77%	4.80%	4.80%
Terminal Growth Rate	1.00%	1.00%	1.50%	1.50%

2.5 Other Investments - Non-Current

₹ in crore

Particulars	Place of Incorporation	Face Value	Number of Shares	Grasim's Ownership %	As at 31st March 2026	Number of Shares	Grasim's Ownership %	As at 31st March 2025
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%	105.94	1,39,88,570	6.94%	116.10
Hindalco Industries Limited	India	₹ 1	8,80,48,812	3.92%	7,787.48	8,80,48,812	3.92%	6,008.89
Vodafone Idea Limited	India	₹ 10	3,31,75,66,167	3.06%	2,829.88	3,31,75,66,167	4.65%	2,255.94
Aditya Birla Fashion and Retail Limited#	India	₹ 10	9,75,93,931	8.00%	525.93	9,75,93,931	8.00%	2,501.04
Aditya Birla Lifestyle Brands Limited#	India	₹ 10	9,75,93,931	8.00%	861.07	-	-	-
					12,110.30			**10,881.97**

Notes

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₹ in crore

Particulars	Place of Incorporation	Face Value	Number of Shares	Grasim's Ownership %	As at 31st March 2026	Number of Shares	Grasim's Ownership %	As at 31st March 2025
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	USD 100	5,000	4.19%	1,898.73	5,000	4.19%	1,639.02
Indophil Textile Mills Inc.	Philippines	Peso 10	4,22,496	2.82%	3.15	4,22,496	2.82%	1.31
Birla International Limited	British Virgin Islands	USD 100	2,500	10.00%	6.85	2,500	10.00%	6.06
					1,908.73			**1,646.39**
Investments in Preference Shares:								
Carried at Fair Value through Profit or Loss (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	Canada	WPV	67,50,000		34.37	67,50,000		38.00
1% Redeemable Preference Shares of Aditya Group AB, Sweden, of Aggregate Value of USD 8 million	Sweden	WPV	1,60,000		58.25	1,60,000		53.13
					92.62			**91.13**
Investments in Companies and Limited Liability Partnership:								
Carried at Fair Value through Profit or Loss (FVTPL) [Note 4.9 A]								
Clean Max Power 3 LLP	India			26.00%	26.60		26.00%	26.60
Renew Surya Uday Private Limited*	India	₹ 10	97,85,162	26.00%	29.82	97,85,162	26.00%	29.82
Clean Max Decimus Private Limited*	India	₹ 10	11,875	26.00%	0.94	11,875	26.00%	0.94
Greenyana Sunstream Private Limited	India	₹ 10	32,17,970	17.34%	4.18	32,17,970	17.34%	4.18
Pro-Zeal Green Power Eighteen Private Limited*	India	₹ 10	2,600	26.00%	- ^			-
Pro-Zeal Green Power Nineteen Private Limited*	India	₹ 10	2,600	26.00%	- ^			-
Ampin Energy C&I One Private Limited	India	₹ 10	12,60,000	4.15%	1.26			-
Ampin Energy C&I Three Private Limited	India	₹ 10	12,00,000	3.50%	1.20			-
					64.01			**61.54**
Investments in Debentures:								
Carried at Fair Value through Other Comprehensive Income (FVTOCI) [Note 4.9 A]								
0.01% Compulsory Convertible Debentures of Pro-Zeal Green Power Eighteen Private Limited convertible into Equity shares after 25 years from the date of issuance	India	₹ 1,000	44,547		4.46			-
0.01% Compulsory Convertible Debentures of Pro-Zeal Green Power Nineteen Private Limited convertible into Equity shares after 25 years from the date of issuance	India	₹ 1,000	18,447		1.85			-
					6.30			**-**

₹ in crore

Particulars	Place of Incorporation	Face Value	Number of Shares	Grasim's Ownership %	As at 31st March 2026	Number of Shares	Grasim's Ownership %	As at 31st March 2025
Investments in various Mutual Funds units:								
Carried at Fair Value through Profit or Loss (FVTPL) [Note 4.9 A]								
Investments in Mutual Funds					-			2.51
Other Investments carried at Amortised Cost:								
Certificate of Deposits					190.00			50.00
					14,371.96			**12,733.54**

All shares are fully paid-up, unless otherwise stated

WPV - Without Par Value

^Amounts less than ₹ 50,000/-

$Trading in Thai Rayon's securities have been temporarily suspended by SEC, Thailand from 3rd September 2025.

#Aditya Birla Fashion and Retail Limited completed a vertical demerger of its Madura Fashion & Lifestyle business into a new entity "Aditya Birla Lifestyle Brands Limited", effective 22nd May 2025.

*The Company does not have significant influence even though it holds 20 per cent or more of equity shares of these entities. Hence, they are not being construed as associate companies.

2.5.1 Aggregate Book Value of Investments and Market Value thereof:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Aggregate Book Value:		
Quoted Investments	12,110.30	10,881.97
Unquoted Investments	2,261.66	1,851.57
	14,371.96	**12,733.54**
Aggregate Market Value of Quoted Investments	12,110.30	10,881.97
Aggregate Impairment in Value of Investments	-	-

2.6 Loans - Non-Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Loans to Employees	7.20	8.12
	7.20	**8.12**

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2.7 Other Financial Assets - Non-Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Fixed Deposits with Banks with remaining maturity more than 12 months#	25.33	110.46
Security Deposits to Related Parties (Note 4.5.3)	7.37	7.37
Receivable towards divested businesses*	27.08	35.13
Security Deposits	285.29	265.81
Less: Loss Allowances	(3.91)	(3.91)
Government Grants and Incentives Receivable	80.89	54.01
Less: Provision towards Government Incentives	(9.62)	(9.62)
	412.43	**459.25**
#Includes deposits lodged as security with Government Departments	0.43	0.46

*Represents amount receivable from purchaser towards tax refunds

2.8 Other Non-Current Assets

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Capital Advances	270.33	257.24
Others (includes prepayments, deposits with Government Authorities, etc.)	13.49	15.48
	283.82	**272.72**

2.9 Inventories

(Valued at lower of cost and net realisable value, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026			As at 31st March 2025		
	In Hand	In Transit	Total	In Hand	In Transit	Total
Raw Materials	1,919.76	723.79	2,643.55	2,185.07	827.50	3,012.57
Work-in-Progress	324.43	-	324.43	354.75	-	354.75
Finished Goods	1,563.76	314.53	1,878.29	1,591.74	279.14	1,870.88
Stock-in-Trade	156.76	-	156.76	173.33	-	173.33
Stores, Spares, etc. (including Fuel and Packing Materials)	533.55	183.58	717.13	484.20	136.17	620.37
Waste/ Scrap (valued at Net Realisable Value)	12.23	-	12.23	19.54	-	19.54
	4,510.49	**1,221.90**	**5,732.39**	**4,808.63**	**1,242.81**	**6,051.44**

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 ₹ 109.40 crore (Previous year: ₹ 63.62 crore). Inventory values shown above are net of the write down.

2.10 Investments - Current

₹ in crore

Particulars	Face Value	Number of Securities	As at 31st March 2026	Number of Securities	As at 31st March 2025
Quoted:					
Investments in Debentures and Bonds: Carried at FVTOCI [Note 4.9.A]					
8.73% Aditya Birla Finance Limited Perpetual*	₹ 1,00,00,000	75	76.58	75	76.00
8.40% Union Bank of India Perpetual	₹ 1,00,00,000	10	9.98	10	9.99
8.37% Aditya Birla Capital Limited Perpetual	₹ 1,00,00,000	100	99.79	-	-
8.03% Aditya Birla Housing Finance Limited Perpetual	₹ 1,00,000	2,500	24.86	-	-
7.88% Bank of Baroda Perpetual	₹ 1,00,00,000	15	14.88	15	14.87
7.74% State Bank of India Perpetual	₹ 10,00,000	-	-	250	24.92
7.55% State Bank of India Perpetual	₹ 1,00,00,000	15	14.98	15	14.86
7.72% State Bank of India Perpetual	₹ 1,00,00,000	151	150.85	20	19.84
8.31% Aditya Birla Finance Limited 2034*	₹ 1,00,000	5,500	55.60	7,000	71.23
7.83% SIDBI 2028	₹ 1,00,000	1,500	15.07	1,500	15.25
7.74% LIC Housing Finance 2028	₹ 1,00,000	1,000	10.01	1,000	10.04
7.34% Indian Railway Finance Corporation Limited - Tax-Free Bond 2028	₹ 1,000	6,00,000	62.16	6,00,000	63.03
8.47% LIC Housing Finance 2026	₹ 10,00,000	68	6.80	-	-
8.00% Tata Industries Limited 2026	₹ 10,00,000	200	19.97	200	20.00
7.96% Tata Capital Housing Finance Limited 2026	₹ 1,00,000	2,500	25.00	-	-
7.90% HDFC Bank 2026	₹ 1,00,00,000	25	24.99	-	-
7.83% NABARD 2026	₹ 1,00,000	1,500	15.02	1,500	15.10
7.72% LIC Housing Finance 2026	₹ 10,00,000	-	-	100	10.02
7.68% Housing and Urban Development Corporation Limited 2026	₹ 1,00,000	2,500	24.98	-	-
7.58% NABARD 2026	₹ 1,00,000	2,500	24.96	-	-
7.55% Power Finance Corporation 2026	₹ 1,00,000	2,500	25.01	-	-
7.50% NABARD 2026	₹ 1,00,000	2,500	24.97	-	-
7.44% SIDBI 2026	₹ 1,00,000	2,000	19.97	-	-
6.55% Aditya Birla Finance Limited 2026*	₹ 10,00,000	500	49.76	500	49.25
6.45% Aditya Birla Finance Limited 2026*	₹ 10,00,000	150	14.88	150	14.71
6.00% HDFC Bank 2026	₹ 10,00,000	50	4.98	50	4.92
5.85% REC Limited 2025	₹ 10,00,000	-	-	100	9.89
5.78% HDFC Bank 2025	₹ 10,00,000	-	-	150	24.70
			816.05		**468.62**
Unquoted:					
Investments in various Mutual Funds Units: Carried at FVTPL [Note 4.9.A]			3,415.82		3,123.00
Investments in Certificate of Deposits: Carried at Amortised Cost			25.00		155.00
			3,440.82		**3,278.00**
			4,256.87		**3,746.62**

*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)

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

2.10.1 Aggregate Book Value of Investments and Market Value thereof:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Aggregate Book Value:		
Quoted Investments	816.05	468.62
Unquoted Investments	3,440.82	3,278.00
	4,256.87	**3,746.62**
Aggregate Market Value of Quoted Investments	816.05	468.62
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 2026	As at 31st March 2025
Considered Good@ [Secured ₹ 66.30 crore, Previous year: ₹ 67.66 crore]	3,244.98	2,562.03
Trade Receivables - Credit Impaired	26.34	26.20
	3,271.32	**2,588.23**
Less: Allowance for Trade Receivables which have significant increase in credit risk/credit impaired	58.87	34.31
	3,212.45	**2,553.92**
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)	21.63	13.46
*Includes amount in respect of which the Company holds Deposits/Letters of Credit/Guarantees from Banks	513.15	373.65

2.11.1 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.

2.11.2 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 2026						
Undisputed Trade Receivables - Considered Good	427.23	40.88	22.62	0.37	1.39	492.49
Undisputed Trade Receivables - Credit Impaired	-	0.49	0.22	1.20	13.08	14.99
Disputed Trade Receivables - Considered Good	-	0.10	0.02	0.15	0.02	0.29
Disputed Trade Receivables - Credit Impaired	0.05	0.01	0.13	0.02	11.14	11.35
Total (A)						**519.12**
Not Due - Undisputed (B)						2,752.20
Less: Loss Allowance for Trade Receivables (C)						58.87
Net Total (A+B-C)						**3,212.45**
Add: Unbilled Receivables						-
Grand Total						**3,212.45**

₹ 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 (C)						34.31
Net Total (A+B–C)						**2,553.92**
Add: Unbilled Receivables						–
Grand Total						**2,553.92**

2.12 Cash and Cash Equivalents

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Balances with Banks:		
In Current Account	12.37	34.22
In EEFC Account	0.01	0.41
Cheques in Hand	–	0.04
Cash on Hand	0.48	0.55
	12.86	**35.22**

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 2026	As at 31st March 2025
Earmarked Balance with Banks:		
In Government Treasury Savings Account	0.03	0.03
In Escrow Account	0.37	0.36
Rights Issue Account#	0.56	2.47
Unclaimed Dividend (including Unclaimed Fractional Warrants)	17.99	17.98
Bank Deposits (with original maturity more than 3 months but less than 12 months)*	100.02	137.66
	118.97	**158.50**

There are no amounts due and outstanding to be credited to the Investor Education and Protection Fund as at 31st March 2026 and 31st March 2025.

#Represents balance pending for utilisation of Rights Issue proceeds kept in separate bank account [Note 2.17.5(a)]

*Includes amount lodged as Security with Government Departments 0.02 36.72

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

2.14 Loans - Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Loans to Related Parties (Note 4.5.3)	-	113.42
Loans to Employees	3.71	4.99
	3.71	**118.41**

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 the 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
Joint Ventures:					
Birla Advanced Knits Private Limited	Interest rate 8.50% p.a.,for 365 days	30.00	35.00	-	30.00
Aditya Birla Power Composites Limited	Interest rate 8.90 % p.a.,for 348 to 353 days	3.50	5.00	-	3.50
				-	**113.42**

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.

2.14.2 Loans or Advances in the nature of Loans are granted to Promoters, Directors, KMPs and the Related parties:

₹ in crore

Sr. No.	Type of the Borrower	31st March 2026		31st March 2025	
		Amount of Loans and Advances in the nature of loan outstanding	Percentage to the total Loans and Advances in the nature of loans	Amount of Loans and Advances in the nature of loan outstanding	Percentage to the total Loans and Advances in the nature of loans
1	Related Parties	-	-	113.42	90%

2.15 Other Financial Assets - Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Interest Accrued on Deposits and Investments*	62.23	64.36
Receivables from Related Parties (Note 4.5.3)	9.13	10.60
Derivative Assets - Carried at FVTPL	117.43	0.47
Government Incentive Receivables	25.97	6.14
Fixed Deposits with Banks with remaining maturity less than 12 months#	229.32	104.75
Security Deposits	36.10	39.83
Others (includes Insurance Claim Receivables, etc.)	138.43	91.72
Less: Loss Allowance	(4.98)	(4.98)
	613.63	**312.89**
*Includes amounts Receivable from Related Parties (Note 4.5.3)	10.41	27.66
#Includes deposits lodged as security with Government Departments	39.32	-

2.16 Other Current Assets

(Unsecured, Considered Good, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Balances with Government Authorities	1,427.48	1,223.89
Less: Provision towards Doubtful Dues	(12.82)	(12.82)
Receivables from Related Parties (Note 4.5.3)	2.82	0.46
Advances to Suppliers	385.86	387.61
Less: Loss Allowance	(5.55)	(5.44)
Others (includes Prepayments)	66.46	79.24
	1,864.25	**1,672.94**

2.17 Equity Share Capital

2.17.1 Authorised:

Particulars	Number of Shares		₹ in crore	
	As at 31st March 2026	As at 31st March 2025	As at 31st March 2026	As at 31st March 2025
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 Standalone Financial Statements for the year ended 31st March 2026

2.17.2 Issued, Subscribed and Paid-up:

Particulars		Number of Shares		₹ in crore	
		As at 31st March 2026	As at 31st March 2025	As at 31st March 2026	As at 31st March 2025
(a)	**Issued:**				
	Equity Shares of Face Value ₹ 2 each	68,05,83,601	68,05,83,601	136.12	136.12
		68,05,83,601	**68,05,83,601**	**136.12**	**136.12**
(b)	**Subscribed and Paid-up:**				
	Equity Shares of Face Value ₹ 2 each (fully paid-up)	68,05,80,576	68,05,80,576	* 136.11	* 136.11
	Less: Calls Unpaid [Note 2.17.5(a)]			(0.01)	(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 the Scheme of Arrangement without payment being received in cash	28,295	28,295	0.01	0.01
		68,06,08,871	**68,06,08,871**	**136.11**	**136.11**

*Includes call money received on 950 Rights Equity Shares, pending credit to shareholders' demat accounts as at 31st March 2026. In the previous year, call money was received on 26,969 Rights Equity Shares pending credit to shareholders' demat accounts as at 31st March 2025, which were subsequently credited during the year ended 31st March 2026.

Shares kept in Abeyance:

Pursuant to provisions of Section 126 of the Companies Act, 2013, the issue of 64,062 Fully Paid Equity Shares (Previous year: 64,062 Equity Shares) are kept in abeyance.

948 Rights Equity Shares (Previous year: 948 Shares) were issued and kept in abeyance against 28,295 Fully Paid Equity Shares of Face Value ₹ 2 each 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 2026	As at 31st March 2025	As at 31st March 2026	As at 31st March 2025
As at the beginning of the year	68,06,08,871	68,05,78,431	136.11	132.80
Increase during the year towards:				
(i) Equity Shares issued under Rights Issue:				
- 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	-	0.01
As at the end of the year	**68,06,08,871**	**68,06,08,871**	**136.11**	**136.11**

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.

2.17.5 Rights Issue:

(a) During the year ended 31st March 2024, 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 previous 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 2026, an aggregate amount of ₹ 5.98 crore (Previous year: ₹ 7.85 crore) is unpaid on the calls made, of which ₹ 0.16 crore (Previous year: ₹ 0.10 crore) has 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 2026		As at 31st March 2025	
	No. of Shares	% Holding	No. of Shares	% Holding
Birla Group Holdings Private Limited	15,77,82,973	23.18%	15,77,82,973	23.18%
Life Insurance Corporation of India	4,51,48,009	6.63%	5,57,76,295	8.20%
IGH Holdings Private Limited	4,51,95,313	6.64%	4,51,95,313	6.64%

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forming part of the Standalone Financial Statements for the year ended 31st March 2026

2.17.8 Equity Shares represented by Global Depository Receipts:

Particulars	As at 31st March 2026		As at 31st March 2025	
	No. of Shares	% Holding	No. of Shares	% Holding
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)	4,68,11,770	6.88%	4,56,29,917	6.70%

2.17.9 Shareholding of Promoters and Promoters' Group:

Sr. No.	Promoter Name	As at 31st March 2026			As at 31st March 2025	
		No. of Shares	% Holding	% Change during the year	No. of Shares	% Holding
1	Birla Group Holdings Private Limited	15,77,82,973	23.18%	0.00%	15,77,82,973	23.18%
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	Pilani Investment and Industries Corporation Limited	3,03,35,623	4.46%	0.57%	2,64,49,922	3.89%
5	P.T. Indo Bharat Rayon*	2,00,04,020	2.94%	0.00%	2,00,04,020	2.94%
6	Thai Rayon Public Company Limited*	47,74,666	0.70%	0.00%	47,74,666	0.70%
7	Anatole Investments Pte Limited*	44,59,323	0.66%	0.00%	44,59,323	0.66%
8	P T Sunrise Bumi Textiles*	12,68,750	0.19%	0.00%	12,68,750	0.19%
9	Kumar Mangalam Birla	17,76,589	0.26%	0.05%	14,01,702	0.21%
10	P T Elegant Textile Industry*	8,08,750	0.12%	0.00%	8,08,750	0.12%
11	Birla Institute of Technology and Science	6,61,205	0.10%	0.00%	6,61,205	0.10%
12	Rajashree Birla	5,74,829	0.08%	0.00%	5,74,829	0.08%
13	Renuka Ventures Limited *(Formerly known as Renuka Investments and Finance Limited)*	2,50,302	0.04%	0.00%	2,50,302	0.04%
14	Vasavadatta Bajaj	1,23,249	0.02%	0.00%	1,23,249	0.02%
15	Aditya Vikram Kumar Mangalam Birla HUF (Karta - Mr. Kumar Mangalam Birla)	93,287	0.01%	0.00%	93,287	0.01%
16	Birla Industrial Finance (India) Limited	90,962	0.01%	0.00%	90,962	0.01%
17	Birla Consultants Limited	90,856	0.01%	0.00%	90,856	0.01%
18	Neerja Birla	75,967	0.01%	0.00%	75,967	0.01%
19	Ananyashree Birla	36,800	0.01%	0.00%	36,800	0.01%
20	Aryaman Vikram Birla	36,800	0.01%	0.00%	36,800	0.01%
21	Advaitesha Birla	36,800	0.01%	0.00%	36,800	0.01%
22	Birla Industrial Investments (India) Limited	19,400	0.00%	0.00%	19,400	0.00%
23	Surya Kiran Investments Pte Limited*	5,000	0.00%	0.00%	5,000	0.00%
24	Vikram Holdings Private Limited	781	0.00%	0.00%	781	0.00%
25	Rajratna Holdings Private Limited	697	0.00%	0.00%	697	0.00%
26	Vaibhav Holdings Private Limited	697	0.00%	0.00%	697	0.00%
	Total	**29,76,72,111**	**43.73%**	**0.63%**	**29,34,11,523**	**43.11%**

*GDRs held by Promoter Group

2.17.10 Shares Reserved for Issue Under Options and Contracts:

Particulars	No. of Shares	
	As at 31st March 2026	As at 31st March 2025
Shares reserved for issue under the Employee Stock Options Plan (ESOP) of the Company (Note 4.8.1)	22,21,985	20,58,865

2.18 Other Equity

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
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**
b) Securities Premium		
Balance at the beginning of the year	27,717.06	24,727.72
Add: ESOP Exercised	-	2.09
Transferred from Employee Stock Option Reserve	-	0.63
Proceeds from Rights Issue [Note 2.17.5 (a)]	-	2,996.44
Less: Call Money Received/ (Unpaid) on Rights Issue [Note 2.17.5 (a)]	1.99	(7.74)
Share Issue Expenses	(0.02)	(2.08)
Balance at the end of the year	**27,719.03**	**27,717.06**
c) Treasury Shares		
Balance at the beginning of the year	(308.20)	(275.23)
Add: Purchase of Treasury Shares	(193.87)	(85.72)
Less: Issue of Treasury Shares	74.19	52.75
Balance at the end of the year	**(427.88)**	**(308.20)**
d) Employee Stock Option Reserve		
Balance at the beginning of the year	162.88	120.02
Add: Employee Stock Options Granted (Net of Lapses)	63.97	56.24
Less: Loss on Treasury Shares Issued to Employees	(26.32)	(12.68)
Transfer to Securities Premium on Exercise of Options	-	(0.63)
Cancellation of Vested Employee Stock Options	(0.80)	(0.07)
Balance at the end of the year	**199.73**	**162.88**
e) General Reserve		
Balance at the beginning of the year	11,584.63	11,584.56
Add: Cancellation of vested Employee Stock Options	0.80	0.07
Balance at the end of the year	**11,585.43**	**11,584.63**

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₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
f) Retained Earnings		
Balance at the beginning of the year	9,646.47	10,113.35
Add: Profit for the year	348.39	212.10
Gain/ (Loss) on remeasurement of Defined Benefit Plan (Net of tax)	10.81	(10.86)
Less: Dividends paid	(679.23)	(668.12)
Balance at the end of the year	**9,326.44**	**9,646.47**
g) Other Comprehensive Income		
(i) Debt Instruments through Other Comprehensive Income		
Balance at the beginning of the year	5.36	3.45
Add: Gain/ (Loss) during the year (Net of Tax)	(0.46)	1.91
Balance at the end of the year	**4.90**	**5.36**
(ii) Equity Instruments through Other Comprehensive Income		
Balance at the beginning of the year	1,796.70	2,038.73
Add: Gain/ (Loss) during the year (Net of Tax)	1,250.10	(242.03)
Balance at the end of the year	**3,046.80**	**1,796.70**
(iii) Effective portion of Cash Flow Hedges		
Balance at the beginning of the year	(13.55)	(0.98)
Add: Gain/ (Loss) during the year (Net of Tax)	30.00	(12.57)
Balance at the end of the year	**16.45**	**(13.55)**
Total	**55,141.07**	**54,261.52**

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 2026	31st March 2025	31st March 2026	31st March 2025	31st March 2026	31st March 2025
Unsecured						
Rupee Term Loans:						
From Banks	2,347.07	2,424.50	77.43	23.90	2,424.50	2,448.40
From Others	0.33	0.50	0.17	0.16	0.50	0.66
Non-Convertible Debentures#	7,234.92	6,235.97	-	-	7,234.92	6,235.97
Deferred Sales Tax Loan (Note 4.7.2)	12.06	24.78	14.71	8.22	26.77	33.00
	9,594.38	**8,685.75**	**92.31**	**32.28**	**9,686.69**	**8,718.03**

*Current Maturities of non-current borrowings have been disclosed under "2.24 Borrowings - Current"

#Includes non-convertible debentures held by related parties (Note 4.5.3)

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.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

(a) Non- Convertible Debentures

(Redeemable at par)

₹ in crore

Particulars	End of Tenure	As at 31st March 2026		As at 31st March 2025	
		Gross Amount	Carrying Value	Gross Amount	Carrying Value
7.21% Series 24-25/I Non - Convertible Debentures	19th Dec 2034	2,000.00	1,995.51	2,000.00	1,997.33
6.87% Series 23-24/II Non - Convertible Debentures	22nd Mar 2034	1,250.00	1,244.76	1,250.00	1,243.66
6.99% Series 21-22/I Non - Convertible Debentures	4th Apr 2031	1,000.00	998.31	1,000.00	998.01
6.56% Series 25-26/I Non - Convertible Debentures	6th Jun 2030	1,000.00	998.71	-	-
7.63% Series 22-23/II Non - Convertible Debentures	1st Dec 2027	1,000.00	999.11	1,000.00	998.89
7.50% Series 22-23/I Non - Convertible Debentures	10th Jun 2027	1,000.00	998.52	1,000.00	998.08
		7,250.00	**7,234.92**	**6,250.00**	**6,235.97**

(b) Deferred Sales Tax Loans

(Repayable at par at the end of tenure)

₹ in crore

Particulars	Rate of Interest	End of Tenure	As at 31st March 2026		As at 31st March 2025	
			Gross Amount	Carrying Value	Gross Amount	Carrying Value
Government of Uttar Pradesh	0%	1st Aug 2030	9.05	6.56	9.05	6.09
Government of Karnataka	0%	24th Jan 2030	7.31	5.50	7.31	5.10
Government of Karnataka	0%	17th Mar 2027	15.87	14.71	15.87	13.59
Government of Uttar Pradesh	0%	17th Nov 2025	-	-	2.95	2.80
Government of Uttar Pradesh	0%	17th May 2025	-	-	5.45	5.42
			32.23	**26.77**	**40.63**	**33.00**

(c) Rupee Term Loans from Banks

₹ in crore

Particulars	Repayment Terms	Rate of Interest	End of Tenure	As at 31st March 2026		As at 31st March 2025	
				Gross Amount	Carrying Value	Gross Amount	Carrying Value
Term Loan from Axis Bank	(i)	3 months T Bill + 130 bps	30th Apr 2034	79.80	79.80	80.00	80.00
Term Loan from Axis Bank	(ii)	3 months T Bill + 130 bps	1st Apr 2033	68.95	68.95	69.65	69.65
Term Loan from HDFC Bank	(iii)	1 month T Bill + 125 bps	28th Jun 2033	493.75	493.75	498.75	498.75
Term Loan from HDFC Bank	(iv)	1 month T Bill +125 bps	28th Sep 2033	1,782.00	1,782.00	1,800.00	1,800.00
				2,424.50	**2,424.50**	**2,448.40**	**2,448.40**

Repayment Terms:

(i) 34 quarterly instalments starting from 31st January 2026, of which 1 instalment of ₹ 0.20 crore paid till 31st March 2026. Remaining 5 instalments of ₹ 0.20 crore each, 16 instalments of ₹ 1.00 crore each, 8 instalments of ₹ 4.00 crore each and 4 instalments of ₹ 7.70 crore each.

(ii) 34 quarterly instalments starting from 31st December 2024, of which 6 instalments of ₹ 0.18 crore paid till 31st March 2026. Remaining 16 instalments of ₹ 0.88 crore each, 8 instalments of ₹ 3.50 crore each and 4 instalments of ₹ 6.74 crore each.

(iii) 34 quarterly instalments from 31st March 2025, of which 5 instalments of ₹ 1.25 crore paid till 31st March 2026. Remaining 1 instalment of ₹ 1.25 crore each, 16 instalments of ₹ 6.25 crore each, 8 instalments of ₹ 25.00 crore each and 4 instalments of ₹ 48.13 crore each.

(iv) 34 quarterly instalments starting from 30th June 2025, of which 4 instalments of ₹ 4.50 crore paid till 31st March 2026. Remaining 2 instalments of ₹ 4.50 crore each, 16 instalments of ₹ 22.50 crore each, 8 instalments of ₹ 90.00 crore each and 4 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 2026		As at 31st March 2025	
			Gross Amount	Carrying Value	Gross Amount	Carrying Value
Term Loan from CISCO	6%	30th Oct 2028	0.50	0.50	0.66	0.66

Repayment Terms:

20 quarterly instalments starting from 30th January 2024, of which 9 instalments of ₹ 0.05 crore each paid till 31st March 2026. Remaining 11 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		-	4,000.00	3,250.00
Rupee Term Loans from Banks		77.43	688.33	1,658.74
Rupee Term Loans from Others		0.17	0.33	-
Deferred Sales Tax Loans (includes amount recognised in Note 2.23 and Note 2.27)		15.87	16.36	-
Total	**Current Year**	**93.47**	**4,705.02**	**4,908.74**
	Previous Year	32.46	2,798.48	5,908.75

@ 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 2026

2.20 Other Financial Liabilities - Non-Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Security and Other Deposits*	91.72	57.78
Other Payables (includes Retention Money, etc.)	51.87	47.66
	143.59	**105.44**
*Includes deposits from Related Parties (Note 4.5.3)	0.06	0.06

2.21 Provisions - Non-Current

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
For Employee Benefits (Contractor Workmen Gratuity and Pension)	88.72	80.16
	88.72	**80.16**

2.22 Deferred Tax Liabilities (Net)

₹ in crore

Particulars	As at 1st April 2025	Recognised in the Statement of Profit and Loss	Recognised in Other Comprehensive Income	As at 31st March 2026
Deferred Tax Liabilities:				
Property, Plant and Equipment and Intangible Assets	1,914.37	132.97	-	2,047.34
Fair Valuation of Investments, Cash Flow Hedge, Contractor Gratuity	536.96	60.72	250.48	848.16
Income Taxable on Receipt Basis	0.90	(0.27)	-	0.63
Others	(9.43)	18.07	-	8.64
	2,442.80	**211.49**	**250.48**	**2,904.77**
Deferred Tax Assets:				
Provision Allowed under Tax on Payment Basis	63.46	4.13	-	67.59
Expenses Allowable in Instalments in Income Tax	3.31	2.44	-	5.75
Income Offered for Tax, to be excluded in future	10.96	15.91	-	26.87
Unabsorbed Depreciation	68.06	24.38	(3.25)	89.19
Short Term/ Long Term Capital Loss	-	47.19	-	47.19
Others	(2.18)	(0.21)	-	(2.39)
	143.61	**93.84**	**(3.25)**	**234.20**
Deferred Tax Liabilities (Net)	**2,299.19**	**117.65**	**253.73**	**2,670.57**

₹ in crore

Particulars	As at 1st April 2024	Recognised in the Statement of Profit and Loss	Recognised in Other Comprehensive Income	As at 31st March 2025
Deferred Tax Liabilities:				
Property, Plant and 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**

The Company has not recognised deferred tax assets on provision of ₹ 749.60 crore made for diminution in value of investments and future obligations (Including provision made till 31st March 2025 of ₹ 715.60 crore), 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 investments will take place.

2.23 Other Non-Current Liabilities

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Deferred Government Subsidy (Note 4.7.2)	56.90	23.13
Deferred Income	87.27	62.00
	144.17	**85.13**

2.24 Borrowings - Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Loans Repayable on Demand from Banks		
Unsecured:		
Working Capital Borrowings- Rupee Loans	2,028.79	2,154.12
Other Loans		
Unsecured:		
Commercial Papers*	-	249.25
Current Maturities of Long-Term Debts (Note 2.19)	92.31	32.28
	2,121.10	**2,435.65**
*Maximum balance outstanding during the year	1,750.00	2,500.00

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

2.24.1 The Company had Undrawn Facility of ₹ 1,815 crore as on 31st March 2026 (Previous year: ₹ 750 crore)

2.24.2 Rate of interest on the borrowings during the year was in the range of 5.70% to 8.35% (Previous year: 6% to 10.23%)

2.24.3 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 2026	As at 31st March 2025
Total Outstanding Dues of Micro Enterprises and Small Enterprises (Note 4.7.1)	*330.85	176.97
Total Outstanding Dues of Creditors other than Micro Enterprises and Small Enterprises:		
Dues to Related Parties (Note 4.5.3)	94.02	95.67
Acceptances	1,562.53	1,255.98
Others	4,036.39	3,302.71
	6,023.79	**4,831.33**

*Includes Acceptances of ₹ 33.80 crore.

2.25.1 Trade Payables Ageing Schedule:

₹ in crore

Particulars	Unbilled (A)	Not Due (B)	Outstanding for the following periods from the 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 2026								
Micro and Small Enterprises	-	330.82	0.03	-	-	-	0.03	330.85
Others	641.53	4,574.36	474.99	1.64	-	-	476.63	5,692.52
Disputed Dues – Micro and Small Enterprises	-	-	-	-	-	-	-	-
Disputed Dues – Others	-	-	-	-	-	0.42	0.42	0.42
Total	**641.53**	**4,905.18**	**475.02**	**1.64**	**-**	**0.42**	**477.08**	**6,023.79**
As at 31st March 2025								
Micro and Small Enterprises	-	176.77	0.20	-	-	-	0.20	176.97
Others	628.61	3,692.91	327.89	3.25	-	-	331.14	4,652.66
Disputed Dues – Micro 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**

2.26 Other Financial Liabilities - Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Interest Accrued but Not Due on Borrowings#	266.41	210.22
Liabilities for Capital Goods*	324.28	309.49
Accrued Expenses Related to Employees	456.63	463.78
Security and Other Deposits (Trade Deposits)	113.71	106.51
Amounts Payable to Related Parties (Note 4.5.3)	94.08	88.16
Derivative Liability - carried at FVTPL	0.42	40.34
Unclaimed Dividends (includes Unclaimed Fractional Warrants)$	17.99	17.98
Share Call Monies Pending Refund	0.12	0.03
Other Payables (includes Retention Money, Discount Liabilities, Liquidated Damages, etc.)	597.32	731.04
	1,870.96	**1,967.55**
#Includes Dues to Related Parties (Note 4.5.3)	0.51	0.51
*Includes		
Payable related to Micro Enterprises and Small Enterprises	70.37	29.19
Acceptances towards Capital Goods	11.55	32.94
$Amounts 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 2026	As at 31st March 2025
Statutory Liabilities	205.16	269.05
Contract Liabilities	403.70	266.46
Deferred Government Subsidy (Note 4.7.2)	35.56	31.35
Deferred Income	4.55	3.18
Other Payables to Related Parties (Note 4.5.3)	3.50	3.41
Other Payables (includes Legal Claims and Customers Incentive Liabilities)	411.70	336.33
	1,064.17	**909.78**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

2.28 Provisions - Current

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
For Employee Benefits (Contractor Workmen Gratuity, Compensated Absences and Pension)	438.60	335.41
For Cost of Transfer of Assets [Note 2.28.1 (a)]	29.53	29.53
For Provision against Contingent Liability [Note 2.28.1 (b)]	9.89	13.40
For Warranty Provision [Note 2.28.1 (c)]	11.38	5.10
For Estimated Exposure in Joint Ventures [Note 2.28.1 (d) and Note 3.10 (iii)]	82.74	320.10
	572.14	**703.54**

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 2026	As at 31st March 2025
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 Industries Limited (ABCIL) 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 2026	As at 31st March 2025
Opening Balance	13.40	14.47
Add: Provision during the year	-	-
Less: Utilisation during the year	(0.03)	(0.62)
Less: Unused amount reversed	(3.48)	(0.45)
Closing Balance	**9.89**	**13.40**

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 2026	As at 31st March 2025
Opening Balance	5.10	1.05
Add: Provision during the year	9.78	4.34
Less: Utilisation during the year	(3.42)	-
Less: Unused amount reversed	(0.08)	(0.29)
Closing Balance	**11.38**	**5.10**

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 be settled/ reversed within warranty period, based on the claim received.

d. Estimated Exposure in Joint Ventures:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Opening Balance	320.10	436.00
Add: Provision during the year	47.50	89.00
Less: Utilisation during the year	(284.86)	(204.90)
Less: Unused amount reversed	-	-
Closing Balance	**82.74**	**320.10**

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 year ended 31st March 2024. Accordingly, the Company had created a provision of ₹ 436 crore during the year ended 31st March 2024, towards its estimated exposure.

Further, during the year ended 31st March 2026, on the basis of observable inputs, the Company has recognised an additional charge of ₹ 34 crore towards estimated exposure in AVTB.

Aforesaid charge has been recognised as exceptional item. [Note 3.10 (iii)]

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 had created a provision of ₹ 89 crore during the previous year towards its estimated exposure.

Further, during the year ended 31st March 2026, on the basis of observable inputs, the Company has recognised an additional charge of ₹ 13.50 crore towards estimated exposure in BAKPL.

Aforesaid charge has been recognised as exceptional item. [Note 3.10 (iii)]

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

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 2026	Year Ended 31st March 2025
Revenue from Sale of Products				
a. Manufactured Goods			31,824.78	27,256.52
b. Traded Goods			8,787.04	3,984.58
		(i)	**40,611.82**	**31,241.10**
Revenue from Sale of Services		(ii)	**32.17**	**21.52**
Revenue from Contract with Customers	(iii)	(i+ii)	**40,643.99**	**31,262.62**
Other Operating Revenue				
Export Incentives			126.58	80.56
Scrap Sales (Net)			98.50	92.92
Other Miscellaneous Income (Insurance Claims, Liquidated Damages, Liabilities Written Back, etc.)			170.41	127.13
		(iv)	**395.49**	**300.61**
Revenue from Operations	(v)	(iii+iv)	**41,039.48**	**31,563.23**

Revenue from Contracts with Customers disaggregated based on Geography

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
a. Within India	37,023.21	28,606.76
b. Rest of the World	3,620.78	2,655.86
Revenue from Contract with Customers	**40,643.99**	**31,262.62**

Reconciliation of Gross Revenue from Contracts with Customers

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Gross Revenue	42,651.84	32,742.71
Less: Discounts, Incentives, Price Concessions, etc.	(1,872.79)	(1,386.67)
Less: Returns	(135.06)	(93.42)
Net Revenue Recognised from Contracts with Customers	**40,643.99**	**31,262.62**

Notes:

(i) The amounts receivable from customers becomes due after expiry of credit period which on an average upto 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 liabilities (Advances from Customers):

The Contract Liability Outstanding at the beginning of the year was ₹ 266.46 crore (Previous year: ₹ 311.50 crore), out of which ₹ 258.13 crore (Previous year: ₹ 284.40 crore) has been recognised as revenue during the year ended 31st March 2026 and balance amount are refunded during the year.

3.2 Other Income

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Interest Income on:		
Investments in Debentures or Bonds (measured at FVTOCI)	43.19	20.46
Investments in Certificate of Deposits (carried at Amortised Cost)	17.61	13.47
Income Tax Refund	26.99	109.94
Bank Accounts and Others	59.81	63.65
Unwinding up of Loans and Deposits (measured at FVTPL)	17.92	14.63
Dividend Income from:		
Subsidiary Companies (carried at Cost)	1,281.35	1,157.35
Non-Current Investments - Others (measured at FVTOCI)	44.72	31.28
Gains on Investments:		
On Sale of Investments (measured at FVTPL)	38.36	17.39
On Sale of Investments (measured at FVTOCI)	0.89	0.24
On Change of Fair Value of Investments (measured at FVTPL)	162.11	211.57
Other Non-Operating Income	94.95	75.13
	1,787.90	**1,715.11**

3.3 Cost of Materials Consumed

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Opening Stock	3,012.57	2,879.03
Add: Purchases and Incidental Expenses	17,092.81	15,157.76
Less: Sale of Raw Materials	(18.17)	(12.07)
Less: Closing Stock	(2,643.55)	(3,012.57)
	17,443.66	**15,012.15**

3.4 Purchases of Stock-in-Trade

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Purchase of Stock-in-Trade	8,625.11	3,995.37
	8,625.11	**3,995.37**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

3.5 Changes in Inventories of Finished Goods, Work-in-Progress and Stock-in-Trade

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Opening Inventories		
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**
Less: Closing Inventories		
Finished Goods	1,878.28	1,870.89
Stock-in-Trade	156.76	173.33
Work-in-Progress	324.43	354.75
Waste/Scrap	12.24	19.54
	2,371.71	**2,418.51**
	46.80	**(732.41)**
Add/ (Less): Change in Stock of Trial-Run Production	(47.00)	(94.10)
(Increase)/ Decrease in Inventories	**(0.20)**	**(826.51)**

3.6 Employee Benefits Expense

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Salaries, Wages and Bonus	2,545.64	2,270.18
Contribution to Provident and Other Funds (Notes 4.6.1.3 and 4.6.2)	153.14	130.43
Contribution to Gratuity Fund (Note 4.6.1.1)	73.76	56.87
Staff Welfare Expenses	159.48	138.20
Expenses on Employee Stock Option Scheme including SAR (Note 4.8.6)	65.42	57.37
	2,997.44	**2,653.05**

3.7 Finance Costs

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Interest on Borrowings	850.24	793.81
Finance Cost of Lease Liabilities	62.99	37.17
Interest on Income Tax	0.02	0.06
Interest on Subsidised Government Loans (Note 4.7.2)	1.87	4.91
Interest - Others	37.08	19.46
	952.20	**855.41**
Less: Capitalised	(57.50)	(171.72)
	894.70	**683.69**

Borrowing costs are capitalised using rates based on specific borrowings ranging from 5.80% to 7.70% per annum (Previous year: 6.99% to 7.85% per annum).

3.8 Depreciation and Amortisation Expense

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Depreciation on Property, Plant and Equipment	1,755.40	1,430.10
Depreciation of Right of Use Assets	207.89	134.91
Amortisation of Intangible Assets	126.46	111.20
	2,089.75	**1,676.21**

3.9 Other Expenses

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Consumption of Stores, Spares, Components and Incidental Expenses	456.96	445.63
Consumption of Packing Materials	846.69	617.49
Processing and Other Charges	568.04	454.76
Repairs to Buildings	76.71	68.16
Repairs to Machinery	457.20	432.42
Repairs to Other Assets	156.87	118.40
Advertisement, Sales Promotion and Other Selling Expenses	870.87	793.13
Freight and Handling Expenses	1,375.82	1,247.15
Impairment Loss/ (Reversal) on Financial Assets (Net)	26.05	5.22
Insurance	100.10	80.11
Lease Rent	43.84	39.28
Rates and Taxes	25.95	25.23
Directors' Fees	0.62	0.49
Directors' Commission	2.85	2.50
Exchange Rate Difference (Net)	108.52	62.89
Loss on Sale/ Disposal of Property, Plant and Equipment (Net)	10.29	20.02
Business Support Expenses	329.86	269.16
Miscellaneous Expenses	838.65	841.45
	6,295.89	**5,523.49**

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 2026	Year Ended 31st March 2025
Payments to Statutory Auditors:		
Audit Fees	5.00	5.00
Fees for Other Services	0.08	0.09
Reimbursement of Expenses	0.49	0.33
Payments to Cost Auditor:		
Audit Fees	0.28	0.26
Fees for Other Services	0.02	0.04
Reimbursement of Expenses	-	-
Payments to Branch Auditors:		
Audit Fees	-	0.10

3.10 Exceptional Items

(i) During the year ended 31st March 2026, the Company recognised charge of ₹ 47.86 crore as an Exceptional Item towards impairment of certain plant and equipment and building at the Chemical Vilayat facility, arising from persistent equipment failures and corrosion issues that ultimately led to the shutdown of the equipment.

(ii) The Government of India has notified the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health, and Working Conditions Code, 2020 ("Labour Codes") with effect from 21st November 2025, which consolidates 29 existing labour laws. The Labour Codes, amongst other things, introduced changes including a uniform definition of wages and enhanced benefits relating to leave. In accordance with the guidance issued by the Institute of Chartered Accountants of India and based on actuarial valuation, the Company has assessed the impact of these regulatory changes towards additional Gratuity and Compensated absences and has recognised a charge of ₹ 34.17 crore, classified as past service cost disclosed under Exceptional Items in the financial statements for the year ended 31st March 2026.

(iii) During the year ended 31st March 2026, based on observable inputs, the Company has recognised a charge of ₹ 34 crore and ₹ 13.50 crore as Exceptional Items, towards estimated exposure in two of its Joint Venture entities, viz. AV Terrace Bay Inc, Canada ("AVTB") and Birla Advanced Knits Private Limited ("BAKPL"), respectively.

During the year ended 31st March 2025, the Company had recognised a charge of ₹ 114 crore representing impairment against the carrying value of its investment in BAKPL and a provision towards its estimated exposure in BAKPL. [Note 2.4 and Note 2.28.1(d)]

(iv) During the year ended 31st March 2025, the Company had 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.

3.11 Tax Expense

(a) Major components of Income Tax Expenses for the Year

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Current Tax		
Current Income Tax Charge	-	-
Write Back of Tax relating to Earlier Years	(21.59)	-
	(21.59)	**-**
Deferred Tax		
Deferred Tax Expense	117.65	120.60
	117.65	**120.60**
Total Tax Expense	**96.06**	**120.60**

(b) Reconciliation of Effective Tax Rate

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Applicable Tax Rate	25.17%	25.17%
Income Not Considered for Tax Purpose/ Taxed at Lower Rate	-4.45%	-6.07%
Expenses Not Allowed for Tax Purpose	6.18%	14.44%
Effect of change in LTCG Tax Rate	0.00%	1.48%
Others	-0.43%	1.23%
Effective Tax Rate	**26.47%**	**36.25%**
Write Back of Tax relating to Earlier Years	-4.86%	0.00%
Effective Tax Rate after Write Back	**21.61%**	**36.25%**

3.12 Other Comprehensive Income

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Items that will not be reclassified to Profit and Loss		
Equity Instrument through Other Comprehensive Income	1,490.66	(352.99)
Income Tax relating to Equity Instrument through Other Comprehensive Income	(240.56)	110.96
Remeasurement of Defined Benefit Plan	14.45	(14.51)
Income Tax relating to Remeasurement of Defined Benefit Plan	(3.64)	3.65
Items that will be reclassified to Profit and Loss		
Debt Instruments through Other Comprehensive Income	(1.02)	2.25
Income Tax relating to Debt Instruments through Other Comprehensive Income	0.56	(0.34)
Gain/(Loss) on Cash Flow Hedge	40.09	(16.80)
Income Tax relating to Gain/(Loss) on Cash Flow Hedge	(10.09)	4.23
	1,290.45	**(263.55)**

Notes

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3.13 Earnings Per Equity Share (EPS)

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Net Profit for the Year Attributable to Equity Shareholders	348.39	212.10
Basic EPS:		
Weighted-Average Number of Equity Shares Outstanding of Face Value of ₹ 2/- each (Nos.)	68,06,08,871	66,89,78,684
Less: Weighted-Average Number of Equity Shares held by ESOP Trust of Face Value of ₹ 2/- each (Nos.)	21,99,420	21,02,258
Weighted-Average Number of Equity Shares Outstanding for calculation of Basic EPS (Nos.)	**67,84,09,451**	**66,68,76,426**
Basic EPS (₹ per share)	**5.14**	**3.18**
Diluted EPS:		
Weighted-Average Number of Equity Shares Outstanding (Nos.)	67,84,09,451	66,68,76,426
Add: Weighted-Average Number of Potential Equity Shares on exercise of Options (Nos.)	6,63,468	7,58,622
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.)	**67,91,37,929**	**66,77,00,058**
Diluted EPS (₹ per share)	**5.13**	**3.18**

4.1 Contingent Liabilities not Provided for in Respect of Claims/Disputed Liabilities not Acknowledged as Debts

₹ in crore

Sr. No.	Nature of the Statute	Brief Description of Contingent Liabilities	As at 31st March 2026	As at 31st March 2025
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	14.40	14.05
		Demand of duty on project import due to increase in rate of duty in Budget 1986-87	1.78	1.74
		Demand of differential duty on imports of Caustic Soda Flakes under project import category	8.15	7.94
		Various cases - Duty demanded on classification issues, inclusion of amount spent on technical knowhow in the assessable value of imported goods and levy of additional duty/countervailing duty etc.	2.59	6.17
II	Excise Duty - The Central Excise Act, 1944, CENVAT Credit Rules, 2002	Appeal before CESTAT against excise duty demand on freight recovery from customers	14.93	14.10
		Department's appeal before CESTAT against order of Commissioner allowing exemption under notification 30/2004-CE dated 09th July 2004	-	17.40
		SCN demanding duty alleging that mixing of dyes amounted to manufacture	11.05	10.73
		Demand disputing classification of "Wipes"	-	13.60

Notes

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₹ in crore

Sr. No.	Nature of the Statute	Brief Description of Contingent Liabilities	As at 31st March 2026	As at 31st March 2025
		Duty demanded on clearance of waste and scrap of capital goods	0.45	0.42
		Duty demanded by (including subsidy received from) State Government in the assessable value of goods cleared	-	2.93
		SCN disputing CENVAT availed in respect of CVD paid under protest on imported coal pending classification issue	5.52	5.31
		Demand of excise duty as original payment was made under incorrect registration number	-	2.68
		Demand notice disputing availment of Cenvat credit on capital goods alleging that the capital goods were exclusively used for manufacture of exempted products	4.04	3.85
		Demand disputing quantum of Cenvat Credit reversed on clearance of used capital goods	3.14	3.00
		Appeal before CESTAT against denial of cenvat credit taken suo-moto after reversing in response to Departmental audit objection.	2.75	2.63
		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.	2.69	2.62
III	Service Tax - The Finance Act, 1994	Denial of Cenvat credit on input services alleging not used for providing output services	58.91	55.98
		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
		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	7.74	7.43
		Appeal before CESTAT against denial of cenvat credit treating exports as exempt output services	-	1.20
		Various cases demanding service tax on scientific and technology services, 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.	1.87	4.17
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	17.48	16.34
		Demand of entry tax in the State of Uttar Pradesh pending before 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	9.08	8.69
		Other matters including demand towards non submission of various forms, disallowance of input credit, short reversal of credit, valuation issues and others	11.48	8.81
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

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₹ in crore

Sr. No.	Nature of the Statute	Brief Description of Contingent Liabilities	As at 31st March 2026	As at 31st March 2025
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	166.06
		Demand of water drawal charges and water reservation charges by Irrigation Department.	13.26	13.01
		Fuel surcharge demand raised by Bihar State Electricity Board.	49.33	49.33
		Labour re-instatement, back wages, workmen compensation, minimum wages issue, increase in retirement age and salary structure cases	8.73	9.99
		Demand towards contribution to Infrastructure Fund and charges for time limit extension for use of industrial plot	22.11	15.44
		Claims by various suppliers and contractors on terms of contract, etc.	2.43	7.63
		Lease rent demand at increased rate by Kandla Port Trust	16.46	14.74
		Higher price demanded in respect of land acquired through State Government	25.25	11.74
		Demand of liquidated damages by Bihar State Industrial Development Corporation	2.32	2.18
		Demand by Competition Commission of India for supply of Poly Aluminum Chloride	4.39	4.39
		Dispute on price for supply of bamboo by Government of Kerala	2.06	2.06
		Demand of stamp duty on ABCIL and Solaris merger transaction	28.85	26.27
		Proportionate cost of effluent pipelines demanded	69.26	69.26
		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.	8.58	3.16
Total			**911.08**	**946.98**

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.

On 5th May 2026, the NCLAT has set aside the Order dated 16th March 2020, and remanded the matter back to the CCI for fresh hearing and consideration.

4.3 Capital, Financial and Other Commitments

(i) Capital Commitments:

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Estimated amount of contracts remaining to be executed on capital account towards:		
a) Property, Plant & Equipment and not provided {Net of Advances paid of ₹ 270.33 crore (Previous year: ₹ 256.55 crore)}	1,228.29	988.73
b) Intangible Assets and not provided {Net of Advances paid of ₹ Nil crore (Previous year: ₹ 0.70 crore)}	20.77	22.43

(ii) Financial and Other Commitments:

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
(a) Joint Ventures@	138.58	124.90

@As per the agreement with Joint Ventures, the Company is committed to make additional contributions 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.

4.5 Related Party Disclosure

4.5.1 Parties where Control Exists

Parties	Relationship
ABNL Investment Limited	Wholly Owned Subsidiary
Grasim Business Services Private Limited	Wholly Owned Subsidiary
Samrit Buildcon Limited (Formerly known as: Samruddhi Swastik Trading and Investments Limited)	Wholly Owned Subsidiary
Aditya Birla Capital Limited	Subsidiary
Aditya Birla Renewables Limited (ceased to be wholly owned subsidiary w.e.f. 21st January 2026)	Subsidiary
UltraTech Cement Limited	Subsidiary
ABRel (MP) Renewables Limited	Subsidiary's Subsidiary
ABReL (Odisha) SPV Limited	Subsidiary's Subsidiary
ABReL (RJ) Projects Limited	Subsidiary's Subsidiary
ABReL Century Energy Limited	Subsidiary's Subsidiary
ABREL EPC Limited	Subsidiary's Subsidiary
ABReL EPCCO Services Limited	Subsidiary's Subsidiary
ABRel Green Energy Limited	Subsidiary's Subsidiary
ABREL Hybrid Projects Limited	Subsidiary's Subsidiary
ABReL Renewables EPC Limited	Subsidiary's Subsidiary
ABREL Solar Power Limited (Aditya Birla Renewables Limited held 74% and Grasim Industries Limited held 26%)	Subsidiary's Subsidiary

Notes

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Parties	Relationship
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 Finance Limited (merged with Aditya Birla Capital Limited w.e.f. 1st April 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 Money Mart Limited (merged with Aditya Birla Financial Shared Services Limited w.e.f. 2nd July 2024)	Subsidiary's Subsidiary
Aditya Birla Renewables Energy Limited	Subsidiary's Subsidiary
Aditya Birla Renewables Green Power Private Limited	Subsidiary's Subsidiary
Aditya Birla Renewables Solar Limited	Subsidiary's Subsidiary
Aditya Birla Renewables SPV 1 Limited	Subsidiary's Subsidiary
ABReL SPV 2 Limited	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
Aditya Birla Renewables Subsidiary Limited	Subsidiary's Subsidiary
Aditya Birla Renewables Utkal Limited	Subsidiary's Subsidiary
Al Nakhla Crusher, LLC, Fujairah, UAE	Subsidiary's Subsidiary
Arabian Cement Industry LLC, Abu Dhabi, UAE	Subsidiary's Subsidiary
BC Tradelink Ltd., Tanzania	Subsidiary's Subsidiary
Bhagwati Lime Stone Company Private Limited	Subsidiary's Subsidiary
Bhumi Resources PTE Ltd, Singapore upto 1st February 2026	Subsidiary's Subsidiary
Binani Cement (Uganda) Limited	Subsidiary's Subsidiary
Binani Cement Tanzania Ltd, Tanzania	Subsidiary's Subsidiary
Coromandel Electric Company Limited - w.e.f. 24th December 2024 upto 28th March 2025	Subsidiary's Subsidiary
Coromandel Travels Limited - w.e.f. 24th December 2024 upto 28th March 2025	Subsidiary's Subsidiary
Duqm Cement Project International, LLC, Oman	Subsidiary's Subsidiary
EDME Insurance Brokers Limited (Formerly known as Aditya Birla Subsidiary Insurance Brokers Limited)- upto 30th August 2024	Subsidiary's Subsidiary
Gotan Lime Stone Khanji Udyog Private Limited	Subsidiary's Subsidiary
Harish Cement Limited	Subsidiary's Subsidiary
ICL Financial Services Limited - w.e.f. 24th December 2024 upto 27th March 2026	Subsidiary's Subsidiary
ICL International Limited - w.e.f. 24th December 2024 upto 27th March 2026	Subsidiary's Subsidiary
ICL Securities Limited - w.e.f. 24th December 2024 upto 27th March 2026	Subsidiary's Subsidiary
India Cements Infrastructure Limited - w.e.f. 24th December 2024 upto 27th March 2026	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
Letein Valley Cement Limited - w.e.f. 16th January 2024	Subsidiary's Subsidiary
Merit Plaza Limited (merged with UltraTech Cement Limited w.e.f. 20th April 2024)	Subsidiary's Subsidiary
Modern Block Factory Establishment, UAE - w.e.f. 10th July 2024	Subsidiary's Subsidiary
PT Adcoal Energindo, Indonesia - w.e.f. 24th December 2024 upto 3rd December 2025	Subsidiary's Subsidiary
PT Anggana Energy Resources, Indonesia - upto 1st February 2026	Subsidiary's Subsidiary
PT Coromandel Minerals Resources, Indonesia - w.e.f. 24th December 2024	Subsidiary's Subsidiary
Raasi Minerals Pte Ltd, Singapore - w.e.f. 24th December 2024	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
Ras Al Khaimah Lime Co., Noora LLC - w.e.f. 10th July 2024	Subsidiary's Subsidiary
Star Cement Co LLC, Dubai, UAE	Subsidiary's Subsidiary

Parties	Relationship
Star Cement Co LLC, RAK, UAE	Subsidiary's Subsidiary
Star Super Cement Industry LLC, UAE	Subsidiary's Subsidiary
Swiss Merchandise Infrastructure Limited (merged with UltraTech Cement Limited w.e.f. 20th April 2024)	Subsidiary's Subsidiary
UltraTech Cement Co W.L.L, Bahrain	Subsidiary's Subsidiary
UltraTech Cement Lanka Private Limited	Subsidiary's Subsidiary
UltraTech Cement Middle East Investments Limited	Subsidiary's Subsidiary
UltraTech Nathdwara Cement Limited (merged with UltraTech Cement Limited w.e.f. 20th April 2024)	Subsidiary's Subsidiary
Aditya Birla ARC Limited	Subsidiary's Subsidiary
Aditya Birla Capital Digital Limited	Subsidiary's Subsidiary
Aditya Birla Financial Shared Services Limited	Subsidiary's Subsidiary
Aditya Birla Housing Finance Limited	Subsidiary's Subsidiary
Aditya Birla Money Limited	Subsidiary's Subsidiary
Aditya Birla PE Advisors Private Limited	Subsidiary's Subsidiary
Aditya Birla Stressed Asset AMC Private Limited	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 Trustee Company Private Limited	Subsidiary's Subsidiary
Birla White WallCare Private Limited- w.e.f. 29th May 2025	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
Aditya Birla Science and Technology Company Private Limited	Associate
Aditya Birla Power Composites Limited	Joint Venture
AV Group NB Inc, Canada	Joint Venture
AV Terrace Bay Inc, Canada	Joint Venture
Birla Advanced Knits Private Limited	Joint Venture
Birla Jingwei Fibres Company Limited	Joint Venture
Bhubaneswari Coal Mining Limited	Joint Venture
Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi, Turkey	Joint Venture
Renew Surya Uday Private Limited- upto 30th June 2024	Associate
Greenyana Sunstream Private Limited- upto 30th June 2024	Associate
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 Associate
Shri Himanshu Kapania - Managing Director - w.e.f. 1st April 2025	Key Management Personnel
Shri Hari Krishna Agrawal - Managing Director - upto 31st March 2025	Key Management Personnel
Shri Hemant Kadel - CFO - w.e.f. 15th August 2025	Key Management Personnel
Shri Pavan Kumar Jain - CFO - upto 14th August 2025	Key Management Personnel
Shri Kumar Mangalam Birla - Non-Executive Director	Key Management Personnel
Smt. Rajashree Birla - Non-Executive Director	Key Management Personnel
Ms. Ananyashree Birla - Non-Executive Director	Key Management Personnel
Shri Aryaman Vikram Birla - Non-Executive Director	Key Management Personnel
Shri Sushil Agarwal- Non Executive Director	Key Management Personnel

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Parties	Relationship
Shri Raj Kumar- Non-Executive Director - upto 20th August 2024	Key Management Personnel
Shri Adesh Kumar Gupta- Independent Director	Key Management Personnel
Shri N. Mohan Raj - Independent Director	Key Management Personnel
Shri V. Chandrasekaran - Independent Director	Key Management Personnel
Smt. Anita Ramachandran - Independent Director	Key Management Personnel
Shri Ashvin Dhirajlal Parekh - Independent Director	Key Management Personnel
Shri Haigreve Khaitan -Independent Director	Key Management Personnel
Shri Mukkavilli Jagannath - Independent Director	Key Management Personnel
Shri Yazdi Piroj Dandiwala - Independent Director	Key Management Personnel
Shri Cyril Shroff - Independent Director - upto 22nd August 2024	Key Management Personnel
Dr. Thomas M. Connelly, Jr. - Independent Director -upto 22nd August 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
Grasim (Senior Executive & Officers) Superannuation Scheme	Post-Employment Benefit Plan
Aditya Birla Management Corporation Private Limited*	Other Related Parties in which Directors are interested
Aditya Birla New Age Hospitality Private Limited (Formerly known as KA Hospitality Private Limited)	Other Related Parties in which Directors are interested
Aditya Birla New Age Restaurants and Café 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
Birla Cosmetics Private Limited	Other Related Parties in which Directors are interested
Birla Group Holdings Private Limited	Other Related Parties in which Directors are interested
Birla Management Centre Services Private Limited- upto 31st July 2024 (Also not Related party from 28th December 2023 to 14th March 2024)	Other Related Parties in which Directors are interested
Cyril Amarchand Mangaldas & Co.	Other Related Parties in which Directors are interested
Mulla & Mulla & Craigie Blunt & Caroe	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 2026	Year Ended 31st March 2025
Revenue from Contracts with Customers:		
UltraTech Cement Limited	37.24	10.59
The India Cements Limited	0.82	-
Birla Jingwei Fibres Company Limited	20.16	13.33
Aditya Birla Power Composites Limited	15.68	17.79
Birla Advanced Knits Private Limited	-	1.14
Aditya Birla Management Corporation Private Limited	0.01	2.84
Aditya Birla Science and Technology Company Private Limited	-	0.00#
Aditya Birla Renewables Limited	0.00#	0.01
Amelia Coal Mining Limited	1.82	8.81
Total	**75.74**	**54.51**
Interest and Other Income:		
UltraTech Cement Limited	0.44	0.18
Aditya Birla Idea Payment Bank Limited	-	3.32
Aditya Birla Science and Technology Company Private Limited	-	0.67
Aditya Birla Renewables Limited	-	2.63
ABReL SPV 2 Limited	1.23	7.39
Aditya Birla Management Corporation Private Limited	9.04	9.04
AV Group NB Inc, Canada	0.02	0.01
Aditya Birla Capital Limited	22.94	7.92
Birla Advanced Knits Private Limited	0.60	2.60
Birla Jingwei Fibres Company Limited	0.17	0.15
Aditya Birla Renewables SPV 1 Limited	0.07	0.03
Aditya Birla Financial Shared Services Limited	0.01	0.01
Aditya Birla Power Composites Limited	4.91	4.58
Aditya Birla Housing Finance Limited	1.89	-
Total	**41.30**	**38.53**

#Amount less than ₹50,000/-

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

₹ in crore

A. Nature of Transactions	Year Ended 31st March 2026	Year Ended 31st March 2025
Purchases of Goods and Services:		
UltraTech Cement Limited	52.20	28.76
AV Group NB Inc, Canada	962.47	1,004.76
Domsjo Fabriker AB	618.60	660.55
Aditya Birla Power Composites Limited	0.42	0.03
Aditya Birla Science and Technology Company Private Limited	39.79	33.21
Aditya Birla Sun Life Insurance Company Limited	6.50	2.19
Aditya Birla Health Services Private Limited	0.02	0.28
Khaitan & Co LLP	0.12	0.03
Khaitan & Co. Kolkata	0.21	0.07
Khaitan & Co. Mumbai	1.09	0.02
Aditya Birla Health Insurance Co. Limited	0.50	0.16
Aditya Birla Management Corporation Private Limited	330.78	269.71
Aditya Birla Renewables Limited	18.92	21.82
ABNL Investment Limited	1.88	1.38
Birla Group Holdings Private Limited	0.06	0.06
Birla Management Centre Services Private Limited	-	10.00
Greenyana Sunstream Private Limited	-	1.80
Mulla & Mulla & Craigie Blunt & Caroe	0.04	0.03
Aditya Birla Wellness Private Limited	0.18	0.07
ABREL Solar Power Limited	115.33	37.12
Grasim Business Services Private Limited	77.35	76.91
Birla Advanced Knits Private Limited	-	0.03
Aditya Birla Money Limited	0.00#	0.00#
Cyril Amarchand Mangaldas & Co.	-	0.04
Renew Surya Uday Private Limited	-	10.62
Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi, Turkey	4.94	-
Aditya Birla New Age Hospitality Private Limited (Formerly known as KA Hospitality Private Limited)	0.01	-
Aditya Birla New Age Restaurants and Café Private Limited	0.01	-
Birla Cosmetics Private Limited	0.03	-
Total	**2,231.44**	**2,159.65**
Dividend Received:		
UltraTech Cement Limited	1,281.35	1,157.35
Finance Costs:		
Aditya Birla Sun Life Insurance Company Limited	1.80	0.58
Aditya Birla Capital Limited	23.35	5.89
Total	**25.15**	**6.47**

#Amount less than ₹ 50,000/-

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

₹ in crore

A. Nature of Transactions	Year Ended 31st March 2026	Year Ended 31st March 2025
Reimbursement /(Recovery) of Expenses:		
Aditya Birla Power Composites Limited	0.95	0.58
Aditya Birla Science and Technology Company Private Limited	3.02	10.27
Aditya Birla Management Corporation Private Limited	(1.12)	2.56
UltraTech Cement Limited	(0.10)	1.09
Birla Advanced Knits Private Limited	(0.06)	-
Aditya Birla Health Insurance Co. Limited	(0.09)	(0.72)
Birla Group Holdings Private Limited	0.18	0.18
Aditya Birla Sun Life AMC Limited	-	0.10
Birla Management Centre Services Private Limited	-	15.04
Aditya Birla Capital Limited	(0.14)	1.56
Aditya Birla Sun life Insurance Company Limited	(0.01)	(0.06)
Aditya Birla Renewables Limited	(0.11)	(0.68)
AV Terrace Bay Inc, Canada	-	0.16
AV Group NB Inc, Canada	(0.04)	-
Bhubneshwari Coal Mining Limited	-	0.16
ABNL Investment Limited	(0.00)#	(0.00)#
Aditya Birla Financial Shared Services Limited	(0.05)	-
Aditya Birla Sun Life Pension Management Limited	0.01	-
Total	**2.45**	**30.24**
Contribution to General Electoral Trust:		
AB General Electoral Trust	-	50.00
Payments to Key Management Personnel:		
Managerial Remuneration*	28.91	24.47
Commission to Non Executive Directors (KMPs)	2.85	2.50
Sitting fees to Directors	0.61	0.48

*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	20.75	14.91
Post-Retirement benefits	1.67	2.47
Share-Based Payments	6.49	7.09
Total	**28.91**	**24.47**

*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.

#Amount less than ₹ 50,000/-

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

₹ in crore

A. Nature of Transactions	Year Ended 31st March 2026	Year Ended 31st March 2025
Loans Provided:		
Aditya Birla Power Composites Limited	-	5.00
Aditya Birla Capital Limited*	-	25.00
Birla Advanced Knits Private Limited	-	30.00
Total	**-**	**60.00**
Repayments against Loans Provided:		
Birla Advanced Knits Private Limited	30.00	34.50
Aditya Birla Renewables Limited	-	65.00
Aditya Birla Capital Limited*	-	75.00
Aditya Birla Power Composites Limited	3.50	1.50
ABReL SPV 2 Limited	79.92	-
Aditya Birla Science and Technology Company Private Limited	-	10.41
Total	**113.42**	**186.41**
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	2,599.46	661.44
Investments in Equity Shares:		
Aditya Birla Renewables Limited	330.20	22.67
Samrit Buildcon Limited (Formerly known as: Samruddhi Swastik Trading and Investments Limited)	-	20.00
ABREL Solar Power Limited	-	2.60
AV Terrace Bay Inc, Canada[$]	182.36	204.90
Birla Advanced Knits Private Limited[$]	102.50	-
Total	**615.07**	**250.17**
[$] Impaired during the year		
Investments in Bonds:		
Aditya Birla Capital Limited*	99.72	210.09
Aditya Birla Housing Finance Limited	24.93	-
Total	**124.64**	**210.09**
Purchases/(Sales) of Property, Plant and Equipment/ Intangible Assets:		
UltraTech Cement Limited	6.80	10.39
Aditya Birla Management Corporation Private Limited	(0.23)	(0.12)
Aditya Birla Science and Technology Company Private Limited	-	0.01
Total	**6.57**	**10.28**

*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 2026

₹ in crore

A. Nature of Transactions	Year Ended 31st March 2026	Year Ended 31st March 2025
Contribution to Post Retirement Funds:		
Grasim Industries Limited Employees' Provident Fund	44.98	37.71
Jayshree Provident Fund Institution	7.33	6.81
Century Rayon Employees Provident Fund Trust 1	9.29	9.27
Century Rayon Employees Provident Fund Trust 2	2.08	2.07
Grasim (Senior Executive & Officers) Superannuation Scheme	1.13	1.18
Grasim Industries Limited- Employees Gratuity Fund	25.78	12.68
Total	**90.59**	**69.72**

₹ in crore

B. Outstanding Balances	As at 31st March 2026	As at 31st March 2025
Other Non-current Liabilities (Financial and Non-Financial):		
UltraTech Cement Limited	0.06	0.06
Trade Payables:		
ABREL Solar Power Limited	26.97	6.97
Aditya Birla Power Composite Limited	-	0.44
Grasim Business Services Private Limited	7.17	7.94
Aditya Birla Science and Technology Company Private Limited	1.07	0.51
Aditya Birla Health Services Private Limited	-	0.03
Domsjo Fabriker AB	25.18	18.69
AV Group NB Inc, Canada	23.25	54.66
UltraTech Cement Limited	7.21	3.32
Aditya Birla Renewables Limited	2.79	3.11
Khaitan & Co. Mumbai	0.07	-
Aditya Birla Wellness Private Limited	0.01	-
Aditya Birla Management Corporation Private Limited	0.30	-
Total	**94.02**	**95.67**
Other Current Liabilities (Financial and Non-Financial):		
Aditya Birla Management Corporation Private Limited	47.66	18.83
Birla Jingwei Fibres Company Limited	-	0.26
Aditya Birla Sun Life Insurance Company Limited	0.62	0.53
Aditya Birla Sun Life Pension Management Limited	0.16	0.14
Century Rayon Employees Provident Fund Trust 1	2.74	2.81
Century Rayon Employees Provident Fund Trust 2	0.58	0.55
Jayshree Provident Fund Institution	1.64	1.65
UltraTech Cement Limited	0.22	0.33
Aditya Birla Capital Limited	43.99	66.98
Grasim Business Services Private Limited	0.01	-
Khaitan & Co. Mumbai	0.45	-
Khaitan & Co LLP	0.01	-
Total	**98.09**	**92.08**

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

₹ in crore

B. Outstanding Balances	As at 31st March 2026	As at 31st March 2025
Trade Receivables:		
Aditya Birla Management Corporation Private Limited	-	0.17
Amelia Coal Mining Limited	0.06	0.06
Aditya Birla Power Composites Limited	7.34	11.47
Birla Jingwei Fibres Company Limited	5.83	0.15
UltraTech Cement Limited	8.31	1.61
The India Cements Limited	0.08	-
Total	**21.63**	**13.46**
Investments in Equity Shares (Net) (Note 2.4):		
Subsidiaries	22,871.89	22,541.69
Joint Ventures	602.07	602.07
Associates	11.35	11.35
Total	**23,485.31**	**23,155.11**
Investments in Preference Shares (Note 2.5):		
Joint Ventures	92.62	91.13
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	25.00
Current and Non-Current Financial Assets - Loans:		
ABReL SPV 2 Limited	-	79.92
Birla Advanced Knits Private Limited	-	30.00
Aditya Birla Power Composite Limited	-	3.50
Total	**-**	**113.42**
Investments - Current:		
Aditya Birla Capital Limited[$]	296.61	211.19
Aditya Birla Housing Finance Limited[$]	24.86	-
Total	**321.47**	**211.19**
[$]includes mark-to-market gain on investment		
Other Current Assets (Financial and Non-Financial):		
Aditya Birla Health Insurance Co. Limited	0.02	0.33
Aditya Birla Financial Shared Services Limited	0.00[#]	0.01
Aditya Birla Power Composites Limited	2.36	9.33
Aditya Birla Management Corporation Private Limited	0.74	-
Aditya Birla Sun Life Insurance Company Limited	2.89	1.00
Aditya Birla Science and Technology Company Private Limited	0.04	-
ABNL Investment Limited	-	0.00[#]
Aditya Birla Money Limited	0.00[#]	0.00[#]
Aditya Birla Renewables SPV 1 Limited	0.08	-
ABReL SPV 2 Limited	-	18.38

[#]Amount less than ₹ 50,000/-

₹ in crore

B. Outstanding Balances	As at 31st March 2026	As at 31st March 2025
Aditya Birla Wellness Private Limited	0.00#	0.00#
UltraTech Cement Limited	0.19	0.00#
Aditya Birla Capital Limited*	13.39	7.92
Aditya Birla Renewables Limited	0.46	0.51
Birla Advanced Knits Private Limited	-	1.24
Grasim Business Services Private Limited	0.31	-
Aditya Birla Housing Finance Limited	1.89	-
Total	**22.36**	**38.72**

*Aditya Birla Finance Limited merged with Aditya Birla Capital Limited w.e.f. 1st April 2024

#Amount less than ₹ 50,000/-

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 all 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 specified period of service in accordance with Indian laws.

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 risks 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 pensions 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.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

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	822.05	738.33	22.80	28.62
	Adjustments of:				
	Current Service Cost	71.75	60.80	-	-
	Past Service Cost [Note 3.10.(ii)]	32.42	-	-	-
	Interest Cost	57.06	52.53	1.57	2.03
	Actuarial Loss/(Gain)	(41.54)	21.19	1.00	(3.41)
	Benefits Paid	(60.10)	(50.80)	(3.90)	(4.44)
	Closing Defined Benefit Obligation	**881.65**	**822.05**	**21.47**	**22.80**
(ii)	**Reconciliation of Fair Value of the Plan Assets:**				
	Opening Fair Value of the Plan Assets	807.57	786.65	-	-
	Adjustments of:				
	Return on Plan Assets	54.88	55.97	-	-
	Actuarial Gain/(Loss)	(27.63)	3.07	-	-
	Contributions by the Employer	25.78	12.68	-	-
	Benefits Paid	(60.10)	(50.80)	-	-
	Closing Fair Value of the Plan Assets	**800.50**	**807.57**	**-**	**-**
(iii)	**Net Liabilities/(Assets) recognised in the Balance Sheet:**				
	Present Value of the Defined Benefit Obligation at the end of the year	881.65	822.05	21.47	22.80
	Fair Value of the Plan Assets	800.50	807.57	-	-
	Net Liabilities/(Assets) recognised in the Balance Sheet	**81.15**	**14.48**	**21.47**	**22.80**
(iv)	**Amount recognised in Salary and Wages under Employee Benefits Expense in the Statement of Profit and Loss:**				
	Current Service Cost	71.75	60.80	-	-
	Past Service Cost [Note 3.10.(ii)]	32.42	-	-	-
	Interest on Defined Benefit Obligations (Net)	2.19	(3.44)	1.57	2.03
	Net Cost	106.36	57.36	1.57	2.03
	Capitalised as Pre-Operative Expenses in respect of Projects and other Adjustments	(0.18)	(0.49)	-	-
	Net Charge to the Statement of Profit and Loss	**106.18**	**56.87**	**1.57**	**2.03**
(v)	**Amount recognised in Other Comprehensive Income (OCI) for the Year:**				
	Changes in Financial Assumptions	(15.50)	23.95	(0.20)	0.31
	Experience Adjustments	(26.05)	(2.76)	1.20	(3.73)
	Actual return on Plan Assets less Interest on Plan Assets	27.63	(3.07)	-	-
	Recognised in OCI for the year	**(13.91)**	**18.12**	**1.00**	**(3.41)**

₹ in crore

Particulars		Gratuity (Funded)		Pension	
		Current Year	Previous Year	Current Year	Previous Year
(vi)	**Maturity Profile of Defined Benefit Obligation:**				
	Within next 12 months (next annual reporting period)	84.27	77.66	4.02	4.58
	Between 1 and 5 years	289.00	260.65	12.60	13.02
	Between 6 and 9 years	302.10	298.30	8.85	9.15
	10 years and above	1,423.12	1,258.01	5.31	5.41
(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	(41.07)	(38.32)	(0.49)	0.53
	50 bps Decrease in Discount Rate	44.58	41.58	0.51	(0.51)
	50 bps Increase in Salary Escalation Rate	41.37	40.60	-	-
	50 bps Decrease in Salary Escalation Rate	(38.53)	(37.82)	-	-
	Increase in Life Expectancy by one year	-	-	(0.59)	0.89
	Decrease in Life Expectancy by one year	-	-	0.66	(0.78)
(viii)	**The Major Categories of Plan Assets as a % of Total Plan:**				
	Government of India Securities	2.76%	3.96%	N.A.	N.A.
	Corporate Bonds	0.23%	0.28%	N.A.	N.A.
	Insurer Managed Fund	95.26%	95.70%	N.A.	N.A.
	Others	1.75%	0.06%	N.A.	N.A.
	Total	**100.00%**	**100.00%**	**N.A.**	**N.A.**
(ix)	**Principal Actuarial Assumptions:**				
	Discount Rate	7.00%	6.80%	7.00%	6.80%
	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.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

(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 on 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.

(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 has 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 ₹ 192.83 crore (Previous year: ₹ 74.72 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 ₹ 51.63 crore (Previous year: ₹ 46.22 crore). Charge for the year amounting to ₹ 61.28 crore [including past service cost due to change in labour code shown as exceptional item of ₹ 1.74 crore - Note 3.10(ii)] (Previous year: ₹ 60.30 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:

Contributions to the recognised provident fund are substantially defined contribution plan. The Company is liable for any shortfall in the funds 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 Note 3.6 as 'Contribution - Company owned Provident Fund' is ₹ 62.53 crore (Previous year: ₹ 52.37 crore) and amount recognised as preoperative expense and included in note 2.1.5 as 'Contribution - Company owned Provident Fund' is ₹ 1.15 crore (Previous year: ₹ 3.49 crore).

₹ in crore

Particulars		Provident Fund (Funded)	
		Current Year	Previous Year
(i)	**Reconciliation of Present Value of the Obligation:**		
	Opening Defined Benefit Obligation	1,770.05	1,596.29
	Adjustments of:		
	Current Service Cost	68.38	59.13
	Interest Cost	122.57	114.76
	Actuarial Loss/(Gain)	20.00	18.86
	Contributions by the Employees	108.45	101.26

₹ in crore

Particulars		Provident Fund (Funded)	
		Current Year	Previous Year
	Benefits Paid	(126.38)	(82.95)
	Liabilities Assumed /(Settled)	14.39	(37.31)
	Closing Defined Benefit Obligation	**1,977.46**	**1,770.05**
(ii)	**Reconciliation of Fair Value of the Plan Assets:**		
	Opening Fair Value of the Plan Assets	1,790.43	1,627.06
	Adjustments of:		
	Expected Return on Plan Assets	122.60	115.90
	Actuarial Gain/(Loss)	11.86	10.72
	Contributions by the Employer	63.44	56.30
	Contributions by the Employee	108.45	101.26
	Benefits Paid	(126.38)	(82.95)
	Assets Acquired/(Settled)	4.71	(37.86)
	Closing Fair Value of the Plan Assets	**1,975.11**	**1,790.43**
(iii)	**Net Liabilities/(Assets) recognised in the Balance Sheet:**		
	Present Value of the Defined Benefit Obligation at the end of the period	1,977.46	1,770.05
	Fair Value of the Plan Assets	1,975.11	1,790.43
	Deficit/(Surplus)	***2.35**	**(20.38)**
	*includes deficit of ₹ 9.89 crore in one of the Trusts funds as at 31st March 2026 (Previous year: ₹ Nil) and the same is recognised as expense in the Statement of Profit and Loss during the year.		
(iv)	**Amount recognised in Salary and Wages under Employee Benefits Expense in the Statement of Profit and Loss:**		
	Current Service Cost	68.38	59.13
	Interest on Defined Benefit Obligations (Net)	122.57	114.76
	Net Cost	190.95	173.89
	Expected return on plan assets	122.60	115.90
	Net Charge to the Statement of Profit and Loss	**68.34**	**57.99**
(v)	**Actual return on plan assets:**		
	Expected return on plan assets	122.57	114.76
	Actuarial gain on plan assets	11.86	10.72
	Actual return on plan assets	**134.43**	**125.48**
(vi)	**Asset information:**		
	Government Securities	844.56	778.62
	Private Sector Bonds	648.13	740.21
	Equity/insurer managed funds/mutual funds	242.99	204.68
	Others	239.43	66.92
	Total assets at the end of the year	**1,975.11**	**1,790.43**
(vii)	**Principal actuarial assumptions used:**		
	Discounted rate (per annum)	7.00%	6.80%
	Expected rate of return on plan assets (per annum)	6.70-7.63%	6.73-7.69%
	Average Historic Yield on Investment Portfolio	7.94%-8.23%	7.90%-8.31%
	Guaranteed Interest Rate	8.25%	8.25%

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4.6.2 Defined Contribution Plans:

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Amount recognised as an expense and included in Note 3.6 as "Contribution to Provident and Other Funds"	90.61	78.06
Amount recognised as pre-operative expense and included in Note 2.1.5 as "Contribution to Provident and Other Funds"	0.21	0.99
Total Contribution to Provident and Other Funds	**90.82**	**79.05**

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 2026	Year Ended 31st March 2025
(a)	the principal amount overdue and the interest thereon ₹ 0.01 crore (Previous year: ₹ 0.02 crore) remaining unpaid to any supplier at the end of each accounting year;	0.04	0.23
(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;	0.17	0.19
(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 Enterprises Development Act, 2006;	-	0.10
(d)	the amount of interest accrued and remaining unpaid at the end of each accounting year; and	0.10	0.65
(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 enterprises, for the purpose of disallowance of a deductible expenditure under Section 23 of the Micro, Small and Medium Enterprises Development Act, 2006.	4.25	3.61

4.7.2 Government Grant (Ind AS 20):

As at 31st March 2026, the Company has outstanding interest-free loans of ₹ 26.77 crore (Contractual Value: ₹ 32.23 crore) from a State Government, repayable in full in next one to four years. The Company has done the initial recognition of loans at fair value using prevailing market interest rate for an equivalent loan. As at 31st March 2026, the difference of ₹ 5.46 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 ₹ 49.52 crore under investment promotion policy of State Government of Gujarat. An amount of ₹ 5.81 crore provisionally received along with balance to be received in twelve equal half yearly installments from the final approval, has been recognised as government grant by creating deferred income to be amortised over the useful life of the asset. Accordingly, during the year the Company has recognised ₹ 0.80 crore as income related to this grant in the Statement of Profit and Loss.

During the previous year, the Company was granted a subsidy of ₹ 19.56 crore under investment promotion policy of State Government of Jharkhand. An amount of ₹ 9.78 crore had been received during the previous year, and balance will be received in two equal installments in the third year and fifth year from the final approval, had been recognised as government grant by creating deferred income, to be amortised over the useful life of the asset. Accordingly, during the year the Company has recognised ₹ 0.71 crore as income related to this grant in the Statement of Profit and Loss.

4.7.3 Corporate Social Responsibility:

The Company has spent ₹ 73.35 crore on Corporate Social Responsibility Projects/ initiatives during the year (Previous year: ₹ 88.42 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 2026, is ₹ 14.27 crore (Previous year: ₹ 35.90 crore), i.e., 2% of average net profits for the last three financial years, calculated as per Section 198 of the Companies Act, 2013.

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Amount required to be spent by the Company during the year	14.27	35.90
Amount spent during the year on:		
- Construction/acquisition of any asset	-	-
- On purposes other than the above	73.35	88.42
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 2026	Year Ended 31st March 2025
Cash Dividend Declared and Paid 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)	680.54	669.43
Proposed Dividend on Equity Shares:		
Final dividend for the year ended on 31st March 2026: ₹ 10 per share of face value of ₹ 2 each (31st March 2025: ₹ 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	680.61

4.7.5 Other Matters - Audit Trail

Audit Trail (edit log) feature is enabled for all the owned accounting software, except that in case of one instance with no audit trail, migration activity to the software with audit trail compliance is in progress and in other two instances audit trail at Database layer is not enabled to log debugging made by privileged user. The Management has also 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 2026	Year Ended 31st March 2025
Miscellaneous Expenses include contribution to AB General Electoral Trust The Trust uses such funds for contribution for Political purposes.	-	50.00

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4.8 Share Based Payments

4.8.1 22,21,985 Equity Shares of Face Value of ₹ 2 each (Previous year: 20,58,865 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 have been revised in the earlier 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	01st 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					

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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 17,64,433 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					

Particulars	Options			
	Tranche VII	Tranche VIII	Tranche IX	Tranche X
No. of Options/PSUs Granted	5,47,483	29,462	2,407	1,720
Grant Date	8th Aug 2025	14th Aug 2025	5th Nov 2025	10th Feb 2026
Grant Price (₹ per share)	2,743.70	2,745.90	2,882.00	2,926.30
Market Price on the Date of Grant (₹ per share)#	2,743.70	2,745.90	2,882.00	2,926.30
Fair Value on the date of Grant of Option (₹ per share)	1,031.80	1,040.50	1,091.79	1,233.60
Method of Settlement	Equity	Equity	Equity	Equity
Method of Accounting	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/PSUs Granted	68,943	796	586	670	94,972	2,495
Grant Date	10th Aug 2023	1stNov 2023	24thJan 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					

Particulars	PSUs			
	Tranche VII	Tranche VIII	Tranche IX	Tranche X
No. of Options/PSUs Granted	1,56,468	3,189	261	956
Grant Date	8th Aug 2025	14th Aug 2025	5th Nov 2025	10th Feb 2026
Grant Price (₹ per share)	2	2	2	2
Market Price on the Date of Grant (₹ per share)#	2,743.70	2,745.90	2,882.00	2,926.30
Fair Value on the date of Grant of Option (₹ per share)	2,742.36	2,744.57	2,880.67	2,925.16
Method of Settlement	Equity	Equity	Equity	Equity
Method of Accounting	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 2,31,092 SARs (Previous year: 2,26,407 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	12th Aug 2022	12th Feb 2021
Grant Price (₹ per share)	847.20	1,235.45	1,492.30	1,600.05	10

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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	7,526
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	13th Aug 2021	13th Aug 2021	24th May 2022	12th Aug 2022
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	3,633	1,494	3,358
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	9th Aug 2024	10th Aug 2023	9th 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 Notes 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	20,58,865	1,428	20,34,148	1,221
Granted during the year	7,41,946	2,150	4,53,075	1,991
Exercised during the year	4,40,662	1,086	4,04,828	1,041
Lapsed during the year	1,38,164	1,892	23,530	1,051
Outstanding at the end of the year	22,21,985	1,708	20,58,865	1,428
Options: Unvested at the end of the year	12,43,465	1,911	11,46,923	1,520
Exercisable at the end of the year	9,78,520	1,450	9,11,942	1,313

The Weighted-Average share price at the date of exercise for Options was ₹ 2,782.94 per share (Previous year: ₹ 1,070.20 per share) and Weighted-Average remaining contractual life for the share Options outstanding as at 31st March 2026 was 0.34 years (Previous year: 0.87 years).

4.8.3.2 For Options referred to in Note 4.8.2

Particulars	Number of SARs			
	Current Year		Previous Year	
	Numbers	WAEP (₹)	Numbers	WAEP (₹)
Outstanding at the beginning of the year	41,836	1,148	69,449	1,034
Granted during the year	6,187	1,148	22,804	1,034
Exercised during the year	28,981	1,194	49,809	1,099
Lapsed during the year	677	1,148	608	1,034
Outstanding at the end of the year	18,365	1,034	41,836	1,148
Options: Unvested at the end of the year	12,109	1,229	27,874	1,131
Exercisable at the end of the year	6,256	655	13,962	1,180

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 Notes 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 daily 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
Method Used	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%
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%
Dividend Yield	0.52%	0.66%	0.66%	0.65%	0.65%	0.89%

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ESOS-2018	Options				
	Tranche VII	Tranche VIII	Tranche IX	Tranche X	Tranche XI
Method Used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	6.23%	6.31%	7.14%	7.05%	7.24%
Option Life (Years)	Vesting Period (1 year) + Average of Exercise Period				
Expected Volatility*	28.79%	28.62%	30.26%	33.27%	31.87%
Dividend Yield	0.89%	0.89%	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 daily 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
Method Used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.31%	7.54%	7.27%	7.29%	6.97%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period				
Expected Volatility*	28.49%	28.32%	28.03%	27.99%	27.89%
Dividend Yield	0.55%	0.55%	0.55%	0.45%	0.44%

ESOS-2022	Options				
	Tranche VI	Tranche VII	Tranche VIII	Tranche IX	Tranche X
Method Used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	6.95%	6.44%	6.60%	6.56%	6.83%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period				
Expected Volatility*	27.27%	11.53%	11.59%	11.24%	19.85%
Dividend Yield	0.44%	0.44%	0.44%	0.44%	0.44%

ESOS-2022	PSUs				
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V
Method Used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.34%	7.58%	7.35%	7.30%	7.03%
Option Life (Years)	Bullet Vesting Period (3 years)				
Expected Volatility*	28.66%	28.64%	28.64%	28.84%	28.88%
Dividend Yield	0.55%	0.55%	0.55%	0.45%	0.44%

ESOS-2022	PSUs				
	Tranche VI	Tranche VII	Tranche VIII	Tranche IX	Tranche X
Method Used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.01%	6.72%	6.75%	6.78%	7.01%
Option Life (Years)	Bullet Vesting Period (3 years)				
Expected Volatility*	28.52%	14.19%	14.18%	13.96%	21.18%
Dividend Yield	0.44%	0.44%	0.44%	0.44%	0.44%

The Weighted-Average Fair Value of the Option and PSU, as on the date of grant, works out to ₹ 996.18 per stock Option, ₹ 2,475.64 per PSU.

*Expected volatility on the Company's daily/ weekly stock price on National Stock Exchange based on the data commensurate with the expected life of the Options/ PSUs upto the date of grant.

4.8.4.2 For Options referred to in Note 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%	5.88%	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%	17.00%	30.40%
Weighted-Average Fair Value of SARs on 31st March 2026	-	-	-	1,087.17	-

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%	5.88%	5.46%	6.62%	6.30%
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%	17.00%	14.20%	22.96%	17.10%
Weighted-Average Fair Value of SARs on 31st March 2026	-	-	2,626.28	2,626.24	-	2,447.32

*Expected volatility on the Company's daily/ weekly stock price on National Stock Exchange based on the data commensurate with the expected life of the Options/ RSUs upto the date of grant.

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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	5.88%	6.30%	6.45%	6.72%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period		Bullet Vesting Period (3 years)	
Expected Volatility*	17.10%	17.10%	16.18%	18.76%
Weighted-Average Fair Value of SARs on 31st March 2026	939.61	644.07	2,584.55	2,626.68

*Expected volatility on the Company's weekly stock price on National Stock Exchange based on the data commensurate with the expected life of the Options/ PSUs upto the date of grant.

4.8.5 Details of Liabilities arising from the Company's Cash Settled Share Based Payment Transactions:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Other Non-Current Financial Liabilities	-	-
Other Current Financial Liabilities	3.15	5.88
	3.15	**5.88**

4.8.6 Employee Stock Option Expenses (including SARs) recognised in the Statement of Profit and Loss ₹ 65.42 crore (Previous year:₹ 57.37 crore) and recognised in Pre-Operative Expense ₹ 0.12 crore (Previous year: ₹ 2.75 crore).

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 Fair Value:

These investments are strategic in nature. Of these, certain investments in equity/ preference shares are designated to be measured at FVTOCI based on the irrevocable option selected on initial recognition on an instrument-by-instrument basis. All other investments in equity/ preference shares are measured at FVTPL.

ii. Investments 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. Investments 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 2026		31st March 2025	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial Assets at Amortised Cost:				
Trade Receivables	3,212.45	3,212.45	2,553.92	2,553.92
Loans	10.91	10.91	126.53	126.53
Cash and Bank Balances	131.83	131.83	193.72	193.72
Other Financial Assets	908.63	908.63	771.67	771.67
Other Investments	215.00	215.00	205.00	205.00
Financial Assets at Fair Value through Other Comprehensive Income:				
Investments (Current and Non-Current)	14,841.38	14,841.38	12,996.98	12,996.98
Financial Assets at Fair Value through Profit or Loss:				
Investments (Current and Non-Current)	3,572.44	3,572.44	3,278.18	3,278.18
Hedging Instruments measured at Fair Value through Profit or Loss:				
Derivative Assets	117.43	117.43	0.47	0.47
Total	**23,010.08**	**23,010.08**	**20,126.47**	**20,126.47**
Financial Liabilities at Amortised Cost:				
Rupee Term Loans from Banks	2,424.50	2,424.50	2,448.40	2,448.40
Rupee Term Loans from Others	0.50	0.50	0.66	0.66
Deferred Sales Tax Loans	26.77	26.77	33.00	33.00
Non-Convertible Debentures	7,234.92	7,211.34	6,235.97	6,233.51
Rupee Loans from Banks (Current)	2,028.79	2,028.79	2,154.12	2,154.12
Commercial Papers (Current)	-	-	249.25	249.25
Lease Obligation (Current and Non-Current)	774.28	774.28	741.46	741.46
Trade Payables	6,023.79	6,023.79	4,831.33	4,831.33
Other Financial Liabilities	2,014.13	2,014.13	2,032.65	2,032.65
Hedging Instruments measured at Fair Value through Profit or Loss:				
Derivative Liabilities	0.42	0.42	40.34	40.34
Total	**20,528.10**	**20,504.52**	**18,767.18**	**18,764.72**

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 the 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 2026				
Financial Assets:				
1. Measured at Fair Value through Other Comprehensive Income:				
Investments in Debentures or Bonds	-	816.05	6.30	822.35
Investment in Equity Instruments (other than Subsidiaries, Joint Ventures and Associates)	12,004.36	105.94	1,908.73	14,019.03
2. Measured at Fair Value through Profit or Loss:				
Investments in Mutual Funds and Deposits	-	3,415.82	-	3,415.82
Investments in Preference Shares	-	-	92.62	92.62
Investments in Limited Liability Partnership	-	-	26.60	26.60
Investments in Equity Instruments (other than Subsidiaries, Joint Ventures and Associates)	-	-	37.41	37.41
Derivative Assets	-	117.43	-	117.43
Financial Liabilities:				
1. Measured at Fair Value through Profit or Loss:				
Derivative Liabilities	-	0.42	-	0.42

₹ 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
Investments 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

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 years ending 31st March 2026 and 31st March 2025, 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 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 by using forward exchange rates and interest rate curves of respective currencies.
   (c) The Fair Value of currency swap is calculated as the present value determined by 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 2026	Year Ended 31st March 2025
Opening Balance	**1,799.06**	**1,529.81**
Add: Fair Value Profit recognised in the Statement of Profit and Loss	1.49	3.45
Less: Sale/ Redemption of Investments	-	-
Add: Increase in Investments	8.77	34.95
Add/ (Less): Fair Value Gain Recognised in OCI	262.34	230.85
Closing Balance	**2,071.66**	**1,799.06**

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 ₹ 18.99 crore (as at 31st March 2025: increase/decrease by ₹ 16.39 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 ₹ 5.99 crore or increase by ₹ 6.49 crore (as at 31st March 2025: decrease by ₹ 0.88 crore or increase by ₹ 0.89 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.

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 and 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, Counterparty 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 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 relate 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.

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(i) Foreign Currency Sensitivity:

The sensitivities are based on financial assets and liabilities held at 31st March 2026, 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 2026

₹ in crore

Particulars	USD	EUR	GBP	JPY	CAD	CNY/ CNH	AUD	SGD	CHF	BDT	Total
Effect of 5% Strengthening of INR											
On Profit	102.62	15.56	(2.17)	0.59	(13.75)	0.46	16.27	-	(0.13)	-	119.45
On Equity	(13.06)	(0.29)	-	-	-	-	-	-	-	-	(13.35)
Effect of 5% Diminishing of INR											
On Profit	(102.62)	(15.56)	2.17	(0.59)	13.75	(0.46)	(16.27)	-	0.13	-	(119.45)
On Equity	13.06	0.29	-	-	-	-	-	-	-	-	13.35

Effect as on 31st March 2025

₹ in crore

Particulars	USD	EUR	GBP	JPY	CAD	CNY/ CNH	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

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 2026	As at 31st March 2025
USD	(226.07)	-
AUD	(21.39)	-
CHF	(0.28)	(0.09)
GBP	9.07	-
SGD	-	4.78
SEK	-	(0.04)
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 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.

(a) Cash Flow Hedges

Sr. No.	Type of Hedges and Risks	Foreign Currency (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 2026										
a	USD	4.63	0.28	93.34	93.93	431.95	26.56	11.76	0.41	7th April 2026 to 30th August 2029	39.34
b	EUR	1.20	0.36	108.18	109.81	129.95	39.30	4.57	0.29	2th April 2026 to 23rd November 2026	0.49
c	CNH/ CNY	8.76	-	13.42	-	117.52	-	6.28	-	30th April 2026 to 30th August 2026	-
d	SEK	1.57	-	10.06	-	15.77	-	0.04	-	30th April 2026 to 30th June 2026	-
e	GBP	-	-	-	-	-	-	-	-	-	0.17
f	AUD	-	-	-	-	-	-	-	-	-	0.09

Sr. No.	Type of Hedges and Risks	Foreign Currency (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	USD	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)	-	6th June 2025 to 26th September 2025	0.14

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(b) Fair Value Hedges

Sr. No.	Type of Hedges and Risks	Foreign Currency (in crore)		Weighted-Average Foreign Exchange Rate (in ₹)		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									
	Foreign Exchange Forward Contracts Outstanding as on 31st March 2026									
a	USD	16.07	0.86	91.59	94.30	1,472.12	81.49	60.26	2.28	4th April 2026 to 30th September 2026
b	EUR	3.98	0.99	107.34	110.08	427.00	109.19	14.67	(0.41)	30th April 2026 to 30th June 2026
c	GBP	-	0.28	-	126.81	-	34.97	-	0.67	29th April 2026 to 30th October 2026
d	JPY	30.81	-	0.59	-	18.32	-	0.19	-	30th April 2026 to 30th June 2026
e	AUD	4.96	-	61.27	-	303.91	-	22.45	-	2nd April 2026 to 5th March 2027
f	CNY/CNH	0.25	0.03	13.68	13.73	3.38	0.42	0.02	0.00	9th April 2026 to 31st July 2026

Sr. No.	Type of Hedges and Risks	Foreign Currency (in crore)		Weighted-Average Foreign Exchange Rate (in ₹)		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									
	Foreign Exchange Forward Contracts Outstanding as on 31st March 2025									
a	USD	21.13	0.56	86.58	86.25	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	GBP	-	0.23	-	109.34	-	24.74	-	0.41	7th April 2025 to 08th July 2025
d	AUD	4.02	-	56.01	-	225.17	-	(6.72)	-	4th April 2025 to 27th February 2026
e	CNY/CNH	0.57	-	12.12	-	6.92	-	(0.18)	-	29th April 2025 to 6th May 2025

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	INR Borrowings		Total Borrowings	
	As at 31st March 2026	As at 31st March 2025	As at 31st March 2026	As at 31st March 2025
At Floating Rate	4,453.29	2,448.40	4,453.29	2,448.40
At Fixed Rate	7,235.42	8,640.00	7,235.42	8,640.00
Non-Interest Bearing	26.77	33.00	26.77	33.00
Total Borrowings	**11,715.48**	**11,121.40**	**11,715.48**	**11,121.40**

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 2026	31st March 2025	31st March 2026	31st March 2025
INR - Increase	100	(44.53)	(24.48)	(33.32)	(18.32)
INR - Decrease	100	44.53	24.48	33.32	18.32

The Company manages its interest rate risk by having a balanced portfolio of fixed and variable rate borrowings, which are 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.

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 2026, would increase/decrease by ₹ 605.52 crore (for the year ended 31st March 2025 by ₹ 544.10 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 consists 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 2026 is ₹ 3,212.45 crore (31st March 2025 is ₹ 2,553.92 crore)

The Company does not have higher concentration of credit risks to a single customer.

Single largest customer of the Company has exposure of 2.82% of total sales (31st March 2025: 3.00%) and in receivables 4.26% (31st March 2025: 3.50%).

The ageing analysis of the receivables (net of provision) has been considered from the date the invoice falls due. (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 range from 10% to 100%.

Movement in Loss Allowance for Trade Receivables

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Opening Loss Allowance	34.31	41.55
Add: Provided during the year	32.99	8.36
Less: Written back during the year	(4.38)	(10.56)
Less: Utilised during the year	(4.05)	(5.04)
Closing Loss Allowance	**58.87**	**34.31**

(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 ratings 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 2026 is ₹ 42,114.14 crore (31st March 2025: ₹ 39,635.27 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. The Management monitors the Company's liquidity position through rolling forecasts and long-range business forecasts on the basis of expected cash flows.

(i) The table below provides details of Financial Liabilities and Financial Assets at the reporting date:

₹ in crore

As at 31st March 2026	Less than 1 year	1 to 5 years	More than 5 years	Total
Financial Liabilities:				
Borrowings (including Current Maturities)*				
Principal Payments	2,122.26	4,705.02	4,908.74	11,736.02
Interest Payments	758.43	2,265.15	1,138.00	4,161.58
Trade Payables	6,023.79	-	-	6,023.79
Interest Accrued but not Due on Borrowings	266.41	-	-	266.41
Other Financial Liabilities (excluding Derivative Liabilities)	1,604.13	143.59	-	1,747.72
Derivative Liabilities	0.42	-	-	0.42
Lease liabilities*	227.06	632.45	109.50	969.01
Financial Assets:				
Derivative Assets	117.43	-	-	117.43
Surplus Investments in Mutual Funds, Bonds, Fixed Deposits with Corporates, ICDs, etc.	4,621.73	215.15	-	4,836.88

*Contractual amount

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

₹ 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 Liabilities)	1,716.99	105.44	-	1,822.43
Derivative Liabilities	40.34	-	-	40.34
Lease liabilities*	201.67	572.01	173.47	947.15
Financial Assets:				
Derivative Assets	0.47	-	-	0.47
Surplus Investments in Mutual Funds, Bonds, Fixed Deposits with Corporates, ICDs, etc.	4,066.55	162.76	-	4,229.31

*Contractual amount

(ii) Supplier Finance Arrangement:

The Company has entered into arrangements involving certain suppliers and finance providers, under which the supplier may opt for the payment on or before the due date of invoice, primarily at their own cost. Accordingly, the finance provider settles the invoices owed by the Company to the participating suppliers, and the Company repays the finance provider on the original invoice due date. The arrangement does not extend payment terms beyond those agreed with non-participating suppliers. These arrangements include vendor financing, Paying Agent Agreement, TReDS, LC/ Bill discounting, etc. Aggregate information of these arrangements is as follows:

₹ in crore

Particulars	Year Ended 31st March 2026
Presented within Trade Payables	1,596.33
- Of which Suppliers have received payment	1,142.50
Presented within Financial Liabilities	11.55
- Of which Suppliers have received payment	11.55
Presented within Borrowings	-
- Of which Suppliers have received payment	-
Liabilities part of Arrangement (due date)	0 - 360 Days
Comparable Trade Payables (due date)	0 - 360 Days
Non-cash transfers from Payables to Borrowings	-

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 2026	As at 31st March 2025
Total Debt (Bank and Other Borrowings)	11,715.48	11,121.40
Less: Liquid Investments (Bonds, Mutual Funds, Fixed Deposits with Corporates, ICDs, etc.)	4,836.88	4,229.31
Net Debt/(Surplus)	**6,878.60**	**6,892.09**
Equity	**55,277.18**	**54,397.63**
Net Debt to Equity (in times)	**0.12**	**0.13**

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 2026	As at 31st March 2025	% of Change	Reason for Variance
Current Ratio	Current Assets	Current Liabilities (excluding Current Borrowings)	Times	1.52	1.58	-4%	
Debt-Equity Ratio	Total Debt	Total Equity	Times	0.21	0.20	4%	
Debt Service Coverage Ratio	Profit after Tax + Deferred Tax + Depreciation + Finance Costs + Loss/ (Profit) on Sale of Assets + ESOP Expenses + Non-cash Exceptional Items - Unrealised Gain on Investment	Finance Costs + Interest Capitalised + Lease Payment + Principal Repayment of Long Term Debt	Times	3.03	1.22	148%	Higher operating profitability and improved cash accruals, coupled with lower debt servicing obligations during the year.

Notes

forming part of the Standalone Financial Statements for the year ended 31st March 2026

Particulars	Numerator	Denominator	Unit	As at 31st March 2026	As at 31st March 2025	% of Change	Reason for Variance
Return on Equity Ratio	Profit After Tax	Average Shareholder's Equity	%	0.64	0.40	60%	Higher net profit driven by improved operational performance.
Inventory Turnover Ratio	Cost of Goods Sold	Average Inventories	Times	5.52	4.33	28%	Improved sales along with optimised inventory levels.
Trade Receivables Turnover Ratio	Sale of Products and Services	Average Trade Receivables	Times	14.10	13.81	2%	
Trade Payables Turnover Ratio	Cost of Goods Sold	Average Trade Payables	Times	5.99	4.73	27%	Higher purchases coupled with improved and faster settlement to vendors during the year.
Net Capital Turnover Ratio	Revenue from Operations	Working Capital	Times	7.56	5.84	30%	Improved sales and better working capital management
Net Profit Ratio	Profit After Tax	Revenue from Operations	%	0.85%	0.67%	26%	Higher net profit driven by improved operational performance.
Return on Capital Employed	Earnings Before Interest and Taxes (EBIT)	Net Worth + Total Debt + Deferred Tax Liabilities	%	2.11%	1.74%	21%	
Return on Investment	Treasury Income	Average Treasury Investments	%	6.69%	8.44%	-21%	

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 2026 are as follows:

Sr. No.	Name of the Struck-off Company	Nature of Transactions with Struck-off Company	Balance As at 31st March 2026	Balance As at 31st March 2025	Relationship with the Struck-off Company, if any
Nil					

(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 2026, 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 they were raised.

(iv) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

(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 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.

(ix) The Company has not received any funds 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 2026 were approved by the Board of Directors on 20th May 2026.

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: 20th May 2026

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

Hemant Kadel
Chief Financial Officer

Neelabja Chakrabarty
Company Secretary
Membership No.: A 16075

V. Chandrasekhar
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 20th May 2026

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, joint ventures, Grasim Employees' Trust (hereinafter referred to as "The Trust") and joint operations (which are limited liability partnerships) which comprise the consolidated balance sheet as at 31st March 2026, 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, joint ventures, trust and joint operations 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, joint ventures, trust and joint operations as at 31st March 2026, 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, joint ventures, trust and joint operations 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),(b) and (c) 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

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 recognized in the books of account. Our opinion is not modified in respect of these matters.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment 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 ₹ 21,595.96 crore and other intangible assets of ₹ 12,313.06 crore as at 31st March 2026 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, judgmental 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: • 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 design and implementation and tested the operating effectiveness of internal controls over the impairment assessment process; • 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 Cement Limited

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. For the provisions made, obtained 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 provisions made and reversal of discounts, incentives and rebates to assess the current year provisions.

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, magnitude of potential exposures and the judgement necessary to estimate the amount of provisions required or to determine required disclosures, material litigation matters have been considered as 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 and contingent liabilities; • Gained an understanding of litigations from UltraTech's inhouse legal counsel and other key managerial personnel who have knowledge of these matters; • Read the correspondence between UltraTech and the various legal and taxation authorities and legal opinions of external legal advisors, where applicable, for significant matters for evaluating basis used for possible outcomes of the matters; • Challenged the UltraTech's estimate of the possible outcome of the disputed cases based on applicable laws and legal precedence and view of internal specialists on case-to-case basis; • Examined the UltraTech's legal expenses on sample basis and read the minutes of the board meetings in order to ensure completeness of litigations. • Assessed the adequacy of the amount of UltraTech's provision for various claims, legal and taxation matters. • For those matters where management concluded no provisions should be recorded, considered the adequacy and completeness of the UltraTech's disclosures made in relation to contingent liabilities.

KAM as reported by the auditors of Aditya Birla Capital Limited

Impairment 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 2026 arising from past business combinations, which has been allocated to various Cash Generating Units ("CGU"). • In accordance with Ind AS 36 – Impairment of Assets, goodwill is tested for impairment annually, or more frequently where indication of impairment exists. • Impairment of goodwill is determined by the ABCL, assessing the recoverable amount of each CGU using market - based valuation approaches to which these assets relate. • The Statutory Auditors of ABCL has identified the annual impairment assessment as a key audit matter as it involves significant judgment and estimation uncertainty, exposed to significant changes in external business environment particularly in respect of: i. Determination of comparable companies;	The Procedures performed by the auditors, as reported by them, included the following: • Evaluated the design and tested 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. • Assessed whether the valuation methodology adopted are consistent with the principles of relevant Ind AS. • Evaluated the selection of comparable companies and tested whether they are appropriate considering size, business model, and market positioning; Compared the ABCL's assumptions and data to externally sourced/internal data in relation to key inputs used in valuation such as share price in the market capitalization, book value etc.;

Impairment testing of goodwill

See Notes 2.4 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
ii. Adjustments to multiples, including illiquidity discounts; and iii. Internal data of the Company used for valuation purpose and other observable data inputs	• Evaluated ABCL's key assumptions used in the valuation methodology including appropriateness of adjustments made; and • Tested the arithmetical accuracy of computation of recoverable amounts of each CGU; • Evaluated the completeness and adequacy of disclosures in the consolidated financial statements as per applicable Ind AS.

Impairment of loans to Customers

The key audit matter	How the matter was addressed in our audit
As at 31st March 2026, ABCL has reported gross loan assets of ₹ 1,52,348.91 crore against which an impairment loss of ₹ 1,713.80 crore has been recorded. Subjective estimates: Under Ind AS 109, "Financial Instruments", allowance for loan losses are determined using expected credit loss ('ECL') estimation model. The ECL framework integrates both model-based outcomes and significant management judgement through overlays. The estimation of ECL on financial instruments involves significant management judgement and estimates and the use of different modelling techniques and assumptions which could have a material impact on reported profits and therefore increased levels of audit focus in the ABCL's estimation of ECLs, which are as under: • Data inputs - The application of ECL model required multiple internal and external 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 judgmental 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 the estimation complexity in the ECL and as a result are considered the most significant judgmental aspect of the Company's modelling approach. Management overlays were introduced on certain asset classes forward – looking risk indicators warranted additional provisioning. • Economic scenarios – Ind AS 109 requires the Company to measure ECLs on an unbiased forward – looking basis reflecting a range of future economic scenarios used and the probability weights applied to them. Considering the significance of the above matter to the overall Financial Statements and extent of management's estimates and judgments involved, it required significant auditor attention. Accordingly, ABCL's auditor 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 judgment and estimates used in the impairment analysis through procedures that included, but were not limited to, the following: • Assessed the governance framework around ECL, including approval and review of models, key assumptions, and management overlays by senior management/audit committee in accordance with the Board approved ECL Policy and documentation supporting provisioning logic. • 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; • Assessed consistency of accounting policies with those applied in the previous year and obtained an understanding of the ABCL management's updated processes, systems and controls implemented in relation to impairment allowance process; • Obtained an understanding of and evaluated the design, implementation and operating effectiveness of key internal controls over the ECL computation, the modelling techniques adopted by the ABCL including application controls with respect to completeness and accuracy and report generation through interface of relevant systems, Further, performed walk through of the process involving manual control to ascertain the maker checker controls; • Tested the completeness and accuracy of the key inputs and assumptions considered for calculation, recording, monitoring of the impairment loss recognized 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 segment of loan portfolios, the movement logic between stages, Exposure at default (EAD), probability of default (PD) or loss given default (LGD); • On a test check basis, evaluated the reports and working for the methodology used in the computation of Through The Cycle PD, Point In Time PD and LGD;

Impairment of loans to Customers

The key audit matter	How the matter was addressed in our audit
	• Performed test of details procedures, on a sample basis, over ECL computation to assess the completeness and accuracy of the loan level data used in the model; • Reperformed and verified the mathematical accuracy of ECL calculations for selected samples. • Critically assessed the rationale, computation and consistency of management overlays, including evaluating whether they reflected observable risks and were free from undue management bias. • 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 judgmental 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 judgmental 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 Procedures performed by the auditors, as reported by them, included the following: Evaluation of Policies, Processes and Internal Controls • Reviewed the Board approved credit risk policies, ECL methodology documents, and approach notes governing: • Identification of default • Ageing of overdue exposures • Staging classification (Stage 1, Stage 2, Stage 3) • Measurement of impairment provisions Assessment of ECL Models and Assumptions • Tested key controls over: • Selection and incorporation of macro-economic variables • Scenario modelling and assignment of probability weights • Assigned the design, implementation and operating effectiveness of key internal financial controls relating to: • Monitoring of overdue loans (including post reporting date delinquencies) • Identification and classification of Non-Performing Assets (NPAs) • Stage-wise classification of Loans • Measurement and recognition of impairment provisions • Reliability and completeness of Management Information Systems (MIS)

The key audit matter	How the matter was addressed in our audit
• 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.	• Evaluated management's methodology for: • Determination of Probability of Default (PD) • Product-wise segmentation and stage-wise portfolio classification • Identification of early warning signals and credit deterioration indicators • Obtained an understanding of: • Statistical models and regression techniques applied • Key economic indicators used in forecasting credit losses • Performed substantive procedures including: • Sample-based testing of critical inputs, assumptions, and data used in ECL computation • Independent re-performance of model calculations on a test basis, where feasible • Evaluation of the reasonableness of economic overlays and management judgements Substantive Verification and Disclosures • Verified completeness and accuracy of underlying data used in ECL computation through sample testing • Assessed the adequacy and appropriateness of disclosures in the financial statements, including: • Key assumptions and judgements • Quantitative disclosures relating to credit risk and impairment • Restructuring-related disclosures • Ensured alignment of disclosures with applicable Ind AS requirements and regulatory guidelines

The statutory auditor of Aditya Birla Housing Finance Limited ('ABHFL'), a subsidiary of ABCL, have reported a key audit matter on Information Technology

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 And 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, we have evaluated the IT control environment relevant to financial reporting, including: • User access management • Segregation of duties • Change management controls • System reconciliation controls • Reviewed reports of prior period IT Service Management (ITSM)/IT Applications Audits conducted by independent auditors. • Engaged internal IT Specialists to: • Test IT General Controls (ITGCs) • Identify control deficiencies, if any

The key audit matter	How the matter was addressed in our audit
	IT-Dependent Audit Procedures • Performed system-based and manual validation procedures, including: • Re-computation of interest income and maturity schedules on a sample basis • Testing master data changes and their impact on downstream reports (e.g. LTV Reports, portfolio movement reports) • Validation of system interfaces between core systems such as: • Loan Management System (LMS) • SAP Financial Accounting (FA) module • Tested system-generated reports and accounting entries relevant to financial reporting • Evaluated the design and operating effectiveness of key automated controls to ensure: • Accuracy of system computations • Completeness and consistency of data flow across systems

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. Inspected requests of changes to systems for appropriate approval and authorization. In addition to the above, 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: Audit procedures for assessment of the IT systems and controls over financial reporting, which includes carrying out the key audit procedures, but were not limited to the following: • Obtained an understanding of the ABSLICL key 1T systems, IT General Controls which covered access controls, program/system changes, program development and computer operations i.e., job processing, data/system backup and incident management and application controls relevant to our audit. • Tested the design, implementation and operating effectiveness of the general IT controls over the key IT systems that are critical to financial reporting. This included evaluation of entity's controls to check 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 re-certified during the period of audit. • Tested application controls (automated controls) relevant to the audit of premium, commission, benefits paid, loans, expenses, payroll, borrowings and investment among others, for evaluating completeness and accuracy and; • Tested compensating controls or performed alternate procedures to assess whether there were any unaddressed IT risks that would impact the controls or completeness and accuracy of data. • Evaluated the IS and other technology audit report and accordingly plan our audit approach.

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 Portfolio 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 ₹ 1,715.34 crore. – Management Fees from Portfolio Management and Other Services amounting to ₹ 115.39 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.	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 certification 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;

The key audit matter	How the matter was addressed in our audit
• Accordingly, we have considered revenue from asset management and advisory fees and management fees from portfolio management as a key audit matter.	• 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.

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 15% - 100% 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 2026 is ₹ 1,932.46 lakhs. • 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 Management 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 judgments 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; – Review of management's assumption of discount rate with the supporting evidence; – Valuation report of collateral values, if applicable

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'/ Trustees'/Designated Partners' 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 joint ventures, trust and joint operations 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/Trustees of the Trust/Designated Partners of the limited liability partnerships(LLP) 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, joint ventures, trust and joint operations and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments 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/Trustees/Designated Partners included in the Group and of its associates and joint ventures are responsible for assessing the ability of each company/ Trust/LLP 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/Designated Partners either intends to liquidate the Company/Trust/LLP or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors/Trustees/Designated Partners of the Companies/Trust/LLP included in the Group and of its associates and joint ventures are responsible for overseeing the financial reporting process of each company/trust/LLP.

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 judgment and maintain professional scepticism 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, joint ventures, trust and joint operations 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, joint ventures, trust and joint operations 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, joint ventures, trust and joint operations of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by one 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), (b) and (c) 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. 27 subsidiaries, 1 subsidiary's trust whose financial statements/financial information reflect total assets (before consolidation adjustments) of ₹ 3,43,710.63 crore as at 31st March 2026, total revenue (before consolidation adjustments) of ₹ 1,02,450.38 crore, and net cash outflow (before consolidation adjustments) of ₹ 2,202.58 crore for the year ended on that date, as considered in the consolidated financial statements.

ii. 1 joint venture whose financial statements/ financial information include the Group's share of total net profit after tax (before consolidation adjustments) of ₹ 12.01 crore for the year ended 31st March 2026, as considered in the consolidated financial statements.

The annual financial statements of the above subsidiaries and joint venture have not been audited jointly by us. These financial statement have been audited by one of the joint auditors of the Parent or by one of the joint auditors jointly with 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 joint venture, 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 and joint venture, is based solely on the report of such auditors.

(b) The consolidated financial statements include the audited financial statements of 1 Trust, whose financial statements reflect total assets (before consolidation adjustments) of ₹ 429.45 crore as at 31st March 2026, total revenue (before consolidation adjustments) of ₹ Nil and total net profit after tax (before consolidation adjustments) of ₹ 1.28 crore, and net cash outflows (before consolidation adjustments) of ₹ 0.07 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.

(c) The consolidated financial statements include the audited financial statements of:

i. 31 subsidiaries whose financial statements/ financial information reflect total assets (before consolidation adjustments) of ₹1,92,257.21 crore as at 31st March 2026, total revenue (before consolidation adjustments) of ₹ 37,397.42 crore, and net cash inflow (before consolidation adjustments) of ₹ 61.84 crore for the year ended on that date, as considered in the consolidated financial statements.

ii. 8 joint ventures and 5 associates, whose financial statements/financial information include the Group's share of total net profit after tax (before consolidation adjustments) of ₹ 172.08 crore for the year ended 31st March 2026, as considered in the consolidated financial statements.

iii. 4 Joint Operations whose financial statements/ financial information reflect total assets (before consolidation adjustments) of ₹ 30.39 crore as at 31st March 2026, total revenue (before consolidation adjustments) of ₹ NIL and net cash inflows (before consolidation adjustments) of ₹ 0.22 crore for the year ended on that date, as considered in the consolidated financial statements.

The annual financial statements of the above subsidiaries, joint ventures, associates and joint operations have not been audited jointly by us. These financial statement have been audited by 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, joint ventures, associates and joint operations, 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, associates and joint operations 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 in paragraph (a), (b) and (c) 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.

(d) 3 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.

(e) The consolidated financial statements include the unaudited financial statements/financial information of:

i. 7 subsidiaries, whose financial statements/ financial information reflect total assets (before consolidation adjustments) of ₹ 60.70 crore as at 31st March 2026, total revenue (before consolidation adjustments) of ₹ 0.16 crore and net cash inflows (before consolidation adjustments) of ₹ 0.82 crore for the year ended on that date, as considered in the consolidated financial statements.

ii. 4 joint ventures and 2 associates whose financial statements/financial information reflect Group's share of total net profit after tax (before consolidation adjustments) of ₹ 19.96 crore for the year ended 31st March 2026, 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 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 subsidiaries, joint ventures and associates, 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.

(f) The statutory auditor of Aditya Birla Capital Limited ("ABCL"), a subsidiary company, without modifying their opinion on the audited consolidated annual financial 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 2026 has 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.

(g) The statutory auditor of ABCL, a subsidiary company, without modifying their opinion on the audited consolidated annual financial statements of ABCL have stated that the joint auditors of Aditya Birla Sun Life Insurance Company Limited, have reported in the Other Matter section that:

‘ 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 2026. 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 2026 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. 48 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 2026 and 1st April 2026 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 2026 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 2026 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 2026.

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.

(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, one of the joint auditor of the parent 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, in case of an accounting software used for maintaining general ledger for a unit of a division, feature of recording audit trail (edit log) facility was not enabled throughout the year. • 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 31st May 2025
Instances of accounting software operated by a third party service provider where independent auditor report covering audit trail requirement at application and database layer to log any direct data changes was not provided or provided for part of the year.	• In respect of 1 associate, it was observed that for one SaaS based application used for maintaining records forming part of books of account, an independent service auditor's report (SOC report) covering the audit trail (edit log) requirement at application and database layer (including logging of direct database changes) was not available for the period 18th March 2026 to 31st March 2026.
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 22 subsidiaries the audit trail (edit log) 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 31st May 2025 • In respect of holding Company, 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 for one privilege user throughout the year.
	• In respect of 5 subsidiaries, 1 associate and 1 joint venture, it was observed that for certain accounting softwares (including certain policy administration/operations systems, investments and derivatives systems and certain other applications), while audit trail (edit log) at the application level was available/operated, the audit trail (edit log) facility to log direct data changes at the database layer was either (a) not enabled for certain period of the year or throughout the year, or (b) could not be substantiated for certain period.
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 relation to controls at a service organization for customer master, which is 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 1 Subsidiary (two SaaS based applications) and 1 associate (one SaaS based application), the audit trail (edit log) to capture direct data changes at the database layer was not enabled/could not be demonstrated for certain period of the year or throughout the year.

Additionally, the audit trail has been preserved by the Company and above referred subsidiaries, associates and joint ventures as per the statutory requirements for record retention for the period(s) where such audit trails were generated except for the instances mentioned above and for the software where audit trail (edit log) facility was not enabled in the previous years or where independent auditors' reports on audit trail for software operated by third party service providers were not available in the previous years.

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: 26105317FKUFQA1590
Mumbai
20th May 2026

For KKC & Associates LLP
Chartered Accountants
(formerly Khimji Kunverji & Co LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 26117348QTQZPM9538
Mumbai
20th May 2026

Annexure A

To the Independent Auditor's Report on the Consolidated financial statements of Grasim Industries Limited for the year ended 31st March 2026

(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 i(c), 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), xi(b) and xi(c)
3	Aditya Birla Money Limited	L65993GJ1995PLC064810	Subsidiary	Clause iii(c), iii(f), vii(a), vii(b) and xi(c)
4	Aditya Birla Capital Digital Limited	U64990MH2023PLC399485	Subsidiary	Clause xi(a)
5	Aditya Birla Sun Life AMC Limited	L65991MH1994PLC080811	Associate	Clause vii(b) and xi(c)
6	Aditya Birla Financial Shared Services Limited	U65999GJ2008PLC143797	Subsidiary	Clause vii(b)
7	Aditya Birla Wellness Private Limited	U86909MH2016PTC282782	Joint Venture	Clause vii(b)
8	Aditya Birla Renewables Limited	U40300MH2015PLC267263	Subsidiary	Clause i(a)(A), i(c) and iii(e)
9	Aditya Birla Renewables Subsidiary Limited	U40108MH2018PLC309087	Subsidiary	Clause i(a)(A), i(c),and ix(d)
10	Aditya Birla Renewables Utkal Limited	U40300MH2019PLC325878	Subsidiary	Clause i(a)(A)
11	Aditya Birla Renewables SPV 1 Limited	U40300MH2017PLC296313	Subsidiary	Clause i(a)(A)
12	Aditya Birla Renewables Solar Limited	U40106MH2020PLC339323	Subsidiary	Clause i(a)(A) and i(c)
13	Aditya Birla Renewables Energy Limited	U40100MH2020PLC339362	Subsidiary	Clause i(a)(A), i(c) and ix(d)
14	ABReL SPV 2 Limited	U40108MH2020PLC352631	Subsidiary	Clause i(a)(A), i(c) and vii(a)
15	ABReL Solar Power Limited	U40106MH2021PLC366642	Subsidiary	Clause i(a)(A), i(c), vii(a) and ix(d)
16	Aditya Birla Renewables Green Power Private Limited	U40300MH2015PTC268114	Subsidiary	Clause i(a)(A)
17	ABReL Century Energy Limited	U40106MH2022PLC378261	Subsidiary	Clause i(a)(A)
18	ABReL (Odisha) SPV Limited	U40109MH2022PLC384633	Subsidiary	Clause i(a)(A) and i(c)
19	ABReL (MP) Renewables Limited	U40106MH2022PLC384701	Subsidiary	Clause i(a)(A) and i(c)
20	ABReL Green Energy Limited	U40200MH2022PLC385194	Subsidiary	Clause i(a)(A) and i(c)
21	ABReL (RJ) Projects Limited	U40300MH2022PLC393282	Subsidiary	Clause ix(d)
22	ABReL Hybrid Projects Limited	U35105MH2023PLC409653	Subsidiary	Clause ix(d)
23	ABReL SPV 3 Limited	U35106MH2024PLC435224	Subsidiary	Clause ix(d)
24	ABReL SPV 4 Limited	U35106MH2024PLC436449	Subsidiary	Clause ix(d)
25	ABReL SPV 5 Limited	U35106MH2024PLC438816	Subsidiary	Clause ix(d)

Sr. No.	Name of the entity	CIN	Relation with company	Clause number of the CARO report which is unfavourable or qualified or adverse
26	ABRel EPC Limited	U40106MH2022PLC384431	Subsidiary	Clause vii(a)
27	Bhagwati Lime Stone Company Private Limited	U14101RJ1993PTC007788	Subsidiary	Clause xvii
28	Harish Cement Limited	U26941HP1996PLC019173	Subsidiary	Clause xiv and xvii
29	Bhaskarpara Coal Company Limited	U10100CT2008PLC020943	Joint Venture	Clause i(c) and xix
30	The India Cements Limited	L26942TN1946PLC000931	Subsidiary	Clause ii(b)
31	Industrial Chemical & Monomers Private Limited	U24111TN1979PLC007911	Subsidiary	Clause xvii and xix
32	Birla White Wallcare Private Limited	U24200RJ2019PTC067368	Subsidiary	Clause i(c) and xvii
33	Birla Advance Knits Private Limited	U17299GJ2021PTC124095	Joint Venture	Clause xvii

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: 26105317FKUFQA1590
Mumbai
20th May 2026

For KKC & Associates LLP
Chartered Accountants
(formerly Khimji Kunverji & Co LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 26117348QTQZPM9538
Mumbai
20th May 2026

Annexure B

To the Independent Auditor's Report on the consolidated financial statements of Grasim Industries Limited for the year ended 31st March 2026

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 2026, 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 2026, 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.

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 42 subsidiary companies, 2 associate companies and 12 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: 26105317FKUFQA1590
Mumbai
20th May 2026

For KKC & Associates LLP
Chartered Accountants
(formerly Khimji Kunverji & Co LLP)
Firm's Registration No.: 105146W/W100621

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 26117348QTQZPM9538
Mumbai
20th May 2026

Consolidated Balance Sheet

as at 31st March 2026

₹ in crore

	Note No.	As at 31st March 2026	As at 31st March 2025
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	2.1	1,12,102.98	1,03,939.02
Capital Work-in-Progress	2.1	15,876.70	14,609.66
Right of Use Assets	2.2	3,426.73	3,129.98
Investment Property	2.3	13.07	13.50
Goodwill	2.4	21,595.96	21,368.69
Other Intangible Assets	2.5	12,313.06	12,696.58
Intangible Assets Under Development	2.5	587.82	155.35
Investment in Equity Accounted Investees	2.6	10,079.93	10,024.51
Financial Assets			
Investments			
- Investments of Insurance Business	2.7	67,845.12	60,279.81
- Other Investments	2.8	18,896.47	15,289.63
Assets Held to Cover Linked Liabilities of Life Insurance Business	2.9	32,022.87	34,066.42
Trade Receivables	2.10	-	0.33
Loans	2.11	1,50,501.19	1,21,077.24
Other Financial Assets	2.12	6,696.10	4,961.07
Deferred Tax Assets (Net)	2.13	420.45	495.27
Non-Current Tax Assets (Net)		626.22	1,145.67
Other Non-Current Assets	2.14	3,337.93	3,672.81
Total - Non-Current Assets		**4,56,342.60**	**4,06,925.54**
Current Assets			
Inventories	2.15	15,428.56	15,614.42
Financial Assets			
Investments			
- Investments of Insurance Business	2.16	2,245.43	2,325.06
- Other Investments	2.17	15,497.29	14,814.83
Assets Held to Cover Linked Liabilities of Life Insurance Business	2.18	8,394.73	3,695.84
Trade Receivables	2.19	10,969.56	9,158.63
Cash and Cash Equivalents	2.20	2,797.89	4,882.70
Bank Balances other than Cash and Cash Equivalents	2.21	3,390.37	3,022.72
Loans	2.22	43,942.79	31,572.57
Other Financial Assets	2.23	5,025.14	3,681.35
Current Tax Assets (Net)		99.86	140.79
Other Current Assets	2.24	5,274.65	4,563.56
Total - Current Assets		**1,13,066.27**	**93,472.47**
Non-Current Assets/Disposal Group Held for Sale	4.4	145.69	137.69
TOTAL ASSETS		**5,69,554.56**	**5,00,535.70**
EQUITY AND LIABILITIES			
Equity			
Equity Share Capital	2.25	136.11	136.11
Other Equity	2.26	1,03,333.81	97,373.12
Equity Attributable to Owners of the Company		**1,03,469.92**	**97,509.23**
Non-Controlling Interest		66,395.33	60,303.60
Total Equity		**1,69,865.25**	**1,57,812.83**

Consolidated Balance Sheet (Contd.)

as at 31st March 2026

₹ in crore

	Note No.	As at 31st March 2026	As at 31st March 2025
Liabilities			
Non-Current Liabilities			
Financial Liabilities			
Borrowings	2.27	1,56,828.62	1,23,927.09
Lease Liabilities	2.2	2,286.02	2,163.13
Policyholder's Liabilities	2.28	1,05,983.41	94,853.06
Other Financial Liabilities	2.29	555.15	572.87
Provisions	2.30	1,163.02	1,074.02
Deferred Tax Liabilities (Net)	2.13	13,124.43	12,486.93
Other Non-Current Liabilities	2.31	148.86	122.06
Total - Non-Current Liabilities		**2,80,089.51**	**2,35,199.16**
Current Liabilities			
Financial Liabilities			
Borrowings	2.32	68,119.20	59,721.60
Lease Liabilities	2.2	619.22	513.74
Policyholder's Liabilities	2.33	1,394.15	3,497.47
Trade Payables	2.34		
- Total Outstanding Dues of Micro Enterprises and Small Enterprises		926.16	520.09
- Total Outstanding Dues of Creditors other than Micro Enterprises and Small Enterprises		17,114.66	14,918.00
Other Financial Liabilities	2.35	19,046.40	16,170.59
Other Current Liabilities	2.36	7,718.62	7,893.98
Provisions	2.37	1,173.28	1,326.00
Current Tax Liabilities (Net)		3,488.11	2,962.24
Total - Current Liabilities		**1,19,599.80**	**1,07,523.71**
TOTAL EQUITY AND LIABILITIES		**5,69,554.56**	**5,00,535.70**
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: 20th May 2026

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

Hemant Kadel
Chief Financial Officer

Neelabja Chakrabarty
Company Secretary
Membership No.: A 16075

V. Chandrasekhar
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 20th May 2026

Consolidated Statement of Profit and Loss

for the year ended 31st March 2026

₹ in crore

	Note No.	Year Ended 31st March 2026	Year Ended 31st March 2025
INCOME			
Revenue from Operations	3.1	1,75,430.74	1,48,477.89
Other Income	3.2	1,180.12	1,459.04
Total Income (I)		**1,76,610.86**	**1,49,936.93**
EXPENSES			
Cost of Materials Consumed	3.3	31,974.04	26,823.28
Purchases of Stock-in-Trade	3.4	11,108.65	5,858.11
Changes in Inventories of Finished Goods, Work-in-Progress and Stock-in-Trade	3.5	103.15	(814.24)
Employee Benefits Expense	3.6	11,245.79	9,721.52
Power and Fuel Cost		23,178.37	22,357.54
Freight and Handling Expenses		20,544.94	18,706.97
Change in Valuation of Liability in respect of Insurance Policies		6,983.45	9,119.28
Benefits Paid - Insurance Business (Net)		11,172.59	8,312.34
Finance Costs relating to NBFC/HFC's Business	3.7	11,603.95	9,698.10
Other Finance Costs	3.8	3,539.92	2,802.28
Depreciation and Amortisation Expenses	3.9	7,725.94	6,453.73
Other Expenses	3.10	22,823.84	20,130.90
Total Expenses (II)		**1,62,004.63**	**1,39,169.81**
Profit Before Share in Profit of Equity Accounted Investees, Exceptional Items and Tax (I - II)		14,606.23	10,767.12
Share in Profit of Equity Accounted Investees		189.44	296.79
Profit Before Tax and Exceptional Items		**14,795.67**	**11,063.91**
Exceptional Items	3.11	(322.92)	(238.85)
Profit Before Tax		**14,472.75**	**10,825.06**
Tax Expense (Net)	3.12		
Current Tax		3,595.78	2,249.41
Deferred Tax	4.2	576.68	819.32
Total Tax Expense		**4,172.46**	**3,068.73**
Profit for the Year (III)		**10,300.29**	**7,756.33**
Other Comprehensive Income	3.13		
A (i) Items that will not be reclassified to Profit or Loss		1,467.01	280.51
(ii) Income Tax relating to items that will not be reclassified to Profit or Loss		(233.39)	25.56
B (i) Items that will be reclassified to Profit or Loss		191.59	125.26
(ii) Income Tax relating to items that will be reclassified to Profit or Loss		57.93	(7.06)
Other Comprehensive Income for the Year (IV)		**1,483.14**	**424.27**
Total Comprehensive Income for the Year (III + IV)		**11,783.43**	**8,180.60**

Consolidated Statement of Profit and Loss (Contd.)

for the year ended 31st March 2026

₹ in crore

	Note No.	Year Ended 31st March 2026	Year Ended 31st March 2025
Net Profit Attributable to:			
Owners of the Company		4,966.48	3,705.68
Non-Controlling Interest		5,333.81	4,050.65
		10,300.29	**7,756.33**
Other Comprehensive Income Attributable to:			
Owners of the Company		1,432.15	105.24
Non-Controlling Interest		50.99	319.03
		1,483.14	**424.27**
Total Comprehensive Income Attributable to:			
Owners of the Company		6,398.63	3,810.92
Non-Controlling Interest		5,384.80	4,369.68
		11,783.43	**8,180.60**
Earnings Per Equity Share (Face Value ₹ 2 each)	3.14		
Basic (₹)		73.21	55.57
Diluted (₹)		73.13	55.50
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: 20th May 2026

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

Hemant Kadel
Chief Financial Officer

Neelabja Chakrabarty
Company Secretary
Membership No.: A 16075

V. Chandrasekhar
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 20th May 2026

Consolidated Statement of Changes in Equity

for the year ended 31st March 2026

A. Equity Share Capital

₹ in crore

Particulars	Note No.	Year Ended 31st March 2026	Year Ended 31st March 2025
Opening Balance		136.11	132.80
Changes in Equity Share Capital during the year	2.25.3	-	3.31
Closing Balance		**136.11**	**136.11**

B. Other Equity

For the Year Ended 31st March 2026

₹ in crore

	Attributable to Owners of the Company																
	Equity Component of Other Financial Instruments	Reserves and Surplus							Other Comprehensive Income (OCI)						Total	Non-Controlling Interest	Total
		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			
Opening Balance as at 1st April 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
Profit for the Year	-	-	-	-	-	-	-	-	4,966.48	-	-	-	-	-	4,966.48	5,333.81	10,300.29
Other Comprehensive Income for the Year (Note 3.13)	-	-	-	-	-	-	-	-	@ (6.73)	-	(78.01)	1,249.33	97.81	169.75	1,432.15	50.99	1,483.14
Total Comprehensive Income for the Year	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**4,959.75**	**-**	**(78.01)**	**1,249.33**	**97.81**	**169.75**	**6,398.63**	**5,384.80**	**11,783.43**
Call Money Received/ (unpaid) on Right Issue	-	-	-	1.99	-	-	-	-	-	-	-	-	-	-	1.99	-	1.99
Share issue Expenses	-	-	-	(1.65)	-	-	-	-	-	-	-	-	-	-	(1.65)	(1.45)	(3.10)
Purchase of Treasury Shares	-	-	-	-	-	-	-	(260.84)	-	-	-	-	-	-	(260.84)	(52.38)	(313.22)
Issue of Treasury Shares	-	-	-	-	-	-	-	120.18	-	(58.28)	-	-	-	-	61.90	35.98	97.88
Transfer from Retained Earnings to Special Reserve Fund	-	-	-	-	-	-	751.31	-	(751.31)	-	-	-	-	-	-	-	-
Transfer from Retained Earnings to Debenture Redemption Reserve and general reserve	-	-	-	-	7.65	28.05	-	-	(35.70)	-	-	-	-	-	-	-	-

Consolidated Statement of Changes in Equity (Contd.)

for the year ended 31st March 2026

₹ in crore

	Equity Component of Other Financial Instruments	Attributable to Owners of the Company														Non-Controlling Interest	Total
		Reserves and Surplus								Other Comprehensive Income (OCI)					Total		
		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			
Transfer from Equity component of financial instrument to Retained earnings	(3.00)	-	-	-	-	-	-	-	3.00	-	-	-	-	-	-	-	-
Transfer from Stock Options Outstanding Account on Exercise of Options	-	-	-	89.06	-	-	-	-	-	(89.06)	-	-	-	-	-	-	-
Employee Stock Options Exercised	-	-	-	56.60	-	-	-	-	-	(0.31)	-	-	-	-	56.29	51.58	107.87
Employee Stock Options Granted (Net of Lapses)	-	-	-	-	-	-	-	-	-	267.44	-	-	-	-	267.44	3.29	270.73
Transfer to General Reserve on account of Lapse of Vested Options	-	-	-	-	13.70	-	-	-	-	(13.70)	-	-	-	-	-	-	-
Dividend Paid	-	-	-	-	-	-	-	-	(679.23)	-	-	-	-	-	(679.23)	-	(679.23)
Dividend Paid to Non-Controlling Interest by Subsidiary Companies	-	-	-	-	-	-	-	-	2.20	-	-	-	-	-	2.20	(1,009.26)	(1,007.06)
Issue of Equity Shares to Non-Controlling Interest by a Subsidiary Company	-	-	-	-	-	-	-	-	240.89	-	-	-	-	-	240.89	1,554.20	1,795.09
Acquisition of Subsidiary Company with NCI	-	-	-	-	-	-	-	-	0.18	-	-	-	-	-	0.18	0.08	0.26
Stake Dilution in Subsidiary Companies	-	-	-	-	-	-	-	-	(124.26)	-	-	-	-	-	(124.26)	124.26	-
Others	-	-	-	-	-	-	-	-	(2.85)	-	-	-	-	-	(2.85)	0.63	(2.22)
Closing Balance as at 31st March 2026	**-**	**146.31**	**0.39**	**35,335.31**	**46,925.00**	**134.65**	**3,024.58**	**(686.97)**	**14,350.60**	**780.30**	**(93.74)**	**2,819.08**	**(74.17)**	**672.47**	**1,03,333.81**	**66,395.33**	**1,69,729.14**

@ Represents remeasurement of Defined Benefits Plan.

Consolidated Statement of Changes in Equity (Contd.)

for the year ended 31st March 2026

For the year ended 31st March 2025

₹ in crore

	Attributable to Owners of the Company																
	Equity Component of Other Financial Instruments	Reserve and Surplus								Other Comprehensive Income (OCI)					Total	Non-Controlling Interest	Total
		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			
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, Qualified Institution Placement and Preferential issuance	-	-	-	2,996.44	-	-	-	-	-	-	-	-	-	-	2,996.44	-	2,996.44
Calls in Arrears/Unpaid (Refer Note 2.25.5.a)	-	-	-	(7.74)	-	-	-	-	-	-	-	-	-	-	(7.74)	-	(7.74)
Issue of shares pursuant to Composite Scheme (Refer 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)	-	-	-	-	-	-	-	-
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	-
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 a Subsidiary Company	-	-	-	-	-	-	-	-	25.38	-	-	-	-	-	25.38	(947.00)	(921.62)

Consolidated Statement of Changes in Equity (Contd.)

for the year ended 31st March 2026

₹ in crore

	Attributable to Owners of the Company																
	Equity Component of Other Financial Instruments	Reserve and Surplus								Other Comprehensive Income (OCI)					Total	Non-Controlling Interest	Total
		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			
Additional Stake Acquired without losing Control (Refer Note 4.3.b and 4.3.c)	-	-	-	-	-	-	-	-	6.65	-	-	-	-	-	6.65	(3,479.97)	(3,473.32)
Acquisition of Subsidiary Company with NCI (Refer Note 4.3.b and 4.3.c)	-	-	-	-	-	-	-	-	7.03	-	-	-	-	-	7.03	6,740.15	6,747.18
Stake Dilution in Subsidiary Companies	-	-	-	-	-	-	-	-	(762.33)	-	-	-	-	-	(762.33)	762.33	-
Reversal of Deferred tax liability	-	-	-	-	-	-	-	-	51.92	-	-	-	-	-	51.92	46.90	98.82
Sale of ABIB business (Refer Note 4.12.4)	-	-	-	-	(19.44)	-	-	-	19.44	-	-	-	-	-	-	(64.84)	(64.84)
Gain/(loss) of equity instruments designated as FVOCI transferred to Retained earnings (Refer Note 4.3.b and 4.3.c)	-	-	-	-	-	-	-	-	561.80	-	-	(561.80)	-	-	-	-	-
Other Including Subvention money	-	-	-	-	-	-	-	-	(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 Benefits Plan.

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: 20th May 2026

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

Neelabja Chakrabarty
Company Secretary
Membership No.: A 16075

Hemant Kadel
Chief Financial Officer

V. Chandrasekhar
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 20th May 2026

Consolidated Statement of Cash Flows

for the year ended 31st March 2026

₹ in crore

Particulars		Year Ended 31st March 2026	Year Ended 31st March 2025
A.	**Cash Flow from Operating Activities**		
	Profit Before Tax after Exceptional Items and before Share in Profit/(Loss) of Equity Accounted Investees	14,283.31	10,528.27
	Adjustments For:		
	Exceptional Items (Note 3.11)	322.92	238.85
	Depreciation and Amortisation Expenses	7,725.94	6,453.73
	Finance Costs	3,539.92	2,802.28
	Interest Income	(391.92)	(503.31)
	Dividend Income	(44.72)	(31.28)
	Expenses on Employee Stock Options and Stock Appreciation Rights Expenses	272.12	201.80
	Allowance for Credit Losses on Advances/Debts (Net)	17.83	56.87
	Changes in Valuation of Liabilities in respect of Insurance Policies in force	6,983.45	9,119.27
	Impairment on Financial Instruments	1,696.57	1,502.52
	Excess Provision Written Back (Net)	(179.86)	(64.26)
	(Gain)/Loss on Sale/Discard of Property, Plant and Equipment (Net)	(7.26)	(26.37)
	Profit on Sale of Investments (Net)	(172.60)	(578.05)
	Unrealised Gain and fair value adjustments on Investments measured at Fair Value through Profit and Loss (Net)	(13.55)	(1,445.26)
	Unrealised Exchange (Gain)/Loss (Net)	(28.98)	65.00
	Fair Value Adjustments to Borrowings	(46.91)	(51.56)
	Operating Profit Before Working Capital Changes	**33,956.26**	**28,268.50**
	Adjustment for:		
	Trade Receivables	(1,587.01)	(1,220.77)
	Loans of Financing Business	(43,434.64)	(31,229.50)
	Financial and Other Assets	(3,222.36)	(741.55)
	Inventories	249.24	(1,153.33)
	Trade Payables, Other Liabilities and Provision	4,637.44	360.52
	Investments of Life Insurance Policyholders	(5,908.04)	(8,902.43)
	Cash generated from/(used in) Operations	**(15,309.11)**	**(14,618.56)**
	Income Taxes Paid (Net of Refund)	(2,500.50)	(2,551.09)
	Net Cash generated from/(used in) Operating Activities (A)	**(17,809.61)**	**(17,169.65)**
B.	**Cash Flow from Investing Activities**		
	Purchase of Property, Plant and Equipment and other Intangible Assets	(15,626.26)	(17,181.34)
	Proceeds from Disposal of Property, Plant and Equipment and Other Intangible Assets	212.96	199.35
	Proceeds from Sale and Leaseback of owned Assets	92.91	463.14
	Acquisition of Equity Shares in Subsidiaries	(52.73)	(10,112.85)
	Investments in Joint Ventures and Associates	(425.08)	(395.58)
	Proceeds from Sale of Non-Current Investments	4,140.48	19,431.00
	Purchase of Non-Current Investments	(6,573.48)	(15,486.33)
	(Purchase)/Proceeds from Sale of Investments and Shareholders' Investments of Life Insurance Business (Current) {Net}	(683.85)	(274.34)
	Proceeds on Disposal of Subsidiaries	788.51	319.96
	Purchase of Other Non-Current Investments	(62.63)	(879.44)
	Redemption/(Investment) in Other Bank Deposits	(174.20)	(641.38)
	Payment for Cost of Assets Transferred	(94.98)	-

Consolidated Statement of Cash Flows (Contd.)

for the year ended 31st March 2026

₹ in crore

Particulars		Year Ended 31st March 2026	Year Ended 31st March 2025
	Loans and Advances Given to Joint Ventures and Associates	-	(35.00)
	Receipt against Loans and Advances given to Joint Ventures and Associates	33.50	46.41
	Interest Received	265.81	357.21
	Dividend Received	355.87	207.11
	Net Cash generated from/(used in) Investing Activities (B)	**(17,803.17)**	**(23,982.08)**
C.	**Cash Flow from Financing Activities**		
	Proceeds from Issue of Share Capital under ESOP Scheme	124.43	70.34
	Proceeds from Rights Issue (Net of share issue expenses)	1.97	2,992.01
	"Proceeds from Shares issued by Subsidiary Company (Including Securities Premium) (Net of Share Issue Expenses)"	(3.09)	-
	Treasury Shares Acquired by ESOP Trust	(313.22)	(186.01)
	Proceeds from Issue of Treasury Shares	97.88	71.38
	Equity Infusion by Minority Shareholders in Subsidiary Companies	999.54	152.41
	Proceeds from Non-Current Borrowings	63,789.36	65,682.47
	Repayments of Non-Current Borrowings	(30,468.93)	(23,759.38)
	Proceeds/(Repayments) of Current Borrowings (Net)	5,599.83	3,154.92
	Proceeds from Inter-Corporate Loans	-	33.43
	Repayments of Inter-Corporate Loans	(68.49)	(3.21)
	Repayments of Lease Liabilities (including Interest)	(909.82)	(630.20)
	Interest and Finance Charges Paid	(3,655.32)	(3,016.22)
	Dividend Paid	(1,671.23)	(1,584.05)
	Net Cash generated from/(used in) Financing Activities	**33,522.91**	**42,977.89**
D.	**Net Increase/(Decrease) in Cash and Cash Equivalents (A + B + C)**	(2,089.87)	1,826.16
E.	**Cash and Cash Equivalents as at the beginning of the Year (Refer Note 2.20)**	4,882.70	2,387.65
F.	**Cash and Cash Equivalents acquired from Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C. (RAKWCT) (Refer Note 4.3.c)**	-	1.89
G.	**Cash and Cash Equivalents acquired from Kesoram Industries Limited (Refer Note 4.3.a)**	-	76.76
H.	**Cash and Cash Equivalents on acquisition of The India Cements Limited (Refer Note 4.3.b)**	-	586.45
I.	**Add: Effect of Exchange Rate on Consolidation of Foreign Subsidiaries**	5.06	3.79
	Cash and Cash Equivalents at the end of the Year (Refer Note 2.20)	**2,797.89**	**4,882.70**

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) (a) 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 . (Refer Note 4.3.a)

(iii) (b) Cashflow from Operating Activities includes ₹ 1,015.19 crore (31st March 2025 ₹ 743.13 crore) towards short-term lease payments, payments for leases of low-value assets and variable lease payments not included in the measurement of the lease liability.

Consolidated Statement of Cash Flows (Contd.)

for the year ended 31st March 2026

(iv) Changes in Liabilities arising from Financing Activities:

₹ in crore

Particulars	As at 1st April 2025	Cash flows	Transfer on Acquisition of subsidiary (Refer Note 4.3.d)	Non-Cash Changes		Balance as at 31st March 2026
				Debt Issuance Cost	Fair Value Adjustments (including Foreign Exchange Rate Movements)	
Non-Current Borrowings*	1,51,455.86	33,320.43	166.12	(1.05)	1,659.90	1,86.601.26
Current Borrowings	32192.83	5,531.34	15.58	-	606.81	38.346.56

*Including current maturities of Non-Current Borrowings

₹ in crore

Particulars	As at 1st April 2025	Cash flows	Transfer on Acquisition of subsidiary / Scheme of arrangement (Refer Note 4.3.a & 4.3.b)	Non-Cash Changes		Balance as at 31st March 2026
				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

(v) Refer 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: 20th May 2026

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

Hemant Kadel
Chief Financial Officer

Neelabja Chakrabarty
Company Secretary
Membership No.: A 16075

V. Chandrasekhar
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 20th May 2026

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

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 2026.

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.

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 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:

Sr. 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 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)	10 years
	Carpeted Roads - other than RCC	5 years
	Non-Carpeted Roads	3 years
11.	Fences, Wells and 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.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

B. Assets where useful life differs from Schedule II:

Sr. 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.	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:

Sr. No.	Nature of the 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 assets and use or sell it.

c) In case of intention to sale, the Group has the ability to sell the asset.

d) The future economic benefits are probable.

e) The Group has ability to measure the expenditure attributable to the assets 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.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

1.8 Investment in Joint Operations:

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities, relating to the arrangement. 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.

When the Company undertakes its activities under joint operations, the Company as a joint operator recognises in relation to its interest in joint operation:

- its assets, including its share of any assets held jointly;
- its liabilities, including its share of any liabilities incurred jointly;
- its revenue from the sale of its share of the output arising from the joint operation;
- its share of the revenue from the sale of the output by the joint operation; and
- its expenses, including its share of any expenses incurred jointly.

1.9 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.

1.10 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.

1.11 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.

1.12 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.

1.13 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.

1.14 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.

1.15 Employee Benefits:

Short-Term Employee Benefits:

Short-term employee benefits are recognised as an expense on accrual basis.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

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 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.

1.16 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.

1.17 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.

1.18 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.

1.19 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, 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.

1.20 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.

1.21 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.

1.22 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:

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 recognized 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 (Simplified approach except in case of financial service business)
- Lease receivables;
- Irrevocable loan commitments issued; and
- Financial guarantee contracts issued.

With the exception of FVOCI 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 (FVOCI) Financial Assets*:**

FVOCI 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 favourable 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.

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.

1.23 Revenue Recognition:

(a) Revenue from Contracts with Customers:

- Revenue is recognised when the Group 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 Group considers the terms of the contract in determining the transaction price. The transaction price is based upon the amount the Group expects to be entitled to in exchange for transferring of promised goods and services to the customer after deducting incentive programme, 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 Group 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 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.

1.24 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

- 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.

1.25 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.

1.26 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.

1.27 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.

1.28 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.

1.29 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.

1.30 Re-insurance Assets:

Re-insurance Asset, being net contractual rights receivable under re-insurance contract, has been recognised on the basis of Actuarial valuation.

1.31 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 costs are recognised in the Statement of Profit and Loss in the period in which they are incurred.

1.32 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-recognized 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.

1.33 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 fulfilment 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.

1.34 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.

1.35 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.

1.36 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.

1.37 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.

1.38 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.

1.39 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, and associated assets and liabilities which are not attributable to segments.

1.40 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.

1.41 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.

1.42 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
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 recognizes provisions on periodic basis. Provisions are recognized, 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.

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.

1.43 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.

1.44 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 31st March 2026, MCA has notified amendment to:

(a) **Ind AS 1, Presentation of Financial Statements**, applicable w.e.f. 1st April 2025 – The amendment relates to classification of liabilities as current or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants.

(b) **Disclosures**, applicable w.e.f. 1st April 2025 – The amendment in Ind AS 7 requires informing users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk.

(c) **Ind AS 12, Income Taxes** – International Tax Reform – Pillar Two Model Rules applicable w.e.f. 1st April 2025 - The amendments bring in a temporary exception to the recognition and disclosure of deferred taxes arising from Pillar Two. The amendments also include new disclosure requirements for entities covered under Pillar Two.

(d) **Ind AS 21 - The Effects of Changes in Foreign Exchange Rates,** applicable w.e.f. 1st April 2025 - The amendment introduces guidance on assessment of exchangeability of currencies and requires estimation of spot exchange rate where exchangeability is lacking, along with enhanced disclosure requirements. Prior to these amendments, Ind AS 21 set out the exchange rate to use when exchangeability between two currencies is temporarily lacking, but not what to do when lack of exchangeability is not temporary.

The Group has reviewed the amendments and based on its evaluation has determined that it does not have any significant impact on its financial statements.

Amendments issued but not yet made effective:

Ind AS 1, Presentation of Financial Statements, applicable retrospectively w.e.f. 1st April 2026 - If a covenant is breached by the reporting date and the liability becomes payable on demand, it is classified as current, as there is no right to defer settlement for 12 months—even if the lender later waives repayment. However, if a grace period of at least 12 months is already granted by the reporting date, it is classified as non-current. Once effective, the Company does not expect this amendment to have a material impact on its operations or financial statements.

2.1 Property, Plant and Equipment (PPE)*@

Year ended 31st March 2026

₹ in crore

	Gross Block						Accumulated Depreciation						Net Block
Particulars	As at 1st April 2025	Addition on Acquisition of Subsidiary (Refer Note 4.3 (d))	Additions	Translation Difference Add/(Less)	Deductions/ Adjustments	As at 31st March 2026	As at 1st April 2025	For the Year	Impairment (Refer Note 3.11 (iii))	Translation Difference Add/(Less)	Deductions/ Adjustments	As at 31st March 2026	As at 31st March 2026
Freehold Land	18,872.52	2.38	652.66	10.78	(116.59)	19,421.75	-	-	-	-	-	-	19,421.75
Leasehold Land	2,102.32	-	4.40	-	-	2,106.72	451.81	90.90	-	-	-	542.71	1,564.01
Leasehold Improvements	111.14	-	46.71	-	(9.02)	148.83	48.02	33.62	-	-	(5.74)	75.90	72.93
Buildings	13,758.16	56.24	1,227.34	38.39	6.07	15,086.20	2,905.80	577.22	21.98	10.88	(2.16)	3,513.72	11,572.48
Plant and Equipment									-			-	
- Own	95,370.67	111.14	11,639.13	330.98	(101.71)	1,07,350.21	24,885.56	5,063.06	25.88	101.75	(144.84)	29,931.41	77,418.80
- Given on Lease	32.90	-	-	-	-	32.90	10.36	4.31	-	-	-	14.67	18.23
Furniture and Fixtures	440.75	0.22	129.68	2.05	(16.05)	556.65	234.99	61.85	-	1.61	(12.93)	285.52	271.13
Vehicles	760.18	0.09	251.57	1.37	(90.93)	922.28	313.15	156.66	-	0.39	(53.82)	416.38	505.90
Office Equipment	1,136.50	0.20	140.20	0.04	(144.42)	1,132.52	599.08	173.71	-	0.04	(58.80)	714.03	418.49
Salt Pans, Reservoir and Condensers	8.18	-	-	-	-	8.18	7.06	0.02	-	-	-	7.08	1.10
Railway Sidings	1,331.40	-	114.94	-	-	1,446.34	529.87	78.31	-	-	-	608.18	838.16
Total	**1,33,924.72**	**170.27**	**14,206.63**	**383.61**	**(472.65)**	**1,48,212.58**	**29,985.70**	**6,239.66**	**47.86**	**114.67**	**(278.29)**	**36,109.60**	**1,12,102.98**
Capital Work-in-Progress (including Pre-Operative Expenses)													15,876.70
Total PPE													**1,27,979.68**

Year ended 31st March 2025

₹ in crore

Gross Block								Accumulated Depreciation						Net Block
Particulars	As at 1st April 2024	Addition on Acquisition of Subsidiary/ Scheme of arrangement (Refer Note 4.3 (a),(b),(c))	Additions	Translation Difference Add/(Less)	Divestment of Subsidiary (Refer 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 (Refer 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**

*Net Block of Tangible Assets amounting to ₹ 20,218.44 crore (Previous Year ₹11,792.15 crore) is pledged as security against the secured borrowings. (Note 2.27)

@ Gross Block of Tangible Assets includes Land which the Group is in the process of getting registered in its name, which is currently under dispute, The Management expects a favourable outcome in this matter.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

Notes:

₹ in crore

		As at 31st March 2026	As at 31st March 2025
2.1.1	The title of immovable assets are in the process of being transferred in the name of the Company/Subsidiaries (Gross Block)	4,937.64	4,991.11
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 (Net Block)	551.00	562.04
2.1.3	Property, Plant and Equipment includes assets held on Co-ownership with other Companies (the Group's share)		
	Buildings	158.80	145.72
	Plant and Equipment	1.50	1.52
	Furniture and Fixtures	9.19	7.89
	Vehicles	0.07	0.07
	Office Equipment	21.18	20.98
		190.74	**176.18**
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	38.82	160.11
	Salaries, Wages and Bonus	147.56	182.16
	Contribution to Provident and Other Funds	1.36	4.48
	Contribution to Gratuity Fund	0.18	1.13
	Expenses on Employee Stock Options Scheme	0.12	2.75
	Rent and Hire Charges	0.50	1.40
	Power and Fuel	11.13	35.06
	Insurance	3.25	2.54
	Depreciation on PPE	12.14	10.73
	Depreciation on RoU	15.36	0.77
	Borrowing Costs	444.69	559.30
	Consumption of Stores, Spare Parts and Components, Packing Materials, etc.	6.81	30.12
	Repairs and Maintenance	1.50	3.34
	Other Expenses	179.35	215.69
		862.77	**1,209.58**
	Add: Pre-Operative Expenditure incurred up to Previous Year	899.49	1,050.03
	Add: Change in stock of Trial Run Production	32.22	74.55
	Less: Sale of Trial-Run Production	110.63	369.12
	Less: Capitalised/Charged during the Year	466.77	1,065.55
	Total Pre-Operative Expenses Pending Allocation	**1,217.08**	**899.49**
2.1.6	Capital-Work-in Progress (CWIP)		

₹ in crore

	As at 31st March 2026	As at 31st March 2025
Opening Balance	14,609.66	18,229.22
Add: Addition[$]	15,529.06	16,547.49
Add: Addition on Acquisition of Subsidiary/Scheme of arrangement (Refer Note 4.3 (a),(b),(c))	-	211.54
Less: Capitalisation/deletion during the year	(14,264.94)	(20,390.96)
Add: Translation reserve	2.92	12.37
Closing Balance	**15,876.70**	**14,609.66**

[$] The Company has jointly entered into agreement with Hindalco Industries Limited for setting up of LLPs. The arrangements have been identified as Joint Operations as per Ind AS 111. Proportionate share of assets under development of ₹ 15.08 crore acquired by these joint operation entities are included in CWIP as on 31st March 2026.

CWIP Ageing Schedule:

As at 31st March 2026

₹ 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	11,041.02	4,169.48	262.17	355.46	15,828.13
Projects Temporarily Suspended	$	3.02	45.55	-	48.57
Total	**11,041.02**	**4,172.50**	**307.72**	**355.46**	**15,876.70**

[$] represent amount less than ₹ 50,000

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**

2.2 Leases

A. Right-of-Use Assets@

Year ended 31st March 2026

₹ in crore

Particulars	Gross Block					Accumulated Depreciation					Net Block
	As at 1st April 2025	Additions	Other Adjustments*	Deductions	As at 31st March 2026	As at 1st April 2025	For the Year	Other Adjustments*	Deductions	As at 31st March 2026	As at 31st March 2026
Land#	1,359.62	467.22	9.50	(16.80)	1,819.54	204.63	64.23	3.70	(10.57)	261.99	1,557.55
Buildings#	1,890.45	311.30	-	(119.26)	2,082.49	778.85	340.59	-	(96.45)	1,022.99	1,059.50
Plant and Machinery	720.49	113.11	21.59	-	855.19	246.38	118.41	19.48	-	384.27	470.92
Vehicles	-	42.90	-	-	42.90	-	2.29	-	-	2.29	40.61
Software Platform	21.73	26.84	-	-	48.57	10.39	7.42	-	-	17.81	30.76
Ships	791.72	-	3.46	(73.83)	721.35	413.78	69.98	3.02	(32.82)	453.96	267.39
Total	**4,784.01**	**961.37**	**34.55**	**(209.89)**	**5,570.04**	**1,654.03**	**602.92**	**26.20**	**(139.84)**	**2,143.31**	**3,426.73**

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 (Refer Note 4.3 (a),(b),(c))	Additions	Other Adjustments*	Deductions	Divestment of Subsidiary (Refer Note 4.12.4)	As at 31st March 2025	As at 1st April 2024	For the Year	Divestment of Subsidiary (Refer 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**

#Includes gross block of Leasehold Land of ₹ 144.52 crore (Previous Year ₹ 144.52 crore) and Leasehold Building of ₹ 5.57 crore (Previous Year ₹ 5.57 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 ₹ 15.50 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 2026	As at 31st March 2025
Opening Lease Liabilities	2,676.87	2,052.84
Finance Cost Accrued during the Year (including revaluation of Lease Liabilities)	192.07	156.22
Addition on Acquisition of Subsidiary/scheme of arrangement (Refer Note 4.3.(b) and 4.3(c))	-	10.25
Additions/(deductions) during the Year (Net)	946.12	1,094.64
Less: Divestment of Subsidiary (Refer Note 4.12.4)	-	(6.88)
Payment of Lease Liabilities (Including Interest)	(909.82)	(630.20)
Closing Lease Liabilities	**2,905.24**	**2,676.87**

(B2) Maturity Analysis of Lease Liabilities

₹ in crore

Maturity Analysis –Contractual Undiscounted Cash Flows	As at 31st March 2026	As at 31st March 2025
Less than one year	749.72	628.89
One to five years	1,822.98	1,786.94
More than five years	1,886.12	1,381.92
Total Undiscounted Lease Liabilities	**4,458.82**	**3,797.75**
Lease Liabilities included in the Statement of Financial Position	**2,905.24**	**2,676.87**
Current	**619.22**	**513.74**
Non-Current	**2,286.02**	**2,163.13**

(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 2026	Year Ended on 31st March 2025
Variable Lease Payments not included in the Measurement of Lease liabilities	496.64	312.74
Expenses relating to Short-Term Leases	437.32	353.91
Expenses relating to Leases of Low-Value Assets, excluding Short-Term Leases of Low Value Assets	81.23	76.48
(Gains) or Losses arising from Modification of Lease Agreements and Others	(10.74)	2.04

(C) Income from sub-leasing of Right-to-Use Assets is ₹ 108.98 crore (Previous Year ₹ 150.66 crore).

(D) The total cash outflow for leases for the year is ₹ 909.82 crore (Previous Year ₹ 630.20 crore).

(E) Sale and Leaseback

The Company entered in to sale and leaseback arrangements for cash proceeds. Certain equipment worth ₹ 78.74 crore (₹ 92.91 crore including taxes) {Previous year: ₹ 328.91 crore (₹ 388.12 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 7.37% to 7.75% p.a. (Previous year: 6% to 8.67% p.a.). The Company has collected ₹ 78.74 crore (₹ 92.91 crore including taxes) during the year {Previous year: ₹ 392.49 crore (₹ 463.14 crore including taxes)}. There are no outstanding balances as on both reporting dates.

(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 2026	As at 31st March 2025
Within one year	49.25	37.75
Later than one year and not later than five years	-	0.06
Total	**49.25**	**37.81**

Total operating lease rental income recognised in the Statement of Profit and Loss during the Year ended 31st March 2026 is ₹ 88.20 crore (Previous Year: ₹ 101.66 crore)

2.3 Investment Property

Year ended 31st March 2026

₹ in crore

	Gross Block			Accumulated Depreciation				Net Block
	As at 1st April 2025	Addition/ Deductions	As at 31st March 2026	As at 1st April 2025	For the Year	Deductions	As at 31st March 2026	As at 31st March 2026
Building	16.87	-	16.87	3.37	0.43	-	3.80	13.07

Year ended 31st March 2025

₹ in crore

	Gross Block			Accumulated Depreciation				Net Block
	As at 1st April 2024	Addition/ 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

Information regarding Income and Expenditure of Investment Property:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Rental Income Derived from Investment Property	0.05	0.58
Direct Operating Expenses (including Repairs and Maintenance) associated with Rental Income	(0.07)	(0.06)
Income Arising from Investment Property before Depreciation and Indirect Expenses	(0.02)	0.52
Depreciation for the Year	(0.43)	(0.44)
Net Income Arising from Investment Property before Indirect Expenses	(0.45)	0.08

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 ₹ 20.69 crore as on 31st March 2026 (Previous Year ₹ 20.45 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 2026	As at 31st March 2025
Balance at the beginning of the Year	21,368.69	20,153.78
Goodwill Arising on account of Business Combination (Notes 4.3 (a),(b),(c),(d))	50.85	1,297.33
Effects of Foreign Currency Exchange Differences	176.42	38.96
De-recognised on account of Divestment of Subsidiary (Refer Note 4.12.4)	-	(121.38)
Balance at the end of the Year	**21,595.96**	**21,368.69**

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

Particulars	As at 31st March 2026	As at 31st March 2025
Building Materials	9,818.33	9,591.06
Financial Services	11,750.25	11,750.25
Others (mainly Renewables)	27.38	27.38
	21,595.96	**21,368.69**

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.

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forming part of the Consolidated Financial Statements for the year ended 31st March 2026

During the current year, the Group 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 2026, the estimated cash flows for a period of 5 years were developed using internal forecasts, and a weighted average cost of capital of ~12% and terminal growth at 4%. The cash flows beyond 5 years have been extrapolated assuming nil long-term growth rates. While determining the cashflows factors such as sales volume growth, price per unit, 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

Based on the impairment testing, the recoverable amount of the CGU's exceeds its carrying amount including goodwill. Therefore, no impairment loss was recognized during the year ended 31st March 2026. 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 2026	As at 31st March 2025
Aditya Birla Housing Finance Limited (ABHFL) and NBFC Business (i)	Market Price to Adjusted Book Value	3.0 - 3.1 times (Based on average of comparable companies multiple)	2.0 - 3.1 times (Based on average of comparable companies multiple)
Aditya Birla Sun Life Insurance Limited (ABSLI) (ii)	Market Capitalisation (-) Embedded Value/VNB	10.7 times (Based on average of comparable companies multiple)	11.3 times (Based on average of comparable companies multiple)

(i) For ABHFL and NBFC Business, 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 2026, 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 crore).

(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 2026, 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 2026, no goodwill impairment was identified as therecoverableamountoftheCGUstowhichgoodwillwasallocatedwashigherthantheircarryingamount(Previous Year ₹ Nil crore).

2.5 Other Intangible Assets

Year ended 31st March 2026

₹ in crore

Particulars	Gross Block						Accumulated Amortisation					Net Block
	As at 1st April 2025	Addition on Acquisition of Subsidiary (Refer Note 4.3 (d))	Additions	Translation Difference Add/(Less)	Deductions/ Adjustments	As at 31st March 2026	As at 1st April 2025	For the Year	Translation Difference Add/(Less)	Deductions/ Adjustments	As at 31st March 2026	As at 31st March 2026
INTANGIBLE ASSETS (other than internally generated)												
Computer Software	1,312.99	0.50	312.46	0.23	(86.15)	1,540.03	740.02	260.32	0.22	(83.47)	917.09	622.94
Value of Licence/Right-to-Use Infrastructure	105.44	-	-	-	(22.36)	83.08	67.83	8.35	-	(22.36)	53.82	29.26
Power Purchase Agreements	43.89	-	-	-	-	43.89	11.86	1.76	-	-	13.62	30.27
Power Line Rights	66.87	-	-	7.34	-	74.21	37.77	2.70	4.33	-	44.80	29.41
Rights to Manage and Operate Manufacturing Facilities	666.50	-	-	-	-	666.50	317.99	44.49	-	-	362.48	304.02
Group Management Rights	197.70	-	-	-	-	197.70	-	-	-	-	-	197.70
Customer Relationship	369.90	-	-	-	-	369.90	127.53	16.84	-	-	144.37	225.53
Distribution Network	1,486.52	21.91	-	-	-	1,508.43	864.79	135.36	-	-	1,000.15	508.28
Value in Force	1,649.00	-	-	-	-	1,649.00	849.72	109.93	-	-	959.65	689.35
Technical Know-how	27.24	-	-	-	-	27.24	17.12	2.44	-	-	19.56	7.68
Trade Mark and Brands	494.62	-	-	23.06	-	517.68	83.55	77.86	1.68	-	163.09	354.59
Mining Rights	3,013.21	-	22.55	-	(0.01)	3,035.75	77.17	14.02	-	(0.01)	91.18	2,944.57
Mining Reserve	7,114.61	-	-	16.91	-	7,131.52	965.21	213.96	-	-	1,179.17	5,952.35
Jetty Rights	278.52	-	(0.46)	-	-	278.06	91.25	15.63	-	-	106.88	171.18
Surface Rights	133.00	-	131.32	-	-	264.32	11.62	6.77	-	-	18.39	245.93
Total Intangible Assets	**16,960.01**	**22.41**	**465.87**	**47.54**	**(108.52)**	**17,387.31**	**4,263.43**	**910.43**	**6.23**	**(105.84)**	**5,074.25**	**12,313.06**
Intangible Assets Under Development												587.82
Total Intangible Assets												**12,900.88**

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 (Refer Note 4.3 (a),(b),(c))	Additions	Translation Difference Add/(Less)	Divestment of Subsidiary (Refer 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 (Refer 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 Reserves	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**

2.5.1 Based on written down value, the balance amortisation period of Material Intangible Assets:

Intangible Assets	As at 31st March 2026	As at 31st March 2025
Distribution Network	16.25 Years	17.25 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	6.25 years	7.25 years

2.5.2 Intangible Assets Under Development

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Opening Balance	155.35	128.30
Add: Addition	902.82	283.31
Less: Divestment of Subsidiary (Refer Note 4.12.4)	-	(0.20)
Less: Capitalisation/deletion during the year	(470.35)	(256.06)
Closing Balance	**587.82**	**155.35**

Intangible Assets Under Development Ageing Schedule:

As at 31st March 2026

₹ 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	547.48	19.55	20.72	0.07	587.82
Projects Temporarily Suspended	-	-	-	-	-
Total	**547.48**	**19.55**	**20.72**	**0.07**	**587.82**

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**

2.6 Non-Current Assets - Investment in Equity Accounted Investees

Investments in Equity Accounted Investees

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Joint Ventures (Note 4.14)		
Share in Net Assets	4,984.57	4,559.49
Goodwill	5.15	5.15
Equity Investments in Joint Ventures - At Cost	**4,989.72**	**4,564.64**
Impairment in Value of Investments	(555.27)	(270.40)
Share in Profit/ Movement in Reserves of Joint Ventures (Post-Acquisition)	(224.42)	(47.05)
	4,210.03	**4,247.19**

Notes

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₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Associates (Note 4.14)		
Share in Net Assets	2,435.89	2,435.89
Goodwill (Refer Note 2.39 A)	1,698.05	1,699.94
Equity Investments in Associates - At Cost	**4,133.94**	**4,135.83**
Impairment in Value of Investments	(38.60)	(0.22)
Share in Profit/ movement in Reserves of Associates (Post-Acquisition)	1,774.56	1,641.71
	5,869.90	5,777.32
Total	**10,079.93**	**10,024.51**

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 2026	As at 31st March 2025
Investments in various Mutual Funds		
Carried at Fair Value through Profit or Loss (FVTPL)#	29.57	30.62
	29.57	**30.62**
Investments in Equity Instruments		
Carried at FVTPL#	4,836.66	4,178.35
Carried at FVTPL	429.10	296.36
Carried at FVTOCI#	69.64	66.21
Carried at FVTOCI	7.53	7.52
	5,342.93	**4,548.44**
Investments in Government or Trust Securities		
Carried at Amortised Cost#	39,055.02	31,993.40
Carried at FVTPL#	7.75	8.00
Carried at FVTOCI#	5,251.78	6,682.96
	44,314.55	**38,684.36**
Investments in Debentures		
Carried at Amortised Cost#	7,828.11	7,879.71
Carried at FVTOCI#	10,258.82	9,041.29
Carried at FVTPL#	40.19	37.44
	18,127.12	**16,958.44**
Other Non-Current Investments		
Carried at FVTOCI	**30.95**	**57.95**
	30.95	**57.95**
	67,845.12	**60,279.81**

#Quoted Investments

2.7.1 Aggregate Book Value of:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Quoted Investments	67,377.54	59,917.98
Unquoted Investments	467.58	361.83
	67,845.12	**60,279.81**
Aggregate Market Value of Quoted Investments	65,289.48	61,853.97

2.8 Other Investments - Non-Current (Fully Paid-up)

₹ in crore

	Face Value	No. of Shares/ Units	As at 31st March 2026	As at 31st March 2025
Investments in Equity Instruments				
Carried at FVTOCI {Note 4.9 (A)}				
Thai Rayon Public Company Limited, Thailand#$	Thai Baht 1	1,39,88,570	105.94	116.10
P.T. Indo Bharat Rayon Co. Limited, Indonesia	USD 100	5,000	1,898.73	1,639.02
Vodafone Idea Limited#	₹ 10	3,31,75,66,167	2,829.88	2,255.94
Hindalco Industries Limited#	₹ 1	8,80,48,812	7,787.48	6,008.89
Indophil Textile Mills Inc., Philippines	Peso 10	4,22,496	3.15	1.31
Birla International Limited - British Virgin Islands	USD 100	2,500	6.85	6.06
Aditya Birla Fashion and Retail Limited#*	₹ 10	9,76,71,361	526.35	2,503.02
Aditya Birla Lifestyle Brands Limited#*	₹ 10	9,76,71,361	861.75	-
Star Cement Limited#	₹ 10	3,40,27,714	692.46	731.60
Equity shares, Quoted UAE#	₹ 10	8,38,32,878	171.74	139.30
Equity shares, Quoted GCC Countries#	₹ 10	-	-	10.80
RMBSD Co. Limited	₹ 10	2,49,97,500	25.00	25.00
Birla Management Centre Services Private Limited	₹ 10	9,000	27.44	22.38
			14,936.77	**13,459.42**
Carried at FVTPL {Note 4.9 (A)}				
MOIL Limited#	₹ 10	24,490	0.69	0.79
IDBI Bank Limited#	₹ 10	5,915	0.04	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

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₹ in crore

	Face Value	No. of Shares/ Units	As at 31st March 2026	As at 31st March 2025
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: 8,09,295)	₹ 10	7,56,502	0.76	0.81
VSV Onsite Private Limited (PY: 87,16,450)	₹ 10	87,94,589	11.42	11.32
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 (PY: 1,51,00,000)	₹ 10	1,92,42,857	35.88	27.18
Dalavaipuram Renewables Private Limited (PY: 57,15,631)	₹ 10	88,24,027	8.82	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: 3,00,02,997)	₹ 10	2,13,14,997	21.31	30.00
Continuum MP Windfram Development Private Limited	₹ 10	2,43,51,600	24.35	24.35
Cleanmax Sapphire Private Limited	₹ 10	2,40,88,421	45.77	45.77
O2 Renewables energy XXII Private Limited	₹ 10	2,13,85,586	21.39	21.39
Amplus Omega Solar Private Limited (PY: 2,78,05,947)	₹ 10	3,78,14,057	37.81	27.81
Coromandel Electric Company Limited	₹ 10	44,000	3.50	3.50
Coromandel Electric Company Limited (Non Dividend bearing equity shares)	₹ 10	51,000	4.06	4.06
Clean Max Decimus Private Limited	₹ 10	11,875	0.94	0.94
Greenyana Sunstream Private Limited	₹ 10	48,25,662	6.27	6.27
Ampin Energy C&I One Private Limited (PY: Nil)	₹ 10	12,60,000	1.26	-
Ampin Energy C&I Three Private Limited (PY: Nil)	₹ 10	12,00,000	1.20	-
Renew Surya Uday Private Limited	₹ 10	97,85,162	29.82	29.82
Ampin C&I Power Eight Private Limited (PY: Nil)	₹ 10	2,55,00,000	25.50	-
CGE II Hybrid Energy Private Limited (PY: Nil)	₹ 10	2,38,00,505	23.80	-

₹ in crore

	Face Value	No. of Shares/ Units	As at 31st March 2026	As at 31st March 2025
Continuum Green Energy Private Limited (PY: Nil)	₹ 10	1,42,80,303	14.28	-
Pro-Zeal Green Power Eighteen Private Limited (@ -Equity Shares of ₹ 10 each aggregating to CY: ₹ 26,000 (PY: Nil))	₹ 10	2,600	@	
Pro-Zeal Green Power Nineteen Private Limited (@ -Equity Shares of ₹ 10 each aggregating to CY: ₹ 26,000 (PY: Nil))	₹ 10	2,600	@	
			516.19	**437.10**

$Trading in Thai Rayon's securities have been temporarily suspended by Securities and Exchange Commission (SEC), Thailand from 3rd September 2025.

*Aditya Birla Fashion and Retail Limited completed a vertical demerger of its Madura Fashion & Lifestyle business into a new entity "Aditya Birla Lifestyle Brands Limited", effective 22nd May 2025.

₹ in crore

	Face Value	No. of Shares/ Units	As at 31st March 2026	As at 31st March 2025
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	34.37	38.00
1% Redeemable Preference Shares of Aditya Group AB, Sweden, of aggregate value of USD 8 million	WPV	1,60,000	58.25	53.13
Others				
7% Non-Cumulative Non-Convertible Redeemable Preference Shares of Aditya Birla Health Services Limited	₹ 100	60,00,000	58.31	58.16
			150.93	**149.29**
Investment in Co-operative Societies				
Carried at FVTPL				
The India Cements Employees Co-operative stores Limited, Sankari	₹ 50	2,500	0.01	0.01
The India Cements Employees Co-operative stores Limited, Sankari	₹ 10	5,000	0.01	0.01
The India Cements Mines employees Co-operative stores Limited, Sankari	₹ 10	5,300	0.01	0.01
			0.03	**0.03**
Investments in Bonds/Debentures {Note 4.9 (A)}				
Carried at FVTPL				
Taxable Corporate Bonds#			1,284.70	635.57
DS Kulkarni Developer Limited#			4.61	
			1,289.31	**635.57**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ in crore

	Face Value	No. of Shares/ Units	As at 31st March 2026	As at 31st March 2025
Carried at Amortised Cost				
0% Unsecured Convertible Debentures of Coromandel Sugars Limited		35,50,000	15.18	15.18
Compulsory Convertible Debentures of Coromandel Electric Company Limited		23,95,302	34.89	34.89
Less:- Provision for Impairment in Investment			(10.94)	-
			39.13	**50.07**
Cyqure India Pvt Limited#	₹ 1,00,000	10,000	126.62	108.23
IIFL Finance#(PY: 5,000)	₹ 1,00,000	-	-	50.15
MIPL GCL INFRA CONTRACT Private Limited (PY: Nil)#	₹ 1,00,000	240	2.40	-
NILKANTH COAL MINING Private Limited (PY: Nil)#	₹ 1,00,000	480	4.79	-
LLOYDS METALS AND ENERGY Limited 9.20 NCD 30JN31 (PY: Nil)#	₹ 1,00,000	5,000	50.77	-
Reliance Capital Limited	₹ 1,50,11,236	100	111.13	99.36
Manipal Healthcare Private Limited	₹ 13,41,693	881	-	104.01
Advanced Performance Materials Private Limited 13.80 (PY: Nil)	₹ 1,00,000	7,732	77.24	-
Auro Realty Private Limited (PY: Nil)	₹ 96,923	4,573	44.33	-
GMR Airports Limited (PY: Nil)	₹ 1,00,000	5,000	52.16	-
Prayatna Developers Pvt Ltd (PY: Nil)	₹ 10,00,000	103	10.19	-
Parampujya Solar Energy Pvt Ltd (PY: Nil)	₹ 10,00,000	150	14.84	-
Namo Realtech Private Limited 16.50 (PY: Nil)	₹ 100	1,00,00,000	99.16	-
KNS Evernest (PY: Nil)	₹ 100	50,00,000	49.79	-
Matyas Possessiones Private Limited (PY: Nil)	₹ 10,00,000	250	24.81	-
Auro Realty Private Limited (PY: Nil)	₹ 1,00,000	2,262	22.62	-
Auro Realty Private Limited (PY: Nil)	₹ 1,00,000	8,594	85.96	-
Vadraj Cement Limited SR A3 0.1 CCD (PY: Nil)	₹ 1,00,000	3,300	34.23	-
Vadraj Cement Limited SR A3 0.1 CCD (PY: Nil)	₹ 1,00,000	3,300	34.23	-
Vadraj Cement Limited SR A3 0.1 CCD (PY: Nil)	₹ 1,00,000	3,300	34.23	-
Auro Realty Private Limited (PY: Nil)	₹ 1,00,000	7,237	72.39	-
Radiance Renewables Private Limited (PY: Nil)	₹ 1,00,00,000	25	26.38	-
House of Kieraya Limited (PY: Nil)	₹ 20,45,320	51	10.37	-
House of Kieraya Limited (PY: Nil)	₹ 21,96,943	29	6.30	-
TS Rajam Rubbers Pvt Ltd (PY: Nil)	₹ 10,00,000	410	42.33	-
10.90 % Nitesh Residency Hotels Private Limited (PY: Nil)	₹ 99,833	4,877	49.58	-
			1,086.85	**361.75**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ in crore

	Face Value	No. of Shares/ Units	As at 31st March 2026	As at 31st March 2025
Carried at FVTOCI				
0.01% Compulsory Convertible Debentures of Pro-Zeal Green Power Eighteen Private Limited convertible into Equity shares after 25 years from the date of issuance	₹ 1,000	44,547	4.46	-
0.01% Compulsory Convertible Debentures of Pro-Zeal Green Power Nineteen Private Limited convertible into Equity shares after 25 years from the date of issuance	₹ 1,000	18,447	1.85	-
			6.31	**-**
Carried at Amortised Cost				
Government And Trustee Securities:				
National Savings Certificates			0.01	0.03
Indira Vikas Patra Certificates (@ CY/PY: ₹ 2000)			@	@
Others#			144.81	-
			144.82	**0.03**
Other Investments				
Carried at Amortised Cost				
Certificate of Deposits And Fixed Deposits			192.21	50.00
Carried at FVTPL			**192.21**	**50.00**
Investments in Security Receipts			-	14.46
Edelweiss Asset Reconstruction Company Limited Trust#	₹ 1,00,000	3,67,816	123.27	92.44
ARCIL - TRUST#	₹ 10,00,000	800	96.86	
Shriram Asset Reconstruction Private Limited#	₹ 1,000	29,46,578	287.19	
			507.32	**106.90**
Investments in Limited Liability Partnership				
Clean Max Power 3 LLP			**26.60**	**26.60**
Carried at FVTPL {Note 4.9 (A)}				
Investments in various Mutual Funds				
Investments in Mutual Funds			-	12.87
			18,896.46	**15,289.63**

WPV - Without Par Value

#Quoted Investments

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

2.8.1 Aggregate Book Value of:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Quoted Investments	15,102.35	12,652.89
Unquoted Investments	3,794.12	2,636.74
	18,896.47	**15,289.63**
Aggregate Market Value of Quoted Investments	15,102.35	12,652.89
Aggregate Value of Provision for Impairment	10.94	-

2.8.2 Category-wise Other Non-Current Investments:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Quoted		
Financial Investments Measured at FVTOCI		
Equity Shares	12,975.60	11,765.65
Sub-Total (a)	**12,975.60**	**11,765.65**
Financial Investments Measured at FVTPL		
Debentures or Bonds	1,289.31	635.57
Private Equity Investment Funds	507.32	92.44
Equity Shares	0.73	0.84
Sub-Total (b)	**1,797.36**	**728.85**
Financial Investments Measured at Amortised Cost		
Debentures or Bonds	329.39	158.38
Sub-Total (c)	**329.39**	**158.38**
Total (d) [a + b + c]	**15,102.35**	**12,652.88**
Unquoted		
Financial Investments Measured at FVTOCI		
Equity Shares	1,961.17	1,693.77
Sub-Total (e)	**1,961.17**	**1,693.77**
Financial Investments Measured at FVTPL		
Equity Shares	515.46	436.26
Mutual Funds	-	12.87
Preference Shares	150.93	149.29
Co-operative Societies	0.03	0.03
Private Equity Investment Funds	26.60	41.06
Debentures or Bonds	6.31	-
Sub-Total (f)	**699.33**	**639.51**
Financial Investments Measured at Amortised Cost		
Certificate of Deposits/NCD	192.21	50.00
Debentures or Bonds	941.41	253.46
Sub-Total (g)	**1,133.62**	**303.46**
Total (h) [e + f + g]	**3,794.12**	**2,636.74**
Total (d + h)	**18,896.46**	**15,289.62**

2.8.3 Entities not considered as 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 2026	As at 31st March 2025
	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	26.54%	26.55%
(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%	26.87%
(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%	26.00%
(o)	Amplus Omega Solar Private Limited (w.e.f. 17th July 2024)	India	26.00%	26.00%
(p)	Clean Max Sapphire Private Limited (w.e.f. 23rd December 2024)	India	26.00%	26.00%
(q)	Ampin C&I Power Eight Private Limited (w.e.f. 16th April 2025)	India	31.79%	-
	List of Companies where Company does not exercise significant influence			
(r)	Greenyana Sunstream Private Limited (Ceased to be associate w.e.f. 1st July 2024)	India	26.00%	26.00%
(s)	Renew Surya Uday Private Limited (Ceased to be associate w.e.f. 1st July 2024)	India	26.00%	26.00%
(t)	Cleanmax Decimus Private Limited (w.e.f. 21st June 2024)	India	26.00%	26.00%

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

2.9 Assets Held to Cover Linked Liabilities of Life Insurance Business - Non-Current

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Carried at Fair Value through Profit or Loss		
Quoted Investments		
Mutual Funds	265.73	372.83
Equity Instruments	19,034.42	18,465.25
Government or Trust Securities	8,262.14	9,903.46
Debentures	4,460.58	5,324.88
	32,022.87	**34,066.42**
2.9.1 Aggregate Book Value of Quoted Investments	32,022.87	34,066.42
2.9.2 Aggregate Market Value of Quoted Investments	32,022.87	34,066.42

2.10 Trade Receivables - Non-Current

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Considered Good*	-	0.33
	-	**0.33**

*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 2026	As at 31st March 2025
Secured, Considered Good	1,26,793.08	1,02,219.58
Unsecured, Considered Good	22,597.82	17,204.01
Secured, Receivables which have significant increase in Credit Risk	1,450.78	1,735.65
Unsecured, Receivables which have significant increase in Credit Risk	538.13	1,041.78
Less: Expected Credit Loss Allowance	(1,792.21)	(1,852.67)
Loans Against Insurance Policies	889.18	704.56
Secured - Loans to Employees	9.55	8.20
Unsecured - Loans to Employees	14.86	16.13
	1,50,501.19	**1,21,077.24**

2.12 Other Financial Assets - Non-Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Security Deposits	969.53	885.41
Less: Loss Allowances	(3.91)	(3.91)
Deposits to Related Party (Note 4.7.2)	7.37	7.37
Derivative Assets - Carried at Fair Value	2,429.42	847.49
Government Grant Receivables	1,104.71	1,063.44
Less: Provision towards Government Incentive	(9.62)	(9.62)
Fixed Deposits with Banks with Remaining maturity more than 12 months*	291.22	837.31
Receivables towards Divested Business[$]	27.08	35.13
Re-insurance Assets	1,764.36	1,280.53
Other Receivables (mainly on account of Receivable towards assignment of loan)	115.94	17.92
	6,696.10	**4,961.07**
*Includes:		
Margin Money And Cash Credit Facility with Exchange	32.82	34.28
Towards Issue of Bank Guarantee	84.25	72.78
Lodged as Security with Government Departments	2.27	1.63
Lien Marked in favour of Insurance Regulatory Development Authority of India (IRDAI)	4.02	25.97
Fixed Deposits with the RBI for prepaid payment instrument (PPI Guidelines)	6.07	-
[$] The Company has to receive from purchaser towards Tax Refund.	27.08	35.13

2.13 (A) Deferred Tax Assets (Net)

₹ in crore

Current Year	As at 1st April 2025	Transfer on acquisition of subsidiary (Refer Note 4.3.(d)	Recognised in		Others*	As at 31st March 2026
			Profit or Loss	OCI		
Deferred Tax Assets:						
Provision Allowed Under Tax on Payment Basis	65.59	-	(55.68)	(42.25)	-	(32.34)
Unabsorbed Losses	328.27	-	377.48	(2.79)	4.97	707.93
Unrealised Profits Arising on Intragroup Stock Transfers	8.67	-	(8.67)	-	-	-
Expected Credit Loss Allowance	429.12	-	10.54	-	-	439.66
Others	94.64	8.56	(20.88)	(0.20)	0.37	82.49
	926.29	**8.56**	**302.79**	**(45.24)**	**5.34**	**1,197.74**
Deferred Tax Liabilities:						
Accumulated Depreciation and Amortisation	429.25	-	364.98	-	(21.28)	772.95
Others (Fair Value of Borrowings and Contingent Liabilities)	1.77	0.71	1.85	0.01	-	4.34
	431.02	**0.71**	**366.83**	**0.01**	**(21.28)**	**777.29**
Deferred Tax Assets (Net)	**495.27**	**7.85**	**(64.04)**	**(45.25)**	**26.62**	**420.45**

Notes

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₹ in crore

Previous Year	As at 1st April 2024	Recognised in		Others*	As at 31st March 2025
		Profit or Loss	OCI		
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:					
Accumulated Depreciation and Amortisation	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**

2.13 (B) Deferred Tax Liabilities (Net)

₹ in crore

Current Year	As at 1st April 2025	Transfer on acquisition of subsidiary/Scheme of Arrangement (Refer Note 4.3.(d))	Others*	Recognised in		As at 31st March 2026
				Profit or Loss	OCI	
Deferred Tax Liabilities:						
Accumulated Depreciation and Amortisation	12,204.99	9.36	13.16	477.31	(1.80)	12,703.02
Fair Valuation of Investments	577.04	-	-	60.45	250.48	887.97
Fair Valuation of Assets Acquired on Merger	338.38	-	-	(25.40)	(26.74)	286.24
Income Taxable on Receipt Basis	0.90	-	-	(0.27)	-	0.63
Others	385.89	-	(33.48)	126.79	0.40	479.60
	13,507.20	**9.36**	**(20.32)**	**638.88**	**222.34**	**14,357.46**
Deferred Tax Assets:						
Expenses Allowable in Instalments in Income Tax	2.95	-	-	2.44	-	5.39
Provisions Allowed Under Tax on Payment Basis	211.53	-	-	2.20	0.40	214.13
Unabsorbed Losses	361.84	-	-	104.41	(3.25)	463.00
Income Tax Interest Offered for Tax, to be claimed in future	10.96	-	-	15.91	-	26.87
Others	432.99	-	-	1.28	89.37	523.64
	1,020.27	**-**	**-**	**126.24**	**86.52**	**1,233.03**
Deferred Tax Liabilities (Net)	**12,486.93**	**9.36**	**(20.32)**	**512.64**	**135.82**	**13,124.43**

*mainly on account of foreign exchange translation difference

₹ in crore

Previous Year	As at 1st April 2024	Transfer on acquisition of subsidiary/Scheme of Arrangement (Refer Note 4.3.(a),(b),(C)	Divestment of Subsidiary (Refer 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 (including Ind AS 116 transition impact)	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 (including Ind AS 116 transition impact)	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 respect of Deferred Taxes, all items are attributable to origination and reversal of temporary differences.

2.13.1 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:

unabsorbed depreciation of ₹ 5,359.31 crore as at 31st March 2026 (₹ 1,894.86 crore as at 31st March 2025) and unused tax losses of ₹ 1,030.41 crore respectively as at 31st March 2026 (₹ 648.65 crore as at 31st March 2025).

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
With in five years	16.74	11.24
Above five years	1,013.67	637.41
No Expiry	5,359.31	1,894.86

Notes

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2.14 Other Non-Current Assets

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Capital Advances		
Unsecured, Considered Good	2,395.15	3,060.33
Unsecured, Considered Doubtful	14.66	18.19
Less: Allowance for Doubtful	(14.66)	(18.19)
Balances with Government Authorities		
Unsecured, Considered Good	800.34	529.37
Prepaid Expenses	63.18	67.70
Others	79.26	15.41
	3,337.93	**3,672.81**

2.15 Inventories

(Valued at lower of cost and net realisable value, unless otherwise stated)

₹ in crore

	As at 31st March 2026			As at 31st March 2025		
	In Hand	In Transit	Total	In Hand	In Transit	Total
Raw Materials	3,230.51	758.19	3,988.70	3,259.40	888.92	4,148.32
Work-in-Progress	1,923.89	-	1,923.89	1,929.78	-	1,929.78
Finished Goods	2,167.67	438.48	2,606.15	2,262.65	427.59	2,690.24
Stock-in-Trade	170.51	23.11	193.62	207.42	5.73	213.15
Stores, Spares, etc. (including Fuel and Packing Materials)	4,687.90	1,998.86	6,686.76	4,563.99	2,029.41	6,593.40
Waste/Scrap (valued at Net Realisable Value)	29.44	-	29.44	39.53	-	39.53
	12,209.92	**3,218.64**	**15,428.56**	**12,262.77**	**3,351.65**	**15,614.42**

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 ₹ 142.97 crore (Previous Year ₹ 85.72 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 2026	As at 31st March 2025
Investments in Mutual Funds		
Carried at Fair Value through Profit or Loss (FVTPL)#	-	95.14
Carried at Fair Value through Profit or Loss (FVTPL)	22.35	20.87
Investments in Government or Trust Securities		
Carried at Amortised Cost#	79.42	87.23
Carried at FVTOCI#	171.16	81.92
Investments in Debentures/Bonds		
Carried at Amortised Cost#	336.29	130.04
Carried at FVTOCI#	416.72	614.65
Other Current Investments		
Carried at Amortised Cost#	592.68	542.51
Carried at FVTOCI#	433.19	492.10
Carried at FVTOCI	193.62	260.60
	2,245.43	**2,325.06**

#Quoted Investments

2.16.1 Aggregate Book Value of:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Quoted Investments	2,029.46	2,043.59
Unquoted Investments	215.97	281.47
	2,245.43	**2,325.06**
Aggregate Market Value of Quoted Investments	2,031.57	2,066.49

2.17 Other Investments - Current

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Investments in Mutual Funds:		
Carried at FVTPL	6,866.44	7,178.58
Investments in Government Securities		
Carried at FVTPL#	3,862.18	4,486.08
Investments in Bonds		
Carried at FVTPL#	120.06	293.62
Carried at FVTOCI#	494.58	260.54
Investments in Debentures		
Carried at FVTPL#	2,826.90	1,636.88
Carried at Amortised Cost	164.44	-

Notes

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₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Investments in Security Receipts		
Carried at FVTPL	19.32	32.70
Other Investments		
Carried at FVTPL (Certificate of Deposits)	25.00	155.00
Carried at FVTPL#	815.04	716.76
Carried at Amortised Cost (Fixed Deposit with Financial Institutions with maturity less than twelve months)	300.00	54.67
Carried at FVTOCI#- Investment in Equity Shares of Apollo Sindoori Hotels Limited (No of Shares: 34,985, Face Value: ₹ 5 per share)	3.33	-
	15,497.29	**14,814.83**

#Quoted Investments

₹ in crore

Particulars		As at 31st March 2026	As at 31st March 2025
2.17.1	Aggregate Book Value of:		
	Quoted Investments	8,122.09	5,040.24
	Unquoted Investments	7,375.20	9,774.59
		15,497.29	**14,814.83**
2.17.2	Aggregate Market Value of Quoted Investments	**8,122.09**	**5,040.24**

2.18 Assets Held to Cover Linked Liabilities of Life Insurance Business - Current

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Carried at Fair Value through Profit or Loss		
Quoted Investments		
Mutual Funds	-	40.06
Government or Trust Securities	1,832.42	1,574.69
Debentures	2,963.54	1,015.62
Other Current Investments	3,382.37	774.02
Other Current Assets	216.40	230.13
Unquoted Investments		
Other Current Investments	-	61.32
	8,394.73	**3,695.84**
2.18.1 Aggregate Book Value of Quoted Investments	8,394.73	3,634.52
2.18.2 Aggregate Market Value of Quoted Investments	8,394.73	3,634.52
2.18.3 Aggregate Value of Unquoted Investments	-	61.32

2.19 Trade Receivables

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Secured, Considered Good*@	892.35	1,335.53
Unsecured@		
Considered Good	10,213.65	7,952.73
Credit Impaired	193.96	166.59
	11,299.95	**9,454.85**
Less: Allowance for Trade Receivables which have significant increase in credit risk/credit impaired	330.39	296.22
	10,969.56	**9,158.63**
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 Deposits/Letters of Credit/Guarantees from Banks.	513.15	373.65
@ Includes amount due from Related Parties (Note 4.7.2)	87.74	66.16

2.19.1 Working Capital Borrowings are secured by hypothecation of book debts of the respective Companies.

2.19.2 Trade Receivables Ageing Schedule

As at 31st March 2026

₹ 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	3,304.16	152.25	70.43	6.22	47.84	3,580.90
Undisputed Trade Receivables - Credit-Impaired	1.89	7.07	1.35	18.35	43.91	72.57
Disputed Trade Receivables - Considered Good	0.69	0.32	4.08	4.13	25.13	34.35
Disputed Trade Receivables - Credit-Impaired	0.05	0.01	0.13	6.22	114.98	121.39
Total (A)						**3,809.21**
Not Due (B)						7,451.42
Less: Loss Allowance (C)						330.39
Net Total (A+B-C)						**10,930.24**
Add: Unbilled Revenue						39.32
Grand Total						**10,969.56**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

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**

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 2026	As at 31st March 2025
Balances with Banks		
In Current Account*	2,235.20	3,274.17
In Deposit Account - Original Maturity of 3 months or less	417.34	1,438.64
In EEFC Account	0.01	0.41
Cheques in Hand	134.94	159.65
Cash on Hand	10.40	9.83
	2,797.89	**4,882.70**

*It include escrow account balance of ₹ 3.09 crore (previous year: nil) and ₹ 10.70 crore held on behalf of clients (previous year: nil).

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 other than those mentioned above

2.21 Bank Balances other than Cash and Cash Equivalents

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Earmarked Balance with Banks		
In Government Treasury Savings Account	0.03	0.03
In Escrow Account	0.37	0.36
Rights Issue Account#	0.56	2.47
Unclaimed Dividend (including Unclaimed Fractional Warrants)	26.88	28.55
Bank Deposits (with original maturity more than 3 months but less than 12 months)$	3,362.53	2,991.31
	3,390.37	**3,022.72**
#Represents balance pending for utilisation of Rights Issue proceeds kept in separate bank account {Refer Note 2.25.5(a)}		
$ Bank Deposits include:		
Earmarked for specific purpose	220.29	208.08
Lodged as Security with Government Departments	0.07	37.42
Margin Money And Cash Credit Facility with Exchange	868.71	736.73
Towards issue of Bank overdraft and Debenture Trustee of Escrow Account	11.87	212.58
Towards Issue of Bank Guarantee	60.94	128.87

2.21.1 There are no amounts due and outstanding to be credited to the Investors Education and Protection Fund as at 31st March 2026 and 31st March 2025.

2.22 loans - current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Loans and Advances of Financial Services Business		
Secured	25,782.30	17,556.98
Unsecured	18,352.98	14,078.73
Less: Expected Credit Loss Allowance	(216.81)	(134.21)
Loans against Insurance Policies	7.19	7.53
Loans to Related Parties (Note 4.7.2)	-	48.49
Others (include Loans to Employees, etc.)	17.13	15.05
	43,942.79	**31,572.57**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

2.23 Others Financial Asset - Current

(Unsecured, Considered Good, Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Derivative Assets - Carried at FVTPL	342.73	528.58
Interest Accrued on Investments	151.35	99.96
Unclaimed Amount of Policyholders	66.19	70.39
Government Grants Receivable	700.46	764.12
Re-insurance Assets	335.84	361.23
Other Receivables from Related Parties (Note 4.7.2)	11.35	18.91
Security Deposits	440.18	282.47
Fixed Deposits with Banks with remaining maturity less than 12 months	229.32	104.75
Collateralized Borrowing and Lending Obligation Instrument	-	300.23
Mark to Market Margin Account - Forward Rate Agreement Receivable	864.51	4.98
Other Advances related to Life Insurance Business	602.29	479.66
Others (Insurance Claims, Railways Claims, Receivable towards assignment of loan and other Receivables)	1,285.90	671.05
Less: Loss Allowance	(4.98)	(4.98)
	5,025.14	**3,681.35**

2.24 Other Current Assets

(Unsecured, Considered Good, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Balances with Government Authorities	2,261.98	2,057.77
Less: Loss Allowance	(12.82)	(12.82)
Advances to Suppliers	2,151.16	1,527.73
Less: Loss Allowance	(5.60)	(5.50)
Others (includes Prepayments, etc.)	879.93	996.38
	5,274.65	**4,563.56**

2.25 Equity Share Capital

	Number of Shares		₹ in crore	
	As at 31st March 2026	As at 31st March 2025	As at 31st March 2026	As at 31st March 2025
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**

		Number of Shares		₹ in crore	
		As at 31st March 2026	As at 31st March 2025	As at 31st March 2026	As at 31st March 2025
2.25.2	**Issued, Subscribed and Fully Paid-up**				
(a)	**Issued**				
	Equity Shares of Face Value ₹ 2 each [Refer Note 2.25.5 (a)]	68,05,83,601	68,05,83,601	136.12	136.12
		68,05,83,601	**68,05,83,601**	**136.12**	**136.12**
(b)	**Subscribed and Paid-up**				
	Equity Shares of ₹ 2 each (fully paid-up)	68,05,80,576	68,05,80,576	136.11*	136.11*
	Less: Calls Unpaid {Note 2.25.5(a)}			(0.01)	(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 the Scheme of Arrangement without payment being received in cash	28,295	28,295	0.01	0.01
		68,06,08,871	**68,06,08,871**	**136.11**	**136.11**

*Includes call money received on 950 Rights Equity Shares, pending credit to shareholders' demat accounts as at 31st March 2026. In the previous year, call money was received on 26,969 Rights Equity Shares pending credit to shareholders' demat accounts as at 31st March 2025, which were subsequently credited during the year ended 31st March 2026.

Shares Kept in Abeyance

Pursuant to provisions of section 126 of the Companies Act, 2013, the issue of 64,062 Fully Paid Equity Shares (Previous year: 64,062 Equity Shares) are kept in abeyance.

948 Rights Equity Shares (Previous year: 948 Shares) were issued and kept in abeyance against 28,295 Fully Paid Equity Shares of Face Value ₹ 2 each 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 2026	31st March 2025	31st March 2026	31st March 2025
At the beginning of the year	68,06,08,871	68,05,78,431	136.11	132.80
Increase during the year towards:				
(i) Equity shares issued under Rights Issue:				
a) 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	-	0.01
At the end of the year	**68,06,08,871**	**68,06,08,871**	**136.11**	**136.11**

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.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

2.25.5 Right Issue

(a) During the year ended 31st March 2024, 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 previous 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 2026, an aggregate amount of ₹ 5.98 crore (Previous year: ₹ 7.85 crore) is unpaid on the calls made, of which ₹ 0.16 crore (Previous year: ₹ 0.10 crore) has 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

		Number of Shares		As at 31st March 2025	
		No. of Shares	% Holding	No. of Shares	% Holding
	Birla Group Holdings Private Limited	15,77,82,973	23.18%	15,77,82,973	23.18%
	Life Insurance Corporation of India	4,51,48,009	6.63%	5,57,76,295	8.20%
	IGH Holdings Private Limited	4,51,95,313	6.64%	4,51,95,313	6.64%
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)	4,68,11,770	6.88%	4,56,29,917	6.70%

2.25.9 Shareholding of Promoters and Promoters Group:

Sr. No.	Name of the Promoter	As at 31st March 2026			As at 31st March 2025	
		No. of Shares	% Holding	% Change during the year	No. of Shares	% Holding
1	Birla Group Holdings Private Limited	15,77,82,973	23.18%	0.00%	15,77,82,973	23.18%
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	Pilani Investment and Industries Corporation Limited	3,03,35,623	4.46%	0.57%	2,64,49,922	3.89%
5	P.T. Indo Bharat Rayon*	2,00,04,020	2.94%	0.00%	2,00,04,020	2.94%
6	Thai Rayon Public Company Limited*	47,74,666	0.70%	0.00%	47,74,666	0.70%
7	Anatole Investments Pte Limited*	44,59,323	0.66%	0.00%	44,59,323	0.66%
8	P T Sunrise Bumi Textiles*	12,68,750	0.19%	0.00%	12,68,750	0.19%
9	Kumar Mangalam Birla	17,76,589	0.26%	0.05%	14,01,702	0.21%

Sr. No.	Name of the Promoter	As at 31st March 2026			As at 31st March 2025	
		No. of Shares	% Holding	% Change during the year	No. of Shares	% Holding
10	P T Elegant Textile Industry*	8,08,750	0.12%	0.00%	8,08,750	0.12%
11	Birla Institute of Technology and Science	6,61,205	0.10%	0.00%	6,61,205	0.10%
12	Rajashree Birla	5,74,829	0.08%	0.00%	5,74,829	0.08%
13	Renuka Ventures Limited (Formerly known as Renuka Investments and Finance Limited)	2,50,302	0.04%	0.00%	2,50,302	0.04%
14	Vasavadatta Bajaj	1,23,249	0.02%	0.00%	1,23,249	0.02%
15	Aditya Vikram Kumar Mangalam Birla HUF (Karta - Mr. Kumar Mangalam Birla)	93,287	0.01%	0.00%	93,287	0.01%
16	Birla Industrial Finance (India) Limited	90,962	0.01%	0.00%	90,962	0.01%
17	Birla Consultants Limited	90,856	0.01%	0.00%	90,856	0.01%
18	Neerja Birla	75,967	0.01%	0.00%	75,967	0.01%
19	Ananyashree Birla	36,800	0.01%	0.00%	36,800	0.01%
20	Aryaman Vikram Birla	36,800	0.01%	0.00%	36,800	0.01%
21	Advaitesha Birla	36,800	0.01%	0.00%	36,800	0.01%
22	Birla Industrial Investments (India) Limited	19,400	0.00%	0.00%	19,400	0.00%
23	Surya Kiran Investments Pte Limited*	5,000	0.00%	0.00%	5,000	0.00%
24	Vikram Holdings Private Limited	781	0.00%	0.00%	781	0.00%
25	Rajratna Holdings Private Limited	697	0.00%	0.00%	697	0.00%
26	Vaibhav Holdings Private Limited	697	0.00%	0.00%	697	0.00%
		29,76,72,111	**43.73%**	**0.63%**	**29,34,11,523**	**43.11%**

*GDRs held by Promoter Group

Particulars		No. of shares	
		As at 31st March 2026	As at 31st March 2025
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)	22,21,985	20,58,865

2.26 OTHER EQUITY – ATTRIBUTABLE TO OWNERS OF THE COMPANY

₹ in crore

Particulars		As at 31st March 2026	As at 31st March 2025
a)	Equity Component of Other Financial Instruments	-	3.00
b)	Capital Reserve	146.31	146.31
c)	Legal Reserve	0.39	0.39
d)	Securities Premium	35,335.31	35,189.31
e)	General Reserve	46,925.00	46,903.65
f)	Debenture Redemption Reserve	134.65	106.60
g)	Special Reserve Fund	3,024.58	2,273.27
h)	Treasury Shares Held by ESOP Trust	(686.97)	(546.31)

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ in crore

Particulars		As at 31st March 2026	As at 31st March 2025
i)	Retained Earnings	14,350.60	10,737.93
j)	Employee Share Options Outstanding	780.30	674.21
k)	Debt Instruments through OCI	(93.74)	(15.73)
l)	Equity Instruments through OCI	2,819.08	1,569.75
m)	Hedging Reserve	(74.17)	(171.98)
n)	Foreign Currency Translation Reserve	672.47	502.72
		1,03,333.81	**97,373.12**

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.

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 2026	As at 31st March 2025
Secured		
Non-Convertible Debentures {Note (a)}*	47,645.21	32,580.27
Term Loans from Banks		
Rupee Term Loans from Banks {Note (b)}	62,604.67	55,130.30
Foreign Currency Loans {Note (c)}	11,857.55	4,691.43
Subsidised Government Loans {Note (d)}	272.73	221.62
Vehicle Loan {Note (e)}	-	0.79
Unsecured		
Non-Convertible Debentures {Note (f)}	20,791.73	17,400.38
Term Loans from Banks		
Rupee Term Loans from Banks {Note (g)}	4,420.02	4,424.50
Foreign Currency Loans {Note (h)}	4,978.86	5,555.81
Term Loans from Others {Note (i)}	430.73	416.53
Subsidised Government Loans {Note (j)}	22.72	72.32
Preference Shares classified as Liability {Note (k)}	11.00	11.00
Foreign Currency Bonds {Note (l)}	3,793.40	3,419.00
Public Deposit {Note (m)}	-	3.14
	1,56,828.62	**1,23,927.09**

*Non-Convertible Debentures include ₹ 1,476.82 crore (PY: ₹ 175.02 crore) which are measured at FVTPL.

Notes

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Nature of Security, Repayment Terms and Break-up of Current and Non-Current:

₹ in crore

Secured Long-Term Borrowings:			As at 31st March 2026	As at 31st March 2025
(a)	**Non-Convertible Debentures (NCDs)***			
(ai)	NCDs of NBFCs and NHFCs			
	Repayment Terms: Maturing after 3 years, Rate of Interest 6.00% to 9.00 % p.a. (PY: 6.00% to 9.15% p.a.)		22,411.53	21,392.06
	Repayment Terms: Maturing between 1 to 3 years, Rate of Interest 6.00% to 9.15% p.a (PY: 6.00% to 9.25% p.a.)		25,233.68	10,688.21
	Repayment Terms: Maturing within 1 year, Rate of Interest 6.00% to 11.50% (PY: 6.25% to 8.90% p.a.)		4,360.88	5,686.30
(aii)	Other NCDs			
	7.53% NCDs (Redeemable at par on 21st August 2026)		500.00	500.00
			52,506.09	**38,266.57**
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		4,860.88	5,686.30
			47,645.21	**32,580.27**
*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) and certain Financial Assets 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 3.90% p.a. to 9.00% p.a. (Previous Year: Rate of Interest 2.50% to 9.00% p.a.)		15,846.90	13,191.12
	Repayment Terms: Maturing between 1 to 3 years, Rate of Interest 2.94 % p.a. to 9.00% p.a. (Previous Year: Rate of Interest 2.50% to 9.10% p.a)		34,905.71	33,921.90
	Repayment Terms: Repayment Terms: Between 1 - 20 Quarterly Instalments from 1st April 2026 till 31st October 2030 with interest ranging from 7.75% to 9.41% per annum (Previous Year: Rate of interest 9.41% per annum)		29.40	24.88
	Repayment Terms: Maturing within 1 year, Rate of Interest 2.94% to 9.00% p.a (Previous year: Rate of Interest 2.50% to 9.10 % p.a.)		21,854.05	18,951.01
$ 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***	**Repayment Terms**		
	State Bank of India	Quarterly payments upto December 2031. Interest payable monthly linked to 91 days Treasury bill + spread	252.06	267.98
	Axis Bank Limited	Quarterly payments upto February 2031. Interest payable monthly linked to repo rate + spread.	671.76	671.76
	State Bank of India	Quarterly payments upto January 2029. Interest payable monthly linked to 91 days Treasury bill + spread	101.53	131.41
	State Bank of India	Quarterly payments upto September 2027 to March 2035 Interest payable monthly linked to 91 days Treasury bill + spread	100.00	-
*Secured by Pari Passu first charge on the entire movable fixed assets of Subsidiary (India Cements Limited), both present and Future				

₹ in crore

Secured Long-Term Borrowings:		As at 31st March 2026	As at 31st March 2025
(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. During the year the loan has been refinanced with HDFC Bank.	-	26.25
Axis Bank Limited	The loan is repayable in 52 quarterly instalments starting from 16th June 2023 last installment falling due in March 2036. Rate of Interest 9.15% to 9.75% p.a. (PY: Rate of Interest 9.60% to 9.90% p.a.)	21.22	22.51
Axis Bank Limited	The loan is repayable in 76 structured quarterly installments as per the loan agreement which shall not exceed 31st March 2038.- Rate of Interest 9.10 % to 9.85% p.a. (PY: Rate of Interest 9.65% to 9.85% p.a.)	41.82	44.36
Axis Bank Limited	The loan is repayable in 58 structured quarterly installments 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. During the year, the loan has been refinanced with HDFC Bank.	-	75.25
Axis Bank Limited	The loan is repayable in 58 structured quarterly installments after the end of moratorium period as per the loan agreement which shall not exceed 31st March, 2037. - Rate of Interest 9.10% to 9.80% p.a. (PY: Rate of Interest 9.67% to 9.72% p.a.)	1.81	1.91
Axis Bank Limited	The loan is repayable in 58 structured quarterly installments after the end of moratorium period as per the loan agreement which shall not exceed 31st March, 2037. - Rate of Interest 9.15% to 9.80% p.a. (PY: Rate of Interest 9.73% to 9.78% p.a.)	4.81	5.11
Axis Bank Limited	The loan is repayable in 57 structured quarterly installments after the end of moratorium period as per the loan agreement which shall not exceed 31st March, 2037. - Rate of Interest 9.15% to 9.80% p.a. (PY: Rate of Interest 9.72% to 9.77% p.a.)	9.66	10.12
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 8.15% - 8.65% p.a. (PY: Rate of Interest 8.41% to 8.80% p.a.)	142.48	159.61
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 8.20% - 8.75% p.a. (PY: Rate of Interest 8.75% p.a.)	173.31	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 6.22% to 7.38% p.a. (PY: Rate of Interest 7.42% to 7.99% p.a.)	15.87	17.34
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 June 2030. Rate of Interest 8.35% p.a. (PY: Rate of Interest 8.42% p.a.)	299.27	312.97
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 8.51% p.a. (PY Rate of Interest 8.56%)	54.80	22.74

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ in crore

Secured Long-Term Borrowings:		As at 31st March 2026	As at 31st March 2025
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.	245.99	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 7.01% - 8.65% p.a. (PY: Rate of Interest 8.03% - 8.28% p.a.)	545.70	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 8.51% p.a. (PY: Rate of Interest 8.55% p.a.)	316.52	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 8.51% (PY: Rate of Interest 8.54% p.a.)	24.62	24.85
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 8.51% (PY: Rate of Interest 8.54% p.a.)	24.62	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 7.60% to 8.05% p.a. (PY: Rate of Interest 8.51% p.a.)	19.92	54.51
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. During the year, the letter of credit has been converted into another Term Loan.	-	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 7.60% to 8.20% p.a. (PY: Rate of Interest 8.58% p.a.)	29.23	103.48
HDFC Bank Limited	For Bijapur, the loan is repayable in 44 structured quarterly instalments as per the loan agreement which shall not exceed 31st December 2036. For Gridco Odisha, the loan is repayable in 57 structured quarterly instalments as per the loan agreement which shall not exceed 09th March 2040. For AP2 Kadapa, the loan is repayable in 45 structured quarterly instalments as per the loan agreement which shall not exceed 31st March 2037. Rate of Interest 7.33% p.a.	271.13	-
HDFC Bank Limited	The loan is repayable in 78 structured quarterly instalment beginning from 31st March 2026 and ending on 30th June 2045. - Rate of Interest 7.05% to 8.05% p.a. (PY: Rate of Interest 8.07%- 8.32% p.a.)	140.41	174.66

₹ in crore

Secured Long-Term Borrowings:		As at 31st March 2026	As at 31st March 2025
HDFC Bank Limited	The loan is repayable in 65 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 31st March 2042. - Rate of Interest 7.33% p.a.	249.74	-
HDFC Bank Limited	The loan is repayable in 45 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 31st March 2037. - Rate of Interest 7.33% p.a.	66.54	-
HDFC Bank Limited	The loan is repayable in 61 structured quarterly instalment after the end of moratorium period as per the loan agreement which shall not exceed 30st March 2041.- Rate of Interest 7.33% p.a.	107.13	-
HDFC Bank Limited	For Ganjam, the loan is repayable in 63 structured quarterly instalments beginning from 31st July 2025. The maturity of the loan is 31st January 2041. For Veraval, the loan is repayable in 67 structured quarterly instalments beginning from 30th June 2025. The maturity of the loan is 31st December 2041.- Rate of Interest 7.30%-10.05% p.a.	274.01	-
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.	61.30	66.10
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. During the year, the loan has been refinanced with HDFC Bank.	-	47.92
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 9.30% to 9.65% p.a. (Py: 9.40% to 9.77% p.a.)	9.95	10.74
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 8.50% to 9.25%p.a. (PY 9.25% to 9.49% p.a.)	17.69	19.17
ICICI Bank Ltd.	The loan is repayable in 78 structured quarterly instalments beginning from 31st March 2024 last installment falling due in June 2043.-Rate of Interest 8.97% to 9.12% p.a. During the year, the loan has been refinanced with HDFC Bank.	-	101.12
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 8.20% - 8.75% p.a. (PY: 8.55% p.a.)	206.36	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. During the year, the loan has been refinanced with HDFC Bank.	-	245.63

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₹ in crore

Secured Long-Term Borrowings:		As at 31st March 2026	As at 31st March 2025
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 30th September 2044. - Rate of Interest 6.57% - 7.86% p.a. (PY: Rate of Interest 7.90% to 8.23% p.a.)	452.79	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. During the year, the letter of credit has been converted into another term loan and has been refinanced with HDFC Bank.	-	114.21
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. During the year, the loan has been refinanced with HDFC Bank.	-	19.00
Kotak Mahindra Bank	The loan is repayable in 70 quarterly instalments starting from 31st December 2021 last installment falling due in March 2039.- Rate of Interest 7.70% to 8.95% p.a. (PY: Rate of Interest 8.81% to 9.01% p.a.)	98.13	103.68
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 7.70% - 8.95% p.a. (PY: Rate of Interest 8.95% p.a.)	12.44	13.04
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. During the year, the loan has been refinanced with HDFC Bank.	-	233.90
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 8.60% to 8.75% (PY: Rate of interest 8.75% - 9.40% p.a.)	611.77	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.	8.06	8.52
RBL Bank Limited	The loan is repayable in 76 structured quarterly installments after the end of moratorium period as per the loan agreement which shall not exceed 31st December 2041.- Rate of Interest 8.35% to 10.05%p.a. (PY: Rate of Interest 8.13% to 8.15% p.a.)	14.19	15.51
RBL Bank Limited	The loan is repayable in 68 structured quarterly instalments after the end of moratorium period as per the loan agreement which shall not exceed 30th September 2041. - Rate of Interest 8.55% to 10.05% p.a. (PY: Rate of Interest 10.06% to 10.11% p.a.	16.78	17.35

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forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ in crore

Secured Long-Term Borrowings:		As at 31st March 2026	As at 31st March 2025
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. During the year, the loan has been refinanced with HDFC Bank.	-	31.94
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. During the year, the loan has been refinanced with HDFC Bank.	-	39.62
RBL 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. During the year, the loan has been refinanced with HDFC Bank.	-	60.65
RBL 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. During the year, the loan has been refinanced with HDFC Bank.	-	52.70
Union Bank	The loan is repayable in 75 structured quarterly instalments beginning from 31st January 2027. The maturity of the loan is 31st July 2045.- Rate of Interest 8.00% - 8.40% p.a. (PY: Rate of Interest 8.25% to 8.40% p.a.)	1,946.08	1,945.44
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 8.00% to 8.40% p.a.(PY: 8.41% to 8.80% p.a.)	1,151.98	487.75
Union Bank	The loan is repayable in 70 structured quarterly installments after the end of moratorium period as per the loan agreement which shall not exceed 30th September 2045.- Rate of interest 8.00% to 8.40% p.a.	1,406.43	-
NABFID	The loan is repayable in 72 structured quarterly installments after the end of moratorium period as per the loan agreement which shall not exceed 31st March 2045. - Rate of Interest 8.10% p.a.	1,625.83	-
Deutsche Bank AG	The loan is repayable within 3 years from the date of drawdown. Rate of Interest 6.70% to 8.49% p.a.	341.51	-
		84,823.31	**74,294.20**
Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		22,218.64	19,163.90
		62,604.67	**55,130.30**

^^ 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.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ in crore

			As at 31st March 2026	As at 31st March 2025
(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: 7.01% to 9.00% p.a. (PY: Rate of Interest 7.49% to 8.39% p.a.) Maturing between 1 to 3 years	13,307.65	6,622.92
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		1,450.11	1,931.49
			11,857.54	**4,691.43**
(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 2037	272.73	221.62
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		-	-
			272.73	**221.62**
(e)	**Vehicle loan**			
	Vehicle loan (Secured against vehicles purchased) (Interest rate is 10.65%)	Repaid during the year	-	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)		**1,22,380.15**	**92,624.41**
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	1,970.00	1,971.82
	7.22% NCDs	Redeemable at par on 24th November 2034	998.26	934.77
	6.87% Series 23-24/II NCDs	Redeemable at par on 22nd March 2034	1,244.76	1,243.66
	6.99% Series 21-22/I NCDs	Redeemable at par on 4th April 2031	998.31	998.01
	6.56% Series 25-26/I NCDs	Redeemable at Par on 6th June 2030	998.71	-
	7.34% NCDs	Redeemable at par on 5th March 2030	1,000.00	1,000.00
	7.34% NCDs	Redeemable at par on 3rd March 2028	1,000.00	1,000.00
	7.63% Series 22-23/II NCDs	Redeemable at par on 1st December 2027	999.11	998.89
	8.60% NCD	Redeemable on 30th September 2027	2,496.00	2,493.30
	7.50% Series 22-23/I NCDs	Redeemable at par on 10th June 2027	998.52	998.08

₹ in crore

		As at 31st March 2026	As at 31st March 2025
(f2)	Subordinate Debentures		
	Unsecured Debenture: 7.57% p.a. (Redeemable in August, 2035)	301.00	252.00
	Subordinate Debts - Debentures Rate of Interest 7.34% to 8.95% p.a. (PY: Rate of Interest 7.00% to 9.76% p.a.) (Redeemable from January 2031 to August 2034)	6,474.52	4,177.66
	Perpetual Debts- Rate of Interest: 8.37%-8.73% p.a. (PY: Rate of Interest 8.70% to 8.73 % p.a.)	773.00	553.00
	Subordinate Debts- Debentures maturing between 1 to 3 years, Rate of interest 7.50% to 9.76% p.a. (PY: Rate of Interest 7.50% p.a. to 9.10% p.a.)	539.54	779.19
	Subordinate Debts- Debentures maturing within 1 year, Rate of interest 4% to 9.10% p.a. (PY: Rate of interest 9.10% p.a. to 9.25% p.a.)	628.78	149.45
		21,420.51	**17,549.83**
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)	628.78	149.45
		20,791.73	**17,400.38**
(g)	**Rupee Term Loans from Banks**		
	Axis Bank (3 months T Bill + 130 bps)	Repayable in 34 quarterly instalments beginning from 31st January 2026 ending on 30th April 2034	79.80	80.00
	HDFC Bank (1 month T Bill + 125 bps)	Repayable in 34 quarterly instalments beginning from 30th June 2025 ending on 28th September 2033	1,782.00	1,800.00
	HDFC Bank (1 month T Bill + 125 bps)	Repayable in 34 quarterly instalments beginning from 31st March 2025 ending on 28th June 2033	493.75	498.75
	Axis Bank (3 months T Bill + 130 bps)	Repayable in 34 quarterly instalments beginning from 31st December 2024 ending on 1st April 2033	68.95	69.65
	SBI (3 months T Bill + Spread)	Bullet repayment in November 2027	2,000.00	2,000.00
	Deutsche Bank (mid term Loan) (Rate of interest 7.46%)	The loan is repayable upto a maximum tenor of 3 years from the date of disbursement.	21.52	-
	Deutsche Bank (mid term Loan) (Rate of interest 6.70% to 7.46%)	The loan is repayable upto a maximum tenor of 3 years from the date of disbursement.	43.57	-
	Deutsche Bank (mid term Loan) (Rate of interest 6.70% to 7.46%)	The loan is repayable upto a maximum tenor of 3 years from the date of disbursement.	7.86	-
			4,497.45	**4,448.40**
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		77.43	23.90
			4,420.02	**4,424.50**

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forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ in crore

			As at 31st March 2026	As at 31st March 2025
(h)	**Term Loans from Banks in Foreign Currency**			
	Sumitomo Mitsui Banking Corporation Singapore Branch (USD Dollar: 31st March 2026: 2.5 crore, 31st March 2025: 10 crore) Interest payable annually is linked to Compounded Secured Overnight Financing Rate (SOFR)	Bullet Payment in June 2027	237.12	854.69
	Sustainability Linked loan (USD Dollar: 31st March 2026: 50 crore, 31st March 2025: 50 crore:)#	To equal payment in August 2027 and October 2027	4,741.74	4,273.75
	State Bank of India, Gift City (USD Dollar: 31st March 2026: 5 crore, 31st March 2025: 10 crore) Interest payable semi-annually linked to Compounded SOFR+ Spread	Bullet Payment in March 2026 and September 2026	474.17	854.75
			5,453.03	**5,983.19**
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		474.17	427.38
			4,978.86	**5,555.81**

#Subsidiary (UltraTech) has raised unsecured US Dollar denominated loan (in the form of "Sustainability linked loan"- SLL) aggregating to USD 500 million, due on August 2027 and 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. Interest rate on above loan is payable semi- annually linked to compounded overnight SOFR + Spread. UTCL has already met the target for FY 2025. Since the acquisition of India Cements Ltd has impacted the erstwhile targets, UltraTech intends to include the data related to ICEM in its reporting and update its Sustainability Linked Financing Framework and the Second-Party Opinion to reflect this material change once comprehensive data is available.

(i)	**Term Loan from Others**			
	Term Loan from CISCO	20 quarterly installments ending at 30th October 2028, Rate of interest 6% p.a.	0.50	0.66
	Term loans from Financial Institution	Between 1 - 20 Quarterly Instalments from 1st April 2026 till 31st October 2030 with interest ranging from 7.75% to 9.41% per annum	29.28	31.45
	Inter Corporate Borrowings	Rate of Interest 6.00% to 9.00% p.a. (Previous Year: Rate of Interest 7.30% to 8.30% p.a.)	411.80	394.79
			441.58	**426.90**
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		10.85	10.37
			430.73	**416.53**

₹ in crore

			As at 31st March 2026	As at 31st March 2025
(j)	**Subsidised Government Loans**			
	Commercial Tax Department, Hyderabad	Varied Annual payments upto October 2026	14.23	47.90
	Commercial Tax Department, Andhra Pradesh	Annual payments upto March 2028	33.49	56.33
	From Government of Uttar Pradesh - Refer Note 4.12.1(a)	Repayable on 1st August 2030	6.56	6.09
		Repayable on 17th November 2025	-	2.80
		Repayable on 17th May 2025	-	5.42
	From Government of Karnataka - Refer Note 4.12.1(a)	Repayable on 24th January 2030	5.50	5.10
		Repayable on 17th March 2027	14.71	13.59
			74.49	**137.23**
	Less: Amount disclosed as current maturities of long-term debts under the head 'Current Borrowings' (Note 2.32)		51.77	64.91
			22.72	**72.32**
(k)	**Preference Shares Issued by Subsidiaries**			
	Compulsory Convertible Preference Shares (CCPS) carry cumulative dividend @0.01% p.a.		11.00	11.00
			11.00	**11.00**
(l)	**Foreign Currency Bonds**			
	2.80% Sustainability Linked Bonds (US Dollars 400 million; Previous Year US Dollars 400 million)	Bullet Payment in February 2031	3,793.40	3,419.00
	UTCL had issued unsecured fixed rate US Dollar denominated notes (in the form of "Sustainability Linked Bonds"), aggregating to USD 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.			
			3,793.40	**3,419.00**
(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)	Repaid during the year	-	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)			**34,448.46**	**31,302.69**
Total Non-Current Borrowings (I + II)			**1,56,828.62**	**1,23,927.10**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

2.28 Policyholder's Liabilities - Non-Current

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Insurance Contract Liabilities	89,970.76	81,353.03
Investment Contract Liabilities	16,012.65	13,500.03
	1,05,983.41	**94,853.06**

2.29 Other Financial Liabilities - Non-Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Security and Other Deposits	95.42	58.86
Derivative Liabilities at Fair Value	30.85	81.08
Deferred Premium Payables	215.22	287.36
Other Liabilities (includes Interest Accrued But Not Due, Retention money etc.)	213.66	145.57
	555.15	**572.87**

2.30 Provisions - Non-Current

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
For Employee Benefits (Gratuity, Pension and Long-Term Incentive Plan)	646.99	579.85
For Mine Restoration Expenditure {Note 2.37.1 (a)}	503.35	481.24
For Other Provisions {Note 2.37.1 (e)}	12.68	12.93
	1,163.02	**1,074.02**

2.31 Other Non-Current Liabilities

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Deferred Government Subsidies	56.90	23.14
Deferred Income	87.56	62.00
Other Liabilities (mainly Income Received in Advance)	4.40	36.92
	148.86	**122.06**

2.32 Borrowings - Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Secured		
Loans Repayable on Demand - Cash Credits/Working Capital Borrowings		
From Banks (secured by hypothecation of stocks and book debts of the Company and respective subsidiaries)	12,139.38	10,127.99
Current Maturities of Long-Term Debts (Note 2.27)	28,529.64	-
Unsecured		
Loans Repayable on Demand - Cash Credits/Working Capital Borrowings	7,416.84	8,811.36
Loan from Banks (includes Foreign currency term loan from bank)	1,612.38	1,538.44
Loan from Others (Commercial Papers)	16,101.42	10,661.02
Loans from Other Body Corporates	1,076.54	990.51
Non-Convertible Redeemable Preference shares*	-	63.51
Current Maturities of Long-Term Debts (Note 2.27)	1,243.00	27,528.77
	68,119.20	**59,721.60**

2.32.1 Rate of Interest on these borrowing during the year was in the range of 2.94% to 10.05%.

*During the Previous year, 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 (Refer Note 4.3.a.(ii)).

2.33 Policyholder's Liabilities - Current

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Insurance Contract Liabilities	2,237.25	2,127.39
Investment Contract Liabilities	14.93	10.31
Fair Value Changes of Policyholder's Investments	(858.03)	1,359.77
	1,394.15	**3,497.47**

2.34 Trade Payables

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Total Outstanding Due to Micro Enterprises and Small Enterprises#	926.16	520.09
Dues to Related Parties (Note 4.7.2)	148.93	103.71
Supplier's Credit (Note 4.10.5)	2,431.73	1,905.93
Acceptances	1,562.53	1,255.98
Others	12,971.47	11,652.38
	18,040.82	**15,438.09**

#This information has been determined to the extent such parties have been identified on the basis of information available with the Group.

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2.34.1 Trade Payables Ageing Schedule:

Particulars	Unbilled (A)	Not Due (B)	Outstanding for the following Periods from the 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 2026								
Micro Enterprises and Small Enterprises	0.01	830.44	93.98	1.52	0.02	0.19	95.71	926.16
Others	3,489.58	8,865.12	4,713.74	23.68	14.93	7.19	4,759.54	17,114.24
Disputed Dues – Micro Enterprises and Small Enterprises	-	-	-	-	-	-	-	-
Disputed Dues – Others	-	-	-	-	-	0.42	0.42	0.42
Total	**3,489.59**	**9,695.56**	**4,807.72**	**25.20**	**14.95**	**7.80**	**4,855.67**	**18,040.82**
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	7,061.75	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**

2.35 Other Financial Liabilities - Current

(Carried at Amortised Cost, unless otherwise stated)

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Interest Accrued But Not Due on Borrowings	2,613.34	2,131.08
Unclaimed Dividends (Amount Transferable to Investor Education and Protection Fund, when due)	125.30	112.49
Security and Other Deposits (Trade Deposits)	3,034.39	3,230.90
Liabilities for Capital Goods#(Note 4.12.3)	2,273.13	2,367.36
Accrued Expenses Related to Employees	1,577.79	1,345.73
Derivative Liabilities - Carried at FVTPL	48.33	40.34
Book Overdraft	1,539.92	1,230.24
Margin Money from Customers	1,133.03	1,191.24
Due to Life Insurance Policyholders	1,922.05	1,533.09
Other Payables (including Retention Money, Liquidated Damages, etc.)	4,779.12	2,988.12
	19,046.40	**16,170.59**

#Includes acceptances of ₹ 11.55 crore (Previous Year: ₹ 32.94 crore) towards Capital Goods.

2.36 Other Current Liabilities

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Statutory Liabilities	2,078.24	3,118.80
Contract Liabilities	1,157.85	765.43
Deferred Government Subsidies	35.56	31.35
Other Payables (including Legal Claims and Customers Incentive liabilities)	4,446.97	3,978.40
	7,718.62	**7,893.98**

2.37 Provisions - Current

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
For Employee Benefits (Contractor Workmen Gratuity, Compensated Absences and Pension)	865.91	690.56
For Assets Transfer Cost {Note 2.37.1 (b)}	201.07	296.05
For Provision Against Contingent Liabilities {Note 2.37.1 (c)}	9.89	13.40
For Warranty Provision {Note 2.37.1 (d)}	11.38	5.10
For Other Provisions {Note 2.37.1 (e)}	2.29	0.79
For Estimated Exposure in Joint Venture {Note 2.37.1 (f)}	82.74	320.10
	1,173.28	**1,326.00**

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 2026	As at 31st March 2025
(a) Provision for Mine Restoration Expenditure*		
Opening Balance	481.24	379.91
Add: Additions on Acquisition of subsidiary/Composite Scheme of Arrangement (Refer Note 4.3.(a),(b))	-	77.46
Add: Provision during the Year	4.40	0.28
Add: Unwinding of Discount on Mine Restoration Provision	22.22	23.91
Less: Utilisation during the Year	(4.51)	(0.32)
Closing Balance (considered as Non-Current)	**503.35**	**481.24**
*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	296.05	212.90
Add: Provision during the Year (Refer Note 4.3.a)	-	120.58
Less: Utilisation during the Year	(94.98)	(4.93)
Less: Unused Amount Reversed	-	(32.50)
Closing Balance (considered as Current)	**201.07**	**296.05**
*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.		

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₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
(c) Provision Against Contingent Liabilities*		
Opening Balance	13.40	14.47
Less: Utilisation during the Year	(0.03)	(0.62)
Less: Unused Amount Reversed	(3.48)	(0.45)
Closing Balance (considered as Current)	**9.89**	**13.40**
*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) Warranties		
Opening Balance	5.10	1.05
Add: Provision during the Year	9.78	4.34
Less: Unused Amount Reversed	(0.08)	(0.29)
Less: Utilisation during the year	(3.42)	-
Closing Balance (Considered as Current)	**11.38**	**5.10**
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	13.72	25.45
Add: Provision during the Year	1.99	0.51
Less: Derecognised on account Divestment of Subsidiary (Refer Note 4.12.4)	-	(4.30)
Less: Unused amount reversed	(0.74)	(7.94)
	14.97	**13.72**
Closing Balance (considered as Non-Current)	**12.68**	**12.93**
Closing Balance (considered as Current)	**2.29**	**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	320.10	436.00
Add: Provision during the Year (Refer Note (i) and (ii) below)	47.50	89.00
Less: Utilisation during the year	(284.86)	(204.90)
Closing Balance (considered as Current)	**82.74**	**320.10**

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, the Company had created a provision of ₹ 89 crore during the previous year towards its estimated exposure.

Further, during the year ended 31st March 2026, on the basis of observable inputs, the Company has recognised an additional charge of ₹ 13.50 crore towards estimated exposure in BAKPL {Note 3.11.(ii)}.

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 during the year ended 31st March 2024. Accordingly, the Company had created a provision of ₹ 436 crore during the year ended 31st March 2024, towards its estimated exposure.

Further, during the year ended 31st March 2026, on the basis of observable inputs, the Company has recognised an additional charge of ₹ 34 crore towards estimated exposure in AVTB {Note 3.11(vi)}.

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 2026	As at 31st March 2025
Proportion of Interest Held by Non-Controlling Entities	43.89%	43.89%
Accumulated Balances of Non-Controlling Interest	33,546.32	30,956.39
Summarised Financial Information for the Consolidated Balance Sheet		
Current Assets	25,247.44	23,737.20
Non-Current Assets	1,16,128.61	1,09,959.95
Current Liabilities	33,831.70	32,364.97
Non-Current Liabilities	26,831.91	27,438.82
Dividend Paid to Non-Controlling Interest	1,009.26	885.44

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Profit/(Loss) Allocated to Non-Controlling Interest:	3,583.90	2,650.57
Summarised Financial Information for the Consolidated Statement of Profit and Loss		
Revenue from Operations	88,511.53	75,955.13
Profit for the Year	8,165.64	6,039.11
Other Comprehensive Income	34.46	638.27
Total Comprehensive Income	8,200.10	6,677.38
Summarised Financial Information for Consolidated Cash Flows		
Net Cash Generated from Operating Activities	15,315.86	10,673.43
Net Cash Used in Investing Activities	(9,480.08)	(16,504.45)
Net Cash Used/(Generated) in Financing Activities	(5,953.57)	5,075.76
Net Cash Inflow/(outflow)	(117.79)	(755.26)

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 2026	As at 31st March 2025
Proportion of Interest Held by Non-Controlling Entities	47.71%	47.46%
Accumulated Balances of Non-Controlling Interest	25,549.10	23,590.13
Summarised Financial Information for the Consolidated Balance Sheet		
Current Assets	72,190.88	54,056.81
Non-Current Assets	2,83,333.52	2,45,386.28
Current Liabilities	71,747.13	60,364.19
Non-Current Liabilities	2,27,001.04	1,86,517.08

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₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Profit/(loss) Allocated to Material Non-Controlling Interest:	1,734.33	1,414.84
Summarised Financial Information for the Consolidated Statement of Profit and Loss		
Revenue from Operations	45,426.61	40,581.03
Profit/(Loss) for the Year	3,635.16	2,981.13
Other Comprehensive Income/(Loss)	(8.60)	(23.86)
Total Comprehensive Income	3,626.56	2,957.27
Summarised Financial Information for Consolidated Cash Flows		
Net Cash Used in Operating Activities	(36,544.12)	(27,934.63)
Net Cash Generated from/(Used in) Investing Activities	(3,544.42)	934.59
Net Cash Generated from Financing Activities	38,161.08	29,778.39
Net Cash Inflow/(Outflow)	(1,927.46)	2,778.35

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 has assessed material to the Group, which have been accounted as per equity method of accounting.

(A) Aditya Birla Sun Life AMC Limited

₹ in crore

(1)

Name of the Entity	Principal Place of Business	ABCL's Proportion of Ownership Interest	Quoted Fair Value of Investment	ABCL's Proportion of Ownership Interest	Quoted Fair Value of Investment
		As at 31st March 2026	As at 31st March 2026	As at 31st March 2025	As at 31st March 2025
Aditya Birla Sun Life AMC Limited	India	44.89%	11,386.62	44.94%	8,254.43

(i) Aditya Birla Sun Life AMC Limited ("ABSLAMC") was incorporated on September 5, 1994.

The Company 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. The Company is also registered under the SEBI (Portfolio Managers) Regulations, 1993 and provides Portfolio Management Services ("PMS") and investment advisory services to offshore funds and high net worth investors. The Company also acts as an Investment Manager to Aditya Birla Real Estate Funds (Category II) registered with SEBI. Further, the Company has also received SEBI registration for Alternative Investment Fund (AIFs) Category III namely Aditya Birla Sun Life AIF Trust – I and AIF Category II namely Aditya Birla Sun Life AIF Trust – II.

(2) (a) Summarised Balance Sheet

₹ in crore

Aditya Birla Sun Life AMC Limited (Consolidated)	As at 31st March 2026	As at 31st March 2025
Current Assets		
Cash and Cash Equivalents	58.4	43.68
Other Assets	2,979.92	2,790.21
Total Current Assets	**3,038.32**	**2,833.89**
Total Non-Current Assets	**8,212.78**	**8,149.43**
Current Liabilities		
Financial Liabilities (excluding Trade Payables)	92.5	89.99
Other Liabilities	186.72	170.06
Total Current Liabilities	**279.22**	**260.05**
Total Non-Current Liabilities	**1,814.59**	**1,857.83**
Net Assets	9,157.29	8,865.44
Group Share in %	44.89%	44.94%
Group Share in INR	4,114.28	3,985.07
Goodwill	1,698.05	1,699.94
Carrying Amount	5,812.33	5,685.01

b) Summarised Statement of Profit and Loss

₹ in crore

Aditya Birla Sun Life AMC Limited (Consolidated)	Year Ended 31st March 2026	Year Ended 31st March 2025
Revenue from Operations	1,845.03	1,684.78
Interest Income	63.05	39.08
Depreciation and Amortisation	78.68	72.72
Income Tax Expenses	282.21	305.66
Profit for the Year	952.43	905.97
Group Share in the Statement of Profit and Loss	427.49	407.34
Other Comprehensive Income/(Loss) for the Year	13.56	0.08
Group Share in Other Comprehensive Income for the Year	6.04	0.04
Total Comprehensive Income for the Year	965.99	906.05
Group Share in Total Comprehensive Income for the Year	433.52	407.38
Dividend Received	311.15	175.02

C) Contingent Liabilities in respect of Associates

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Group Share in Contingent Liabilities in respect of Associates not being included in Note 4.1.1	5.12	5.87

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

(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 2026	As at 31st March 2026	As at 31st March 2025	As at 31st March 2025
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 2026	As at 31st March 2025
Current Assets		
Cash and Cash Equivalents	22.37	24.47
Other Assets	1,983.81	1,350.04
Total Current Assets	**2,006.18**	**1,374.51**
Total Non-Current Assets	**4,959.92**	**3,804.64**
Current Liabilities		
Financial Liabilities (excluding Trade Payables)	430.60	361.94
Other Liabilities	4,794.00	3,276.20
Total Current Liabilities	**5,224.60**	**3,638.14**
Non-Current Liabilities		
Financial Liabilities (excluding Trade Payables)	24.68	30.19
Other Liabilities	4.31	11.73
Total Non-Current Liabilities	**28.99**	**41.92**
Net Assets	1,712.51	1,499.09
Group Share in %	45.89%	45.89%
Group Share in INR	3,267.55	3,169.66
Goodwill	-	-
Carrying Amount	**3,267.55**	**3,169.66**

b) Summarised Statement of Profit and Loss

₹ in crore

Aditya Birla Health Insurance Co. Limited	As at 31st March 2026	As at 31st March 2025
Revenue from Operations	6,412.53	4,621.91
Interest Income	334.43	251.79
Interest Expenses	3.23	3.64
Depreciation and Amortisation	74.94	66.17
Profit/(Loss) for the Year	39.48	6.38
Group Share in the Statement of Profit and Loss	18.12	2.93
Other Comprehensive Income/(Loss) for the Year	(126.25)	55.12
Group Share in Other Comprehensive Income for the Year	(57.93)	25.29
Total Comprehensive Income/(Loss) for the Year	(86.77)	61.50
Group Share in Total Comprehensive Income/(Loss) for the Year	(39.82)	28.22

C) Commitments and Contingent Liabilities in respect of Joint Ventures

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Group Share in Commitments in respect of Joint Ventures not being included in Note 4.2	8.52	8.10
Group Share in Contingent Liabilities in respect of Joint Ventures not being included in Note 4.1.1	101.95	87.33

(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 2026	As at 31st March 2025
Aggregate Carrying Amount of individually immaterial Associates	57.57	92.33
Aggregate Carrying Amount of individually immaterial Joint Ventures	942.48	1,077.53

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Aggregate Amount of Group Share of:		
Joint Ventures:		
Profit/(Loss)	(261.14)	(115.55)
Other Comprehensive Income/(Loss)	123.55	19.04
Total Comprehensive Income/(Loss)	(137.59)	(96.51)
Associates:		
Profit/(Loss)	4.97	2.05
Other Comprehensive Income/(Loss)	(0.31)	(1.91)
Total Comprehensive Income/(Loss)	**4.66**	**0.14**

Notes

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(2) Unrecognised Share of Profit/(Loss) of a Joint Venture as per Ind AS 112

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Unrecognised Share of Profit/(Loss) for the Year	-	-
Unrecognised Share Other Comprehensive Income/(Loss) for the Year	-	-
Cumulative Share of Profit/(Loss)	-	-
Cumulative Share of Other Comprehensive Income/(Loss)	-	-

(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 Composite Limited

3.1 Revenue from Operations (Note 4.6.1)

₹ in crore

		Year Ended 31st March 2026	Year Ended 31st March 2025
(A1) Sale of Products and Services (other than Financial Services)			
Sale of Manufactured Products	1,15,736.76		99,758.27
Sale of Traded Products	12,742.30		6,752.54
Sale of Services	69.94		44.63
		1,28,549.00	**1,06,555.44**
(A2) Sale of Financial Services			
Income from Life Insurance Premium (Gross)	20,064.94		18,504.63
Less: Reinsurance Ceded	(620.53)		(595.96)
Income from Life Insurance Premium (Net)		**19,444.41**	**17,908.67**
Income from Other Financial Services		**911.94**	**1,016.63**
(A3) Interest and Dividend Income of Financial Services			
a. Interest Income			
Interest on Loans			
On Financial Assets Measured at Amortised Cost	19,339.69		16,158.61
Interest Income from Investments			
On Financial Assets Measured at Fair Value through OCI	1,168.71		1,140.72
On Financial Assets Measured at Amortised Cost	3,229.17		2,654.30
On Financial Assets Classified at Fair Value through Profit or Loss	502.08		298.66
Interest on Deposits with Banks			
On Financial Assets Measured at Fair Value through OCI	28.52		-
On Financial Assets Measured at Amortised Cost	119.95		93.14
Interest on Deposits with Others			
On Financial Assets Measured at Amortised Cost	296.41		206.47
b. Dividend Income			
On Financial Assets Measured at Fair Value through OCI	98.03		77.20
		24,782.56	**20,629.10**

₹ in crore

	Year Ended 31st March 2026	Year Ended 31st March 2025
(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	(201.79)	804.78
Net Gain/(Loss) on Financial Instruments at Fair Value through OCI	44.91	0.02
Net Gain/(Loss) on Financial Instruments at Amortised Cost	13.03	6.78
Others - Gain/(Loss) on Sale of Investment	-	80.44
	(143.85)	**892.02**
Income on derecognised (assigned) loans	380.47	176.41
	380.47	**176.41**
Revenue From contract with Customers (A) (A1+A2+A3+A4)	**1,73,924.53**	**1,47,178.27**
(B) Other Operating Revenues		
Export Incentives	126.58	80.56
Insurance Claims	55.14	57.39
Sundry Balances Written Back (Net)	230.55	113.06
Government Grants Note {4.12.1}	619.40	697.82
Scrap Sales (Net)	252.87	208.06
Other Miscellaneous Incomes	221.67	142.73
Total (B)	**1,506.21**	**1,299.62**
REVENUE FROM OPERATIONS (A + B)	**1,75,430.74**	**1,48,477.89**
(C) Revenue from Contracts with Customers Disaggregated based on Geography (Geographical Segment)		
i) India (Country of Domicile)	1,66,047.95	1,41,236.88
ii) Rest of the World	7,876.58	5,941.39
Revenue from Contract with Customers	**1,73,924.53**	**1,47,178.27**
(D) Reconciling the Amount of Revenue Recognised in the Statement of Profit and Loss with the Contracted Price		
Gross Revenue	1,92,204.59	1,63,267.34
Less: Discount, Incentives, Returns, Price Concession, etc.	(18,280.06)	(16,089.07)
Net Revenue Recognised from Contracts with Customers	**1,73,924.53**	**1,47,178.27**

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.

Notes

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(E) Reconciliation of Revenue Recognised from Contract Liabilities:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Closing Contract Liabilities - Advances from Customers	1,157.85	765.43

The contract liabilities outstanding ₹ 765.43 crore (Previous Year: ₹ 916.84 crore) at the beginning of the year, out of which ₹ 760.22 crore (Previous Year ₹ 886.24 crore) has been recognised as revenue during the year ended 31st March 2026, and balance amount has been refunded during the year.

3.2 Other Income

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Interest Income on:		
Investments	158.52	226.93
Interest on Income Tax Refund	27.02	109.94
Bank Accounts and Others (Measured at Amortised Cost)	200.14	168.42
Dividend Income from:		
Non-Current Investments (Measured at FVTOCI)	51.53	31.28
Investments - Mutual Funds (Measured at FVTPL)	0.79	0.81
Gain/(Loss) on Financial Instruments		
On Sale of Investments (Net) - Mutual Funds (Measured at FVTPL)	184.01	275.49
Fair Value Change of Investments Measured at FVTPL	215.54	354.22
Profit on Sale of Property, Plant and Equipment and Intangible Assets (Net)	27.38	36.45
Miscellaneous Income	315.19	255.50
	1,180.12	**1,459.04**

3.3 Cost of Materials Consumed

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Opening Stock	4,148.32	3,668.09
Add: Purchases and Incidental Expenses	31,816.89	27,224.88
Less: Sale of Raw Materials	18.17	12.07
Add: Transferred on Acquisition of subsidiary/Scheme on Composite Arrangement (Refer Note 4.3.(a),(b),(c),(d))	4.18	85.85
Add: Foreign Currency Translation Reserve	11.52	4.85
Less: Closing Stock	3,988.70	4,148.32
	31,974.04	**26,823.28**

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
3.4 Purchases of Stock-in-Trade	**11,108.65**	**5,858.11**

3.5 Changes in Inventories of Finished Goods, Work-in-Progress and Stock-in-Trade

₹ in crore

	Year Ended 31st March 2026		Year Ended 31st March 2025
Opening 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**
Less: Closing Stock			
Finished Goods	2,606.15		2,690.24
Stock-in-Trade	193.62		213.15
Work-in-Progress	1,923.89		1,929.78
Waste/Scrap	29.44		39.53
		4,753.10	**4,872.70**
(Increase)/Decrease in Stocks		119.60	(1,044.95)
Add/(Less): Change in Stock of Trial-Run Production		(32.22)	(74.55)
Add/(Less): Transferred on Acquisition of subsidiary/Scheme of Composite Arrangements (Refer Note 4.3.(a),(b),(c),(d))		3.02	285.87
Add/(Less): Exchange Translation Difference and others		12.75	19.39
		103.15	**(814.24)**

3.6 Employee Benefits Expenses

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Salaries, Wages and Bonus	9,773.64	8,572.67
Contribution to Provident Funds and Other Funds {Notes 4.8 (xviii) and (xix)}	447.86	391.58
Contribution to Gratuity Fund (Note 4.8.1)	328.37	144.95
Staff Welfare Expenses	479.05	426.39
Expenses on Employee Stock Options Scheme including SAR (Note 4.5)	216.87	185.93
	11,245.79	**9,721.52**

3.7 Finance Costs Relating to NBFC's/HFC's Business

(Measured at Amortised Cost)

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Interest Expenses	11,541.45	9,638.15
Finance cost of Lease Liabilities	50.41	48.55
Other Borrowing Costs	12.09	11.40
	11,603.95	**9,698.10**

Notes

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3.8 Other Finance Costs

(Measured at Amortised Cost)

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Interest Expenses	3,715.29	3,199.51
Finance Cost of Lease Liabilities	141.66	107.67
Other Borrowing Costs@	65.14	18.73
Unwinding of Discount on Mine Restoration Provision	22.22	23.91
Exchange (Gain)/Loss on Lease Liabilities and Foreign Currency Borrowings (Net)	40.30	11.76
	3,984.61	**3,361.58**
Less: Capitalised	444.69	559.30
	3,539.92	**2,802.28**
Borrowing costs are capitalised using rates based on specific borrowings ranging from 5.80% to 10.05% per annum. (Previous Year 6.98% to 7.85% per annum.)		
@ Includes Interest on Income Tax.	0.02	0.06

3.9 Depreciation and Amortisation Expenses

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Depreciation on Property, Plant and Equipment (Note 2.1)	6,239.66	5,254.98
Depreciation on Investment Property (Note 2.3)	0.43	0.44
Amortisation on Intangible Assets (Note 2.5)	910.43	738.12
Depreciation on Right-of-Use Assets (Note 2.2)	602.92	471.69
	7,753.44	**6,465.23**
Depreciation Transferred to Pre-Operative Expenses(Note 2.1.5)	(27.50)	(11.50)
	7,725.94	**6,453.73**

3.10 Other Expenses

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Consumption of Stores, Spare, Components and Incidental Expenses	2,205.37	2,049.96
Consumption of Packing Materials	3,398.44	2,810.21
Processing and Other Charges	630.18	491.82
Repairs to Machinery, Buildings and Other Assets	2,617.16	2,359.24
Advertisement, Sales Promotion and Other Selling Expenses	5,623.23	4,510.97
Impairment on financial instrument, Bad Debts and Allowance for Doubtful Debts and Advances (Net)	1,697.38	1,510.35
Insurance	427.07	359.04
Lease Rent	296.55	259.99
Rates and Taxes	462.28	328.46
Exchange Rate Difference (Net)	26.89	23.97
Miscellaneous Expenses	5,548.13	5,527.81
Less: Captive Consumption of Cement	(108.84)	(100.92)
	22,823.84	**20,130.90**

3.11 Exceptional Items:

₹ in crore

Particulars		Year Ended 31st March 2026	Year Ended 31st March 2025
(i)	The Government of India has notified the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health, and Working Conditions Code, 2020 ("Labour Codes") with effect from 21st November, 2025, which consolidates 29 existing labour laws. The Labour Codes, amongst other things, introduced change, including a uniform definition of wages and enhanced benefits relating to leave. In accordance with the guidance issued by the Institute of Chartered Accountants of India and based on actuarial valuation, the Group has assessed the impact of these regulatory changes towards additional Gratuity and Compensated absences and has recognised a charge which is classified as past service cost.	(177.49)	-
(ii)	Impairment of Investment and provision towards its estimated exposure in Birla Advanced Knits Private Limited (BAKPL)	(13.50)	(57.97)
(iii)	The Company has recognised a charge towards impairment of certain plant and equipment and buildings at the Chemical Vilayat facility, arising from persistent equipment failures and corrosion issues that ultimately led to the shutdown of the equipment and during the previous year, the Company had written off one of its Capital Work-in-Progress, which was on account of delays in construction caused by prolonged litigation, leading to non-suitability of the structure.	(47.86)	(49.98)
(iv)	Stamp duty on Business Combination (Refer Notes - 4.3.(a))	-	(88.08)
(v)	Provision for Impairment in Investment/Asset Held for Sale by Ultra Tech Cement Limited	(50.07)	(9.35)
(vi)	Impairment of Investment and provision towards its estimated exposure in AV Terrace Bay Inc (AVTB).	(34.00)	-
(vii)	ABREL SPV2 Limited, a step-down subsidiary of the Company, had recognised a provision towards liquidated damages.	-	(33.47)
		(322.92)	**(238.85)**

3.12 Tax Expenses

₹ in crore

Particulars		Year Ended 31st March 2026	Year Ended 31st March 2025
A.	**Major components of income tax expenses for the Year**		
	Current Tax		
	Current income tax charge	3,618.17	2,247.08
	Short/(Write back) of tax relating to prior years	(22.39)	2.33
		3,595.78	**2,249.41**
	Deferred Tax		
	Deferred Tax Expense	576.68	819.32
		576.68	**819.32**
	Total Tax Expense	**4,172.46**	**3,068.73**
B.	**Reconciliation of Effective Tax Rate**		
	Applicable Tax Rate	25.17%	25.17%
	Income Not Considered for Tax Purpose	1.96%	2.50%
	Expenses Not Allowed for Tax Purpose	0.82%	1.98%

Notes

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₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Additional Allowances for Tax Purpose	0.00%	0.01%
Effect of losses absorption due to Scheme of Merger/Demerger/Arrangement (Refer Note 4.3)	0.00%	-5.56%
Taxes on Subsidiary Losses	0.47%	0.78%
Effect of Changes in Tax Rate	0.00%	0.05%
Tax Paid at Lower Rate	0.09%	0.53%
Provision for Tax of earlier years Written Back	-0.15%	0.01%
Lower Jurisdiction Tax Rate	-0.76%	-0.05%
Others	1.23%	2.93%
Effective Tax Rate	**28.83%**	**28.35%**

3.13 Other Comprehensive Income

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
A. Items that will not be Reclassified to Profit and Loss		
Equity Instrument at Fair Value through Other Comprehensive Income	1,493.88	286.42
Remeasurement of Defined Benefit Plans	(26.23)	(2.44)
Share of Other Comprehensive Income of Associate and Joint Venture Companies accounted for using Equity Method of Accounting	(0.64)	(3.47)
Income Tax relating to items that will not be Reclassified to Profit or Loss	(233.39)	25.56
B. Items that will be Reclassified to Profit and Loss		
Debt Instrument at Fair Value through Other Comprehensive Income	(212.79)	78.30
Exchange Difference in translating the Financial Statements of Foreign Operations	449.08	64.02
Effective Portion of Derivative Instruments designated as Cash Flow Hedge	(117.06)	(63.00)
Share of Other Comprehensive Income of Associate and Joint Venture Companies accounted for using Equity Method of Accounting	72.36	45.94
Income Tax relating to items that will be Reclassified to Profit or Loss	57.93	(7.06)
	1,483.14	**424.27**

3.14 Earnings Per Share (EPS):

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Net Profit for the Year Attributable to Equity Shareholders (₹ in crore)	4,966.48	3,705.68
Basic EPS:		
Weighted-Average Number of Equity Shares Outstanding (Nos.) of Face Value of ₹ 2/- each	68,06,08,871	66,89,78,684
Less: Weighted-Average Number of Equity Shares held by the Company under ESOP Trust (Nos.) of Face Value of ₹ 2/- each	21,99,420	21,02,258
Weighted-Average Number of Equity Shares Outstanding (Nos.) for calculation of Basic EPS (Nos.)	**67,84,09,451**	**66,68,76,426**
Basic EPS (₹) {for Face Value of Shares of ₹ 2/- each}	**73.21**	**55.57**
Diluted EPS:		

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Weighted-Average Number of Equity Shares Outstanding (Nos.)	67,84,09,451	66,68,76,426
Add: Weighted-Average Number of Potential Equity Shares on exercise of Options (Nos.)	6,63,468	7,58,622
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.)	**67,91,37,929**	**66,77,00,058**
Diluted EPS (₹) {for Face Value of Shares of ₹ 2/- each}	**73.13**	**55.50**

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 2026	Year Ended 31st March 2025
Customs Duty	Related to classification dispute, demand of duty on import of steam coal, caustic soda flakes and others	423.84	415.16
Sales 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 tax credit (GST), alleged mismatches between GSTR-2A vs GSTR-3B and others	2,529.89	1,563.36
Excise Duty/Cenvat Credit/Service Tax	Related to valuation matter (Rule 8 vs. Rule 4), denial of Cenvat Credit on ISD/GTA and others	1,249.54	1,636.12
Income Tax	Non-deduction of tax at source on payment to non-resident, various disallowances and others	34.70	99.29
Land Related Matters	Demand of higher compensation	282.99	279.83
Royalty on Limestone/ Marl/Shale	Based on fixed conversion factor on limestone, royalty rate differences on Marl and additional royalty on mines transfer	425.31	366.58
Electricity Duty/Energy Development Cess	Related to electricity duty, minimum power consumption, Energy Development Cess and denial of Electricity Duty exemption	505.76	435.01
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	1,488.00	1,461.96

Cash outflows for the above are determinable only on receipt of judgements pending at various forums/authorities.

4.1.2a. UTCL (including the erstwhile UltraTech Nathdwara Cement Limited and 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.

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b. 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.

On 5th May 2026, the NCLAT has set aside the Order dated 16th March 2020, and remanded the matter back to the CCI for fresh hearing and consideration.

c. 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.

4.1.3 Corporate Guarantees Issued by Subsidiaries as under:

₹ in crore

Particulars		As at 31st March 2026	As at 31st March 2025
a.	To Financial Institutions/Government Authorities/Others for finance provided to Joint Ventures	-	1.70
b.	Letter of Comfort Issued*	1,000.26	1,550.33

* includes Corporate Guarantees given to National Housing Bank by the ABCL on behalf of its subsidiary Aditya Birla Housing Finance Limited (ABHFL) of ₹ 3,000 crore up to 31st March 2026 (31st March 2025 ₹ 3,500 crore), against which the amount outstanding in the books of ABHFL is ₹ 862.81 crore (31st March 2025 ₹ 1,234.45 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 ₹ 137.00 crore as at 31st March 2026. (Previous Year 31st March 2025 ₹ 315.88 crore).

Includes Performance Guarantees issued to Pension Fund Regulatory Development Authority (PFRDA) of ₹ 0.20 crore as at 31st March 2026. (Previous Year as at 31st March 2025 is ₹ 0.20 crore).

4.2 Capital, Financial and Other Commitments

₹ in crore

		As at 31st March 2026	As at 31st March 2025
4.2.1	**Capital Commitments**		
	Estimated Amount of Contracts remaining to be executed on capital account and not provided for (Net of Advances Paid)	11,495.97	7,941.35
4.2.2	**Financial and Other Commitments**		
(a)	**Financial Commitments**		
	Joint Ventures@	138.58	124.90
@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	384.62	263.88

(c) The sanctioned but partially undisbursed amount of Aditya Birla Housing Finance Limited stands at ₹ 8,189.10 crore. (31st March 2025: ₹ 5,989.90 crore), whereas sanctioned but fully undisbursed amount stands at ₹ 4,809.19 crore (31st March 2025: ₹ 3,711.26 crore).

(d) Undisbursed commitments where NBFC Business 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 (31st March 2025: ₹ 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").

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 and 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 Four 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% in Previous Year.

Notes

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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**
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 Takenover	5,132.19
Goodwill	**755.76**

This goodwill is attributed to the expected synergies in cement prices and in costs, as described in paragraph (a) 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 for the previous year ended 31st March 2025.

(b) Acquisition of The India Cements Limited (INDIACEM) - Ind AS 103

i. On 24th December 2024, UTCL completed the acquisition of control over India Cements Limited (INDIACEM) 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 INDIACEM 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 INDIACEM 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 INDIACEM's equity share capital, resulting in INDIACEM becoming a subsidiary of UTCL with effect from 24th December 2024. UTCL also has become the promoter of INDIACEM in accordance with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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 INDIACEM. 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 INDIACEM under the open offer at price of ₹ 390/- per share.

Total shareholding of UTCL in INDIACEM 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 INDIACEM 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 INDIACEM on 24th December 2024; UTCL had remeasured its previously held equity interest of 22.77% in INDIACEM 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 INDIACEM 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 INDIACEM has fallen below the minimum public shareholding requirement as per Rule 19A of the SCRR read with SEBI (LODR) Regulations.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

The Consolidated financial statements include the financial results for INDIACEM w.e.f. 24th December 2024 and hence the figures for the year ended 31st March 2026 are not comparable with the previous corresponding period.

Pursuant to obtaining control, UTCL has accounted the fair value of the assets acquired and liabilities as at the acquisition date as per the requirements of Ind AS 103.

During the year ended 31st March 2026, UTCL sold 2,01,12,330 equity shares representing 6.49% of equity share capital of INDIACEM through an offer for sale conducted via the Stock Exchange Mechanism in accordance with SEBI's Master Circular No. SEBI/HO/MRDPoD2/CIR/P/2024/00181 dated 30th December 2024.

As a result of the above, UTCL's shareholding in INDIACEM now stands at 74.998% of INDIACEM's equity share capital.

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
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 INDIACEM	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 INDIACEM:

₹ 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**

iv. Non-controlling interest measured at Fair Value:

₹ in crore

Particulars	Amount
No. of shares held by NCI	5,73,68,041
Closing rate as on 24.12.2024	372.55
Non Controlling interest	**2,137.25**

As per Ind As 113, the fair value for quoted instruments is the closing price on the measurement date from a recognized 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 INDIACEM 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 for the previous year ended 31st March 2025.

(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%.

As per Ind AS 110, UCMEIL has recognised ₹ 11.86 crore directly in equity as the difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid.

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 (A)	2,876.05
Fair Value of Net Assets acquired (B)	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.

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 for the previous year ended 31st March 2025.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

(d) Acquisition of Birla White WallCare Private Limited (BWWPL) - Ind AS 103

i On 29th May 2025, UTCL acquired 100% equity stake in Birla White Wall Care Private Limited (BWWPL erstwhile Wonder Wall Care Private Limited) at an enterprise value of ₹ 234.43 crore. This Transaction has resulted in BWWPL becoming a wholly owned subsidiary of UTCL. BWWPL is primarily involved in the manufacture and sale of white cement based wall putty in India. The acquisition of BWWPL reinforces the UTCL's leadership in the wall putty and value-added products segment. The acquisition includes state-of-the-art manufacturing facility with an annual capacity of 6,00,000 MT for wall putty and related products located at Rajsamand in the state of Rajasthan. 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	170.27
Intangible Assets	22.41
Deferred Tax Assets	7.85
Inventories	8.95
Trade and Other Receivables	11.87
Other Current Assets	10.67
Total Assets Acquired (A)	**232.02**
Non-Current & Current Borrowing	181.70
Deferred Tax Liabilities	9.36
Trade Payables	7.90
Other Current Liabilities & Provision	31.18
Total Liabilties Assumed (B)	**230.14**
Total Fair Value of the Net Assets (A- B)	**1.88**

iii. Goodwill arising on acquisition has been determined as follows:

₹ in crore

Particulars	Amount
Purchase consideration:	
Fair Value of Purchase Consideration (A)	52.73
Fair Value of Net Assets acquired (B)	1.88
Goodwill (A-B)	**50.85**

As per Ind AS 103, purchase consideration has been allocated on the basis of fair valuation determined by an independent Valuer.

iv. Acquired Receivables:

As on the date of acquisition, gross contractual amount of the acquired Trade and other Receivables was ₹ 11.87 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.

v. Contingent Liabilities:

The Company has assumed all the contingent liabilities of BWWPL amounting to ₹ Nil crore.

vi. Acquisition related costs:

During the year ended 31st March 2026, acquisition related costs of ₹ 0.22 crore had been recognised under Miscellaneous Expenses and Rates and Taxes in the Statement of Profit and Loss.

vii. Impact of acquisition on the financial statements:

Since the acquisition date, Revenue from Operations of ₹ 162.19 crore and Profit after Tax of ₹ 28.46 crore has been included in the consolidated statement of profit and loss for the year ended 31st March 2026.

(e) Amalgamation of Aditya Birla Finance Limited with Aditya Birla Capital Limited

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 Aditya Birla Capital Limited ("ABCL"), was amalgamated with ABCL 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. As per the Scheme, all the shares of erstwhile ABFL, which were held by ABCL (either directly and/or through nominees) has been cancelled.

Further, in accordance with the no objection letter issued by the Reserve Bank of India ("RBI"), the Certificate of Registration held by the erstwhile ABFL as NBFC-ICC has been surrendered. Further, ABCL has received the Certificate of Registration dated 9th December 2025 from RBI as an NBFC-ICC.

(f) Composite Scheme of Arrangement among ABRen, EMIL and its Related Entities

Board of Directors of ABRen, at its meeting held on 29th December 2025, approved a Composite Scheme of Arrangement amongst ABRen, EMIL, Electrotherm Renewables Private Limited (ERPL) (a subsidiary of EMIL) and three wholly owned subsidiaries of ABRen namely ABREL EPCCO Services Limited, ABREN Renewables EPC Limited, and ABREL EPC Limited and their respective shareholders and creditors ("Scheme"). ABRen has received the 'No Objection Letter' for the Scheme from BSE Limited on 9th March 2026 and has filed application for approval of the Scheme with the Hon'ble National Company Law Tribunal ("NCLT"), Mumbai and Kolkata benches in March 2026. The appointed date of the Scheme is 1st April 2025 and the Scheme will be effective post the approval of the Scheme by the NCLTs and other regulatory and statutory approvals required, if any.

This transaction does not have impact for the year ended 31st March 2026.

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, Ships 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.

4.5 Share Based Payments

(i) Holding Company

4.5.1 22,21,985 Equity Shares of Face Value of ₹ 2 each (Previous year: 20,58,865 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 (₹ 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 have been revised in the earlier 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 (₹ 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	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 (₹ 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	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 (₹ 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 I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
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 (₹ 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	12-Aug-2022	14-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 17,64,433 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/RSUs 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 (₹ 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					

Particulars	Options			
	Tranche VII	Tranche VIII	Tranche IX	Tranche X
No. of Options/RSUs Granted	5,47,483	29,462	2,407	1,720
Grant Date	08-Aug-2025	14-Aug-2025	05-Nov-2025	10-Feb-2026
Grant Price (₹ per share)	2,743.70	2,745.90	2,882.00	2,926.30
Market Price on the Date of Grant (₹ per share)#	2,743.70	2,745.90	2,882.00	2,926.30
Fair Value on the date of Grant of Option (₹ per share)	1,031.80	1,040.50	1,091.79	1,233.60
Method of Settlement	Equity	Equity	Equity	Equity
Method of Accounting	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	RSUs					
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V	Tranche VI
No. of Options/RSUs 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 (₹ 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					

Particulars	RSUs			
	Tranche VII	Tranche VIII	Tranche IX	Tranche X
No. of Options/RSUs Granted	1,56,468	3,189	261	956
Grant Date	08-Aug-2025	14-Aug-2025	05-Nov-2025	10-Feb-2026
Grant Price (₹ per share)	2	2	2	2
Market Price on the Date of Grant (₹ per share)#	2,743.70	2,745.90	2,882.00	2,926.30
Fair Value on the date of Grant of Option (₹ per share)	2,742.36	2,744.57	2,880.67	2,925.16
Method of Settlement	Equity	Equity	Equity	Equity
Method of Accounting	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 2,31,092 SARs (Previous year: 2,26,407 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	12-Aug-2022	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	7,526
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	13-Aug-2021	13-Aug-2021	24-May-2022	12-Aug-2022
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 - III Options	Tranche - I PSUs	Tranche - II PSUs
Number of SARs	11,414	3,633	1,494	3,358
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, RSUs and PSUs Granted along with Weighted-Average Exercise Price (WAEP)

4.5.3.1 For Options referred to in Note 4.5.1(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	20,58,865	1,428	20,34,148	1,221
Granted during the year	7,41,946	2,150	4,53,075	1,991
Exercised during the year	4,40,662	1,086	4,04,828	1,041
Lapsed during the year	1,38,164	1,892	23,530	1,051
Outstanding at the end of the year	22,21,985	1,708	20,58,865	1,428
Options: Unvested at the end of the year	12,43,465	1,911	11,46,923	1,520
Exercisable at the end of the year	9,78,520	1,450	9,11,942	1,313

The Weighted-Average share price at the date of exercise for Options was ₹ 2,782.94 per share (Previous year: ₹ 1,070.20 per share) and Weighted-Average remaining contractual life for the share Options outstanding as at 31st March 2026 was 0.34 years (Previous year: 0.87 years).

4.5.3.2 For Options referred to in Note 4.5.2

Particulars	Number of SARs			
	Current Year		Previous Year	
	Numbers	WAEP (₹)	Numbers	WAEP (₹)
Outstanding at the beginning of the year	41,836	1,148	69,449	1,034
Granted during the year	6,187	1,148	22,804	1,034
Exercised during the year	28,981	1,194	49,809	1,099
Lapsed during the year	677	1,148	608	1,034
Outstanding at the end of the year	18,365	1,034	41,836	1,148
Options: Unvested at the end of the year	12,109	1,229	27,874	1,131
Exercisable at the end of the year	6,256	655	13,962	1,180

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 Note 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 daily 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
Method Used	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%
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%
Dividend Yield	0.52%	0.66%	0.66%	0.65%	0.65%	0.89%

ESOS-2018	Options				
	Tranche VII	Tranche VIII	Tranche IX	Tranche X	Tranche XI
Method Used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	6.23%	6.31%	7.14%	7.05%	7.24%
Option Life (Years)	Vesting Period (1 year) + Average of Exercise Period				
Expected Volatility*	28.79%	28.62%	30.26%	33.27%	31.87%
Dividend Yield	0.89%	0.89%	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 daily 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
Method Used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.31%	7.54%	7.27%	7.29%	6.97%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period				
Expected Volatility*	28.49%	28.32%	28.03%	27.99%	27.89%
Dividend Yield	0.55%	0.55%	0.55%	0.45%	0.44%

ESOS-2022	Options				
	Tranche VI	Tranche VII	Tranche VIII	Tranche IX	Tranche X
Method Used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	6.95%	6.44%	6.60%	6.56%	6.83%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period				
Expected Volatility*	27.27%	11.53%	11.59%	11.24%	19.85%
Dividend Yield	0.44%	0.44%	0.44%	0.44%	0.44%

ESOS-2022	PSUs				
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V
Method Used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.34%	7.58%	7.35%	7.30%	7.03%
Option Life (Years)	Bullet Vesting Period (3 years)				
Expected Volatility*	28.66%	28.64%	28.64%	28.84%	28.88%
Dividend Yield	0.55%	0.55%	0.55%	0.45%	0.44%

ESOS-2022	PSUs				
	Tranche I	Tranche II	Tranche III	Tranche IV	Tranche V
Method Used	Binomial Model	Binomial Model	Binomial Model	Binomial Model	Binomial Model
Risk-Free Rate	7.01%	6.72%	6.75%	6.78%	7.01%
Option Life (Years)	Bullet Vesting Period (3 years)				
Expected Volatility*	28.52%	14.19%	14.18%	13.96%	21.18%
Dividend Yield	0.44%	0.44%	0.44%	0.44%	0.44%

The Weighted-Average Fair Value of the Option and PSU, as on the date of grant, works out to ₹ 996.18 per stock Option, ₹ 2,475.64 per PSU.

* Expected volatility on the Company's daily/weekly 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 Note 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%	5.88%	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%	17.00%	30.40%
Weighted-Average Fair Value of SARs on 31st March 2026	-	-	-	1,087.17	-

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%	5.88%	5.46%	6.62%	6.30%
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%	17.00%	14.20%	22.96%	17.10%
Weighted-Average Fair Value of SARs on 31st March 2026	-	-	2,626.28	2,626.24	-	2,447.32

* Expected volatility on the Company's daily/weekly 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	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	5.88%	6.30%	6.45%	6.72%
Option Life (Years)	Vesting Period (3 years) + Average of Exercise Period		Bullet Vesting Period (3 years)	
Expected Volatility*	17.10%	17.10%	16.18%	18.76%
Weighted-Average Fair Value of SARs on 31st March 2026	939.61	644.07	2,584.55	2,626.68

* Expected volatility on the Company's weekly 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 from the Company's Cash Settled Share Based Payment Transactions:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Other Current Financial Liability	3.15	5.88
	3.15	**5.88**

4.5.6 Employee Stock Option Expenses (including SARs) recognised in the Statement of Profit and Loss ₹ 65.42 crore (Previous year: ₹ 57.37 crore) and recognised in Pre-Operative Expense ₹ 0.12 crore (Previous year: ₹ 2.75 crore).

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

(ii) Disclosure under Employee Stock Options Scheme of Subsidiary Companies:

(I) UltraTech Cement Limited

UTCL has granted 1,13,847 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 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

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% on 22.07.2022 and 50% on 22.07.2023	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% on 27.10.2022 and 50% on 27.10.2023	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

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(B) 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)		Tranche V (ESOS, 2022)		Tranche VI (ESOS, 2022)	
	PSU	Stock Options	PSU	Stock Options	PSU	Stock Options
Nos. of Options	125	1,075	105	915	10,310	1,00,447
Vesting Plan	100% on 28.10.2027	Graded Vesting: 33% every year after 1 year from date of grant	100% on 23.06.2028	Graded Vesting: 33% every year after 1 year from date of grant	100% on 21.07.2028	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	28.10.2024	28.10.2024	23.06.2025	23.06.2025	21.07.2025	21.07.2025
Exercise Price (₹ per share)	10	10,995.20	10	11,458.00	10	12,498.00
Fair Value on the date of Grant of Option (₹ per share)	10,604	3,461	11,451	3,421	12,491	3,713
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity

Particulars	Tranche VII (ESOS, 2022)		Tranche VIII (ESOS, 2022)	
	PSU	Stock Options	PSU	Stock Options
Nos. of Options	51	498	140	1,381
Vesting Plan	100% on 30.10.2028	Graded Vesting: 33% every year after 1 year from date of grant	100% on 03.02.2029	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	30.10.2025	30.10.2025	03.02.2026	03.02.2026
Exercise Price (₹ per share)	10	11,999.00	10	12,535.00
Fair Value on the date of Grant of Option (₹ per share)	11,992	3,548	12,528	3,737
Method of Settlement	Equity	Equity	Equity	Equity

Particulars	Tranche I (SAR, 2018)		Tranche II (SAR, 2018)			Tranche III (SAR, 2018)	
	RSU	Stock Options	RSU-FY22 Plan	RSU-FY21 Plan	Stock Options	RSU	Stock Options
Nos. of Options	1,084	3,924	159	320	1,398	793	2,001
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	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	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	22.07.2022	22.07.2022
Exercise Price (₹ per share)	10	4,009.30	10	10	7,424.70	10	6,130.70
Fair Value on the date of Grant of Option (₹ per share)	3,946	1,539	6,837	7,160	1,387	7,536	2,774
Method of Settlement	Cash	Cash	Cash	Cash	Cash	Cash	Cash

(C) Movement of Options Granted including RSU along with weighted average exercise price (WAEP):

Particulars	As at 31st March 2026		As at 31st March 2025	
	Nos.	WAEP (₹)	Nos.	WAEP (₹)
Outstanding at the beginning of the year	5,31,104	6,025.29	4,99,348	5,154.95
Granted during the year	1,13,847	11,324.52	1,16,483	8,535.76
Exercised during the year	(1,21,280)	4,211.19	(71,579)	4,498.98
Forfeited during the year	(17,402)	5,501.46	(13,148)	3,521.35
Outstanding at the end of the year	5,06,269	7,669.54	5,31,104	6,025.29
Options exercisable at the end of the year	2,38,671	6,773.35	2,26,968	5,916.94

The weighted average share price at the date of exercise for options was ₹ 12,084.95 per share (31st March 2025: ₹ 11,047.17 per share) and weighted average remaining contractual life for the share options outstanding as at 31st March 2026 was 4.47 years (31st March 2025: 4.50 years).

The weighted average remaining contractual life for SAR is 1.17 years (31st March 2025: 1.09 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 ₹ 12,535.00 per share for options.

(D) Fair Valuation:

1,13,847 share options were granted during the year. Weighted Average Fair value of the options granted during the year is ₹ 4,526.59 per share (31st March 2025: ₹ 5,746.70 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-Merton Model/Binomial Tree Model.

Notes

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The Key assumptions in the Black-Scholes-Merton Model for calculating fair value as on the date of grant:

(a)	**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%
GRASIM INDUSTRIES LIMITED			
(b)	**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%

*Expected volatility on the 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.

(c)	**For ESOS 2022:**		
1	Risk Free Rate	–	7.07% (Tranche I) ; 7.24% (Tranche II) ; 7.10% (Tranche III) ; 6.86% (Tranche IV) ; 6.17% (Tranche V) ; 6.11% (Tranche VI) ; 6.28% (Tranche VII) ; 6.58% (Tranche VIII)
2	Option Life	–	(a) For Options - Vesting period (1 Year) + 1/2 of exercise period
			(b) For PSU - Vesting Period (3 years) + 1/2 of exercise period
3	Expected Volatility*	–	Tranche-I: 0.25; Tranche-II: 0.24; Tranche-III: 0.24; Tranche-IV: 0.24; Tranche-V: 0.20; Tranche-VI: 0.20; Tranche-VII: 0.19; Tranche-VIII: 0.19
4	Dividend Yield	–	Tranche- I: 0.43%; Tranche- II: 0.85%; Tranche- III: 0.73%; Tranche- IV: 0.78%

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.

(E) Details of Liabilities arising from UTCL's cash settled share based payment transactions:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Other Financial liabilities- Non current	0.00	0.46
Other Financial liabilities- Current	2.47	0.81
Total carrying amount of liabilities	**2.47**	**1.27**

(ii) Disclosure under Employee Stock Options Scheme of Subsidiary Companies:

(II) Aditya Birla Capital Limited

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, 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 the details 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	2nd August 2023	2nd August 2023	2nd August 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	33.33% vesting over 3 years from the Date of Grant	100%, 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	1st August 2022	1st August 2022	1st August 2022
Grant/Exercise Price (₹ Per Share)	106.35	10.00	10.00

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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	14th May 2021	30th September 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	5th February 2021	5th February 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 and budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning and budget targets	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning and budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning and budget targets	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning and budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning and budget targets	Continued employment	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning and budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning and 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	2nd August 2019	18th October 2019	18th October 2019	18th October 2019	25th February 2020	25th February 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% p.a. (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	9th April 2018	9th April 2018
Grant/Exercise Price (₹ Per Share)	115.00	10.00

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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 and budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning and budget targets	Continued employment	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning and budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning and 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	11th August 2017	11th August 2017	11th August 2017	11th August 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 2026

Features	31st March 2026		31st March 2025	
Instrument	RSU	ESOP	RSU	ESOP
Options/RSUs Outstanding at beginning of the year	19,91,315	1,27,88,221	28,34,347	1,82,32,924
Granted during the year	-	-	-	-
Exercised during the year	(30,000)	(38,01,714)	(7,34,902)	(54,02,649)
Lapsed during the year	-	(8,66,285)	(1,08,130)	(42,054)
Options/RSUs Outstanding at the end of the year	**19,61,315**	**81,20,222**	**19,91,315**	**1,27,88,221**
Options/RSUs unvested at the end of the year	-	-	6,45,669	14,59,708
Options/RSUs exercisable at the end of the year	19,61,315	81,20,222	13,45,646	1,13,28,513
Weighted Average remaining Life of Options/ RSUs Outstanding at the end of the Year	3.20	2.14	4.15	2.40
Weighted Average Exercise Price of outstanding Options/RSUs during the Year	10.00	113.57	10.00	112.96
Weighted Average Exercise Price of exercised Options/RSUs during the Year	10.00	111.71	10.00	114.17
Weighted Average of Fair Market Value of Exercised Options/RSUs during the Year	183.90	250.32	217.07	211.59

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 the 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 - 2025-2026 are given hereunder:

Features	LTIP 1	LTIP 1	LTIP 2
Instrument	PSU	PSU	ESOP
Plan Period	2025-2026	2025-2028	2025-2028
Quantum of Grant	48,61,588	23,54,454	84,32,466
Vesting Period	100% vesting in first year from the Date of Grant	33.33% vesting in each year from the Date of Grant	33.33% vesting in each year from the Date of Grant
Vesting Condition(s)	Continued employment	Achievement of 75% of Annual P&B PBT of Aditya Birla Capital Limited and Performance rating DFP or above in the performance period.	Achievement of 75% of Annual P&B PBT of Aditya Birla Capital Limited and Performance rating DFP or above in the performance period.
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	4th August 2025 and 7th November 2025	30th October 2025 and 28th February 2026	30th October 2025 and 28th February 2026
Grant/Exercise Price (₹ Per Share)	10.00	10.00	310.80 & 333.10

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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 and budget targets	60% of Cumulative planning and budget targets	75% of annual planning and budget targets	60% of Cumulative planning and 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	30th October 2024	30th October 2024	3rd February 2025	3rd February 2025
Grant/Exercise Price (₹ Per Share)	204.50	10.00	176.60	10.00

Pursuant to the Scheme of Amalgamation between Aditya Birla Capital Limited (ABCL)and Aditya Birla Finance Limited (erstwhile ABFL), the Nomination, Remuneration and Compensation Committee of the Board of Directors of the 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	5th November 2022	30th September 2023	1st November 2023	30th January 2024	14th October 2024
Vesting Period	50% Vested on 5th November 2024	50% Vested on 30th September 2025	50% Vested on 1st November 2025	50% Vested on 30th January 2026	50% Vested on 14th October 2026
	50% Vesting on 5th November 2025	50% Vesting on 30th September 2026	50% Vesting on 1st November 2026	50% Vesting on 30th January 2027	50% Vesting on 14th October 2027
Exercise Period	5 years from the date of original grant by Amalgamating Company				

Granted during Financial Year - 2023-2024 are given hereunder:

Features	LTIP 1	LTIP 2
Instrument	**RSU**	**ESOP**
Plan Period	2023-2027	2023-2027
Quantum 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 and Rating of DFP and 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 and budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning and budget targets
Exercise Period	5 years from the Date of Vesting	5 years from the Date of Vesting
Grant Date	11th May 2023 2nd August 2023 3rd November 2023 1st February 2024	11th May 2023 2nd August 2023 3rd November 2023 1st February 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 and 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 and budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning and budget targets	Employees of ABCL: 75% of the consolidated PBT achievement against annual planning and budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning and budget targets	Employees of ABCL: 75% of the consolidated PBT achievement against Annual planning and budget targets and Employees of Subsidiaries: 75% of the PBT achievement of the respective business units against annual planning and 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	7th November 2022 2nd February 2023 15th March 2023	7th November 2022	2nd February 2023	15th March 2023
Grant/Exercise Price (₹ Per Share)	10.00	124.20	136.50	145.00

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Details of Activities in the Plan as on 31st March 2026

Instrument	31st March 2026		31st March 2025	
	PSU/RSU	ESOP	PSU/RSU	ESOP
Options/PSUs/RSUs Outstanding at beginning of the year	97,41,040	1,89,78,837	88,13,708	1,47,92,938
Granted during the year	72,16,042	84,32,466	18,77,335	62,36,226
Exercised during the year	(23,88,687)	(63,74,871)	(13,235)	(8,38,152)
Lapsed during the year	(11,84,592)	(18,97,298)	(9,36,768)	(12,12,175)
Options/RSUs Outstanding at the end of the year	**1,33,83,803**	**1,91,39,134**	**97,41,040**	**1,89,78,837**
Options/PSUs/RSUs unvested at the end of the year	1,11,08,424	93,96,846	97,41,040	1,08,76,760
Options/PSUs/RSUs exercisable at the end of the year	22,75,379	97,42,288	-	81,02,077
Weighted Average remaining Life of Options/ PSUs/RSUs Outstanding at the end of the Year	5.72	4.94	6.30	4.27
Weighted Average Exercise Price of outstanding Options/PSUs/RSUs during the Year	10.00	205.63	10.00	124.15
Weighted Average Exercise Price of exercised Options/PSUs/RSUs during the Year	10.00	112.78	10.00	124.15
Weighted Average of FMV of Exercised Options/PSUs/RSUs during the Year	341.90	302.69	200.45	185.70

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	PSU/RSU	ESOP
Risk-Free Interest Rate (%)	6.1%-7.6%	7.3%-7.6%
Option Life (Years)	3.5 to 5.5	4.5 to 5.5
Expected Volatility	32.3% to 41.8%	37.4% to 42.7%
Expected Dividend Yield (%)	0.00%	0.00%
Weighted-Average Fair Value per Option (₹)	117.6 to 326.2	57.2 to 148.0

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.

(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.

Notes

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Information about Operating Segments for the year ended 31st March 2026:

₹ in crore

	Cellulosic Fibres	Chemicals	Building Materials	Financial Services	Others	Inter Segment/ Eliminations	Total
REVENUE							
Sales (As reported)	17,082.88	8,297.79	1,01,185.35	45,375.56	3,489.16	-	1,75,430.74
Sales (Inter-Segment)	21.60	1,294.33	16.21	51.05	403.19	(1,786.38)	-
Total Revenue (Note 3.1)	**17,104.48**	**9,592.12**	**1,01,201.56**	**45,426.61**	**3,892.35**	**(1,786.38)**	**1,75,430.74**
RESULTS							
Segment Results (EBITDA)	**1,751.34**	**1,405.84**	**16,363.97**	**5,292.64**	**879.41**	**-**	**25,693.20**
Unallocated Corporate Income/ (Expenses) (Net)							178.89
Earnings Before Interest, Tax, Depreciation and Amortisation							25,872.09
Finance Costs							(3,539.92)
Depreciation and Amortisation							
- Allocated to Segments	**(651.84)**	**(525.59)**	**(5,445.04)**	**(664.39)**	**(415.43)**	**-**	**(7,702.29)**
- Unallocated	-	-	-	-	-	-	(23.65)
Profit Before Share in Profit/(Loss) of Equity Accounted Investees, Exceptional Items and Tax							**14,606.23**
Exceptional Items (Note 3.11)							
- Allocated to Segments	(70.08)	(52.95)	(141.68)	(53.94)	(3.87)	-	(322.52)
- Unallocated							(0.40)
Profit Before Tax and Share in Profit/(Loss) of Equity Accounted Investees							14,283.31
Share in Profit/(Loss) of Joint Ventures and Associates (Allocable to Operating Segments)	(290.39)	-	(1.30)	441.08	12.01	-	161.40
Share in Profit/(Loss) of Joint Ventures and Associates (Unallocable)	-	-	-	-	-	-	28.04
Profit Before Tax							**14,472.75**
Current Tax							3,595.78
Deferred Tax							576.68
Profit for the Year before Non-Controlling Interest							**10,300.29**
Less: Non-Controlling Interest							(5,333.81)
Profit for the Year							**4,966.48**
OTHER INFORMATION							
Segment Assets	**13,944.33**	**9,291.70**	**1,55,596.45**	**3,42,522.04**	**19,257.70**	**(768.20)**	**5,39,844.02**
Investments in Associates/Joint Ventures (allocable to Operating Segments)	619.91	-	5.43	9,090.60	14.32		9,730.26
Investments in Associates/Joint Ventures (Unallocable)							349.67
Unallocated Corporate Assets							19,630.61
Total Assets							**5,69,554.56**
Segment Liabilities	**3,839.74**	**2,271.68**	**30,955.99**	**2,98,214.53**	**2,190.35**	**(963.11)**	**3,36,509.18**

₹ in crore

	Cellulosic Fibres	Chemicals	Building Materials	Financial Services	Others	Inter Segment/ Eliminations	Total
Unallocated Corporate Liabilities							63,180.13
Total Liabilities							**3,99,689.31**
Additions to Non-Current Assets	724.41	735.78	10,878.65	600.67	4,278.62	-	17,218.13
Unallocated Corporate Capital Expenditure							7.64
Total Additions Non-Current Assets							**17,225.77**
Significant Non-Cash Expenses other than Depreciation and Amortisation							
- Allocated to Segments	**47.50**	**47.86**	**50.07**	**-**	**-**	**-**	**145.43**
- Unallocated							**-**

(i) Finance cost exclude finance cost of ₹ 11,603.95 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 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	3,084.30	-	1,48,477.89
Sales (Inter-Segment)	13.77	1,107.07	47.80	28.14	203.72	(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 Share in Profit/ (Loss) of Equity Accounted Investees, Exceptional Items and Tax							**10,767.12**
Exceptional Items (Note 3.11)	-	-	-	-	-	-	-
- Allocated to Segments	(57.97)	-	(97.43)	-	(33.47)	-	(188.87)

Notes

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₹ in crore

	Cellulosic Fibres	Chemicals	Building Materials	Financial Services	Others	Inter Segment/ Eliminations	Total
- Unallocated							(49.98)
Profit Before Tax and Share in Profit/(Loss) of Equity Accounted Investees							**10,528.27**
Share in Profit 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**
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**
Investment in Associates/ Joint Ventures (Allocable to Operating Segments)	786.87	-	46.53	8,867.25	2.29	-	9,702.94
Investment 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 (Allocable)	**89.00**	**-**	**120.58**	**-**	**-**	**-**	**209.58**

(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.

4.6.3 Geographical Segments

The Company's operating facilities are located in India.

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
(a) Segment Revenues		
India (Country of Domicile)	1,67,554.16	1,42,536.50
Rest of the World	7,876.58	5,941.39
Total	**1,75,430.74**	**1,48,477.89**
(b) Addition to Non-Current Assets$		
India (Country of Domicile)	16,956.49	16,250.27
Rest of the World	269.28	2,021.79
Total	**17,225.77**	**18,272.06**

4.6.4 The Carrying Amount of Non-Current Operating Assets by location of Assets:

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Non-Current Assets$		
India (Country of Domicile)	1,64,276.98	1,54,877.60
Rest of the World	4,977.27	4,707.99
Total	**1,69,254.25**	**1,59,585.59**

$ Non-current assets exclude Financial Assets, Equity Accounted Investees, Deferred Tax Assets, 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 2026 and the year ended 31st March 2025.

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
AV Terrace Bay Inc., Canada	Joint Venture
Aditya Birla Power Composites Limited	Joint Venture
Bhubaneswari Coal Mining Limited	Joint Venture
Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi, Turkey	Joint Venture
Bhaskarpara Coal Company Limited	Joint Venture
Birla Advanced Knits Private 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

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Parties	Relationship
Renew Surya Uday Private Limited- upto 30th June 2024	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
Aditya Birla Sun Life AMC Limited	Associate of Subsidiary
Coromandel Sugars Limited (w.e.f 24th December 2024 till 28th March 2025)	Associate of Subsidiary
Domsjo Fabriker AB	Subsidiary of Joint Venture
Amelia Coal Mining Limited	Subsidiary of Joint Venture
Aditya Birla Wellness Private Limited	Joint Venture of Subsidiary
Aditya Birla Health Insurance Co. Limited	Joint Venture of Subsidiary
Shri Himanshu Kapania - Managing Director - w.e.f 1st April 2025	Key Management Personnel
Shri HariKrishna Agrawal - Managing Director - upto 31st March 2025	Key Management Personnel
Shri Hemant Kadel - CFO - w.e.f 15th August 2025	Key Management Personnel
Shri Pavan Jain - CFO - upto 14th August 2025	Key Management Personnel
Shri Kumar Mangalam Birla - Non-Executive Director	Key Management Personnel
Smt. Rajashree Birla - Non-Executive Director	Key Management Personnel
Ms. Ananyashree Birla - Non-Executive Director	Key Management Personnel
Shri Aryaman Vikram Birla - Non-Executive Director	Key Management Personnel
Shri Sushil Agrawal - Non-Executive Director	Key Management Personnel
Shri Raj Kumar- Non-Executive Director- upto 20th August 2024	Key Management Personnel
Shri N. Mohan Raj - Independent Director	Key Management Personnel
Shri Adesh Kumar Gupta- Independent Director	Key Management Personnel
Shri V. Chandrasekaran- Independent Director	Key Management Personnel
Smt. Anita Ramachandran - Independent 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
Shri Cyril Shroff - Independent Director -upto 22nd August 2024	Key Management Personnel
Dr. Thomas M. Connelly, Jr. - Independent Director -upto 22nd August 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- upto 31st December 2025	Post-Employment Benefit Plan
India Cements Gratuity Fund- w.e.f 24th December,2024	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

Parties	Relationship
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	Other Related Parties in which Directors are interested
Azure Jouel Private Limited	Other Related Parties in which Directors are interested
Birla Management Centre Services Private Limited- upto 31st July 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 - merged with Svatantra Microfin Private Limited w.e.f. 21st March 2026	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 Private Limited	Other Related Parties in which Directors are interested
Aditya Birla New Age Hospitality Private Limited (Formerly known as KA Hospitality Private Limited)	Other Related Parties in which Directors are interested
Aditya Birla New Age Restaurants and Café Private Limited	Other Related Parties in which Directors are interested
Birla Cosmetics Private Limited	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.

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4.7.2 Disclosure of Related Party Transactions:

₹ in crore

Particulars		Year Ended 31st March 2026	Year Ended 31st March 2025
(a)	**Revenue from Contract with Customers**		
	Birla Jingwei Fibres Company Limited	20.16	13.33
	Aditya Birla Sun Life AMC Limited*	312.70	177.47
	Aditya Birla Power Composites Limited	15.68	17.79
	Amelia Coal Mining Limited	5.26	11.59
	Aditya Birla Management Corporation Private Limited	0.32	2.86
	Aditya Birla Health Insurance Co. Limited	78.35	80.85
	Birla Advanced Knits Private Limited	-	1.14
	Total	**432.47**	**305.03**
	* Includes dividend received of ₹ 311.15 crore (Previous Year: ₹ 175.02 crore) which gets reduced from share of Profit of equity accounted Investees.		
(b)	**Interest and Other Income**		
	Aditya Birla Sun Life AMC Limited	16.34	9.33
	Aditya Birla Science and Technology Company Private Limited	0.20	1.75
	Birla Advanced Knits Private Limited	0.97	3.84
	AV Group NB Inc., Canada	0.02	0.01
	Birla Jingwei Fibres Company Limited	0.17	0.15
	Aditya Birla Management Corporation Private Limited	9.56	9.50
	Aditya Birla Power Composites Limited	4.91	4.58
	Aditya Birla Health Insurance Co. Limited	16.22	10.66
	Chaitanya India Fin Credit Private Limited	1.70	3.94
	Coromandel Sugars Limited	-	17.79
	Aditya Birla Idea Payment Bank Limited	-	3.32
	Applause Entertainment Private Limited	-	13.54
	Svatantra Microfin Private Limited	0.03	0.25
	Bhubaneswari Coal Mining Limited	0.10	0.07
	Aditya Birla Wellness Private Limited	7.94	-
	Total	**58.16**	**78.73**
(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
	Azure Jouel Private Limited	-	120.00
	Aditya Birla Power Composites Limited	-	5.00
	Applause Entertainment Private Limited	-	375.00
	Total	**-**	**545.00**

₹ in crore

Particulars		Year Ended 31st March 2026	Year Ended 31st March 2025
(e)	**Repayment Against Loans Provided**		
	Birla Advanced Knits Private Limited	45.00	34.50
	Aditya Birla Power Composites Limited	3.50	1.50
	Applause Entertainment Private Limited	-	500.00
	Azure Jouel Private Limited	-	210.00
	Aditya Birla Science and Technology Company Private Limited	-	24.45
	Total	**48.50**	**770.45**
(f)	**Purchase of Goods and Services**		
	AV Group NB Inc., Canada	962.47	1,004.76
	Domsjo Fabriker AB	618.60	660.55
	Aditya Birla Wellness Private Limited	1.21	0.91
	Aditya Birla Sun Life AMC Limited	2.13	1.38
	Aditya Birla Science and Technology Company Private Limited	51.33	44.83
	Aditya Birla Power Composites Limited	0.42	0.03
	Birla Group Holdings Private Limited	0.06	0.08
	Aditya Birla Management Corporation Private Limited	1,295.42	897.25
	Birla Management Centre Services Private Limited	-	10.30
	Birla Advanced Knits Private Limited	-	0.03
	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C, UAE	-	15.49
	Cyril Amarchand Mangaldas & Co.	-	0.04
	Aditya Birla Health Insurance Co. Limited	1.25	0.68
	Renew Surya Uday Private Limited	-	10.62
	Mulla & Mulla & Craigie Blunt & Caroe	0.04	0.03
	Greenyana Sunstream Private Limited	-	2.72
	Aditya Birla Health Services Private Limited	0.02	0.28
	Khaitan & Co LLP	0.12	0.03
	Khaitan & Co. Kolkata	0.21	0.07
	Khaitan & Co. Mumbai	1.85	0.02
	Aditya Birla New Age Hospitality Private Limited (Formerly known as KA Hospitality Private Limited)	0.01	-
	Aditya Birla New Age Restaurants and Café Private Limited	0.03	-
	Birla Cosmetics Private Limited	0.03	-
	Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi, Turkey	4.94	-
	Total	**2,940.14**	**2,650.10**
(g)	**Investments in Equity Shares (including application money paid towards securities)**		
	Aditya Birla Health Insurance Co. Limited	137.66	183.54
	Aditya Birla Wellness Private Limited	2.55	7.14
	AV Terrace Bay Inc., Canada*	182.36	204.90
	Birla Advanced Knits Private Limited*	102.50	-
	Total	**425.07**	**395.58**

* Impaired during the year

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₹ in crore

Particulars		Year Ended 31st March 2026	Year Ended 31st March 2025
(h)	**Contribution to Post-Employment Benefit Plans**		
	Grasim Industries Limited-Employees Provident Fund	44.98	37.71
	Jayshree Provident Fund Institution	7.33	6.81
	Century Rayon Employees Provident Fund Trust 1	9.29	9.27
	Century Rayon Employees Provident Fund Trust 2	2.08	2.07
	Grasim Industries Limited- Employees Gratuity Fund	30.56	15.18
	Grasim (Senior Executive & Officers) Superannuation Scheme	1.13	1.18
	The India Cements Employees Provident Fund, Chilamkur	0.34	0.02
	The India Cements Employees Provident Fund, Yerraguntla	0.28	0.02
	UltraTech Cemco Provident Fund	88.37	78.12
	India Cements Gratuity Fund	10.72	-
	Total	**195.08**	**150.38**
(i)	**Deposits Given/(Received) (Net)**		
	Aditya Birla Health Insurance Co. Limited	(0.09)	(1.31)
	Aditya Birla Sun Life AMC Limited	(0.04)	(0.86)
	Total	**(0.13)**	**(2.17)**
(j)	**Reimbursement/(Recovery) of Expenses:**		
	Aditya Birla Sun Life AMC Limited	(76.81)	(55.97)
	Aditya Birla Wellness Private Limited	0.68	(0.58)
	Aditya Birla Power Composites Limited	0.95	0.58
	Aditya Birla Management Corporation Private Limited	(0.04)	3.33
	Birla Advanced Knits Private Limited	(0.06)	-
	Aditya Birla Health Insurance Co. Limited	(66.76)	(31.81)
	Aditya Birla Science and Technology Company Private Limited	3.02	10.27
	Birla Group Holdings Private Limited	0.18	0.18
	Birla Management Centre Services Private Limited	-	21.18
	AV Terrace Bay Inc., Canada	-	0.16
	Bhubaneswari Coal Mining Limited	-	0.16
	AV Group NB Inc, Canada	(0.04)	-
	Total	**(138.88)**	**(52.50)**
(k)	**Investment in NCDs**		
	Chaitanya India Fin Credit Private Limited	81.96	33.36
	Total	**81.96**	**33.36**
(l)	**Receipt on redemption of Investment in NCDs**		
	Chaitanya India Fin Credit Private Limited	87.95	33.72
	Total	**87.95**	**33.72**
(m)	**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	(0.15)	0.14
	Aditya Birla Management Corporation Private Limited	(0.29)	(0.27)
	Birla Advanced Knits Private Limited	1.12	-
	Aditya Birla Sun Life AMC Limited	0.12	-
	Total	**0.80**	**(0.12)**

₹ in crore

Particulars		Year Ended 31st March 2026	Year Ended 31st March 2025
(n)	**Finance Costs**		
	Aditya Birla Health Insurance Co. Limited	5.05	1.86
	Aditya Birla Sun Life AMC Limited	7.26	-
	Total	**12.31**	**1.86**
(p)	**Payments to Key Management Personnel**		
	Managerial Remuneration Paid*	28.91	24.47
	Commission to Non-Executive Directors (KMPs)	2.85	2.50
	Sitting Fees to Directors	0.61	0.48
	Total	**32.37**	**27.45**
	* 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	20.75	14.91
	Post-Retirement Benefits	1.67	2.47
	Share-Based Payments	6.49	7.09
	Total	**28.91**	**24.47**
(o)	**Corporate Guarantees Released**		
	Bhaskarpara Coal Company Limited	1.70	-
	Total	**1.70**	**-**
(p)	**Redemption of Non-Convertible Debentures**		
	Century Rayon Employees' Provident Fund Trust No.1	0.50	-
	UltraTech Provident Fund	8.00	-
	Total	**8.50**	**-**
(q)	**Issue of Redeemable Non-Convertible Debentures**		
	Aditya Birla Health Insurance Co. Limited	45.00	-
	Aditya Birla Sun Life AMC Limited	100.00	-
	Total	**145.00**	**-**

Outstanding Balances

₹ in crore

Particulars		As at 31st March 2026	As at 31st March 2025
(a)	**Trade Payables, Other Current and Non-Current Liabilities (Financial and Non-Financial)**		
	Aditya Birla Health Insurance Co. Limited	11.09	6.37
	Aditya Birla Health Services Private Limited	-	0.03
	Aditya Birla Management Corporation Private Limited	127.54	41.15
	Aditya Birla Power Composites Limited	-	0.44
	Aditya Birla Science and Technology Company Private Limited	1.17	0.59
	Aditya Birla Sun Life AMC Limited	12.34	4.34
	Aditya Birla Wellness Private Limited	0.42	0.61

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₹ in crore

Particulars		As at 31st March 2026	As at 31st March 2025
	Amelia Coal Mining Limited	0.35	0.73
	AV Group NB Inc., Canada	23.25	54.66
	Bhubaneswari Coal Mining Limited	0.02	0.02
	Birla Advanced Knits Private Limited	1.12	-
	Birla Jingwei Fibres Company Limited	-	0.26
	Birla Management Centre Services Private Limited	-	0.79
	Century Rayon Employees Provident Fund Trust 1	2.88	2.85
	Century Rayon Employees Provident Fund Trust 2	0.62	0.72
	Domsjo Fabriker AB	25.18	18.69
	India Cements Gratuity Fund	63.71	-
	Jayshree Provident Fund Institution	1.64	1.65
	Khaitan & Co LLP	0.01	-
	Khaitan & Co. Mumbai	0.60	-
	The India Cements Employees Provident Fund, Chilamkur	0.08	-
	The India Cements Employees Provident Fund, Yerraguntla	0.08	-
	UltraTech Cemco Provident Fund	33.41	22.05
	UltraTech Provident Fund	-	0.04
	Total	**305.51**	**155.99**
(b)	**Borrowings including Inter Corporate Borrowings/Non-Convertible Debentures (NCDs) [Current & Non current]**		
	UltraTech Provident Fund	-	8.00
	Century Rayon Employees Provident Fund Trust 1	3.80	4.30
	Century Rayon Employees Provident Fund Trust 2	0.90	0.90
	Aditya Birla Sun Life AMC Limited	100.00	-
	Aditya Birla Health Insurance Co. Limited	80.00	35.00
	Total	**184.70**	**48.20**
(c)	**Trade Receivables**		
	Birla Jingwei Fibres Company Limited	5.83	0.15
	Aditya Birla Power Composites Limited	7.34	11.47
	Aditya Birla Management Corporation Private Limited	-	0.19
	Aditya Birla Sun Life AMC Limited	20.25	20.13
	Aditya Birla Wellness Private Limited	4.25	-
	Amelia Coal Mining Limited	0.06	0.06
	Aditya Birla Health Insurance Co. Limited	50.00	30.00
	Grasim Industries Limited- Employees Gratuity Fund	-	4.16
	Chaitanya India Fin Credit Private Limited	0.01	-
	Total	**87.74**	**66.16**

₹ in crore

Particulars		As at 31st March 2026	As at 31st March 2025
(d)	**Loans, Security Deposits and other Current Assets (Financial and Non-Financial) [Current and Non-Current]**		
	Aditya Birla Science and Technology Company Private Limited	0.04	-
	Aditya Birla Power Composites Limited	2.36	12.83
	Aditya Birla Management Corporation Private Limited	7.01	6.24
	Aditya Birla Health Insurance Co. Limited	0.20	0.39
	Birla Advanced Knits Private Limited	-	46.23
	Birla Group Holdings Private Limited	7.37	7.37
	Aditya Birla Sun Life AMC Limited	1.74	1.71
	Total	**18.72**	**74.77**
(e)	**Investment in Equity Accounted Investments (Note 2.6)**		
	Joint Ventures	4,210.03	4,247.19
	Associates	5,869.90	5,777.32
	Total	**10,079.93**	**10,024.51**
(f)	**Investment in NCDs**		
	Chaitanya India Fin Credit Private Limited	17.83	24.16
	Total	**17.83**	**24.16**
(g)	**Preference Shares**		
	Joint Ventures	92.62	91.13
	Total	**92.62**	**91.13**
(h)	**Corporate Guarantees**		
	Bhaskarpara Coal Company Limited	-	1.70
	Total	**-**	**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.

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 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.

4.8.1.1Gratuity 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 2026		As at 31st March 2025		As at 31st March 2026		As at 31st March 2025	
(i) Reconciliation of Present Value of the Obligation:								
Opening Defined Benefit Obligation	2,018.16	58.50	1,769.41	34.39	56.37	0.49	33.50	0.50
Adjustments of:								
Transferred on Acquisition of subsidiary/Composite Scheme of Arrangement (refer note 4.3)	-	1.00	111.22	24.79	-	-	33.30	-
Current Service Cost	173.84	6.48	148.73	4.98	-	-	-	-
Past Service Cost (Note-3.11(i))	168.39	0.86	-	-	-	-	-	-
Interest Cost	135.19	2.93	125.39	2.57	3.63	0.03	4.00	0.03
Actuarial Loss/(Gain)	(7.79)	2.37	26.89	2.83	(4.85)	-	(0.88)	-
Liabilities Assumed on Acquisition/(Settled on Divestiture)	(1.06)	0.14	(0.40)	-	-	-	-	-
De-recognised on account of divestment of subsidiary (refer note 4.12.4)	-	-	(5.95)	-	-	-	-	-
Opening Liabilities transferred from Unfunded to Funded	(6.19)	-	0.91	(0.91)	-	-	-	-
Foreign Currency Fluctuation	-	7.34	-	(2.70)	(1.77)	-	-	-
Benefits Paid including Transfer Out	(157.19)	(9.34)	(158.04)	(7.44)	(14.51)	(0.05)	(13.55)	(0.04)
Closing Defined Benefit Obligation	2,323.35	70.28	2,018.16	58.50	38.87	0.47	56.37	0.49

(₹ 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 2026		As at 31st March 2025		As at 31st March 2026		As at 31st March 2025	
(ii)	**Reconciliation of Fair Value of the Plan Assets:**								
	Opening Fair Value of the Plan Assets	1,969.78	-	1,808.85	-	31.80	-	-	-
	Adjustments of:								
	Transferred on Acquisition of subsidiary/Composite Scheme of Arrangement (refer note 4.3)	-	-	57.42	-	-	-	36.59	-
	Return on Plan Assets	124.05	-	127.42	-	1.84	-	-	-
	Actuarial Gain/(Loss)	(15.47)	-	9.96	-	(0.11)	-	(4.79)	-
	De-recognised on account of divestment of subsidiary (refer note 4.12.4)	-	-	(8.01)	-	-	-	-	-
	Contributions by the Employer	134.01	-	103.74	-	(9.21)	0.05	-	-
	Benefits Paid	(148.33)	-	(129.61)	-	(4.12)	(0.05)	-	-
	Closing Fair Value of the Plan Assets	2,064.04	-	1,969.78	-	20.20	-	31.80	-
(iii)	**Net Liabilities/(Assets) recognised in the Balance Sheet:**								
	Present Value of the Defined Benefit Obligation at the end of the year	2,323.35	70.28	2,018.16	58.50	38.87	0.47	56.37	0.49
	Fair Value of the Plan Assets	2,064.04	-	1,969.78	-	20.20	-	31.80	-
	Net Liabilities/(Assets) recognised in the Balance Sheet	259.31	70.28	48.38	58.50	18.67	0.47	24.57	0.49
(iv)	**Amount recognised in Salary and Wages under Employee Benefits Expense in the Statement of Profit and Loss:**								
	Current Service Cost	173.84	6.48	148.73	4.98	-	-	-	-
	Past Service Cost	168.39	0.86	-	-	-	-	-	-
	Interest on Defined Benefit Obligations (Net)	74.82	2.93	125.39	2.57	3.63	0.03	4.00	0.03
	Expected Return on Plan Assets	(63.78)	-	(127.42)	-	1.84	-	-	-
	Net Cost	353.27	10.28	146.70	7.54	1.79	0.03	4.00	0.03
	Capitalised as Pre-Operative Expenses in respect of Projects and other Adjustments	(1.19)	-	(1.15)	-	-	-	-	-

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(₹ 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 2026		As at 31st March 2025		As at 31st March 2026		As at 31st March 2025	
	Amount Recovered from Joint Venture Companies	(23.71)	-	(0.60)	-	-	-	-	-
	Net Charge to the Statement of Profit and Loss	328.37	10.28	144.95	7.54	1.79	0.03	4.00	0.03
(v)	**Amount recognised in Other Comprehensive Income (OCI) for the Year:**								
	Changes in Financial Assumptions	(27.35)	(0.37)	55.78	2.55	(2.27)	(0.01)	8.00	0.01
	Changes in Demographic Assumptions	(14.23)	-	(82.13)	(1.01)	0.30	-	-	-
	Experience Adjustments	33.78	2.85	52.61	1.29	(2.88)	0.01	(8.89)	(0.01)
	Actual return on Plan Assets less Interest on Plan Assets	15.56	-	(9.96)	-	0.11	-	(4.79)	-
	Adjustment to recognise the asset ceiling impact	-	-	-	-	-	-	-	-
	Less: Amount recovered from Joint Venture Companies	-	-	(0.48)	-	-	-	-	-
	Recognised in OCI for the year	7.78	2.48	15.82	2.83	(4.74)	-	(5.68)	-
(vi)	**Maturity Profile of Defined Benefit Obligation:**								
	Within next 12 months (next annual reporting period)	313.11	9.17	255.91	8.35	4.91	0.06	5.49	0.06
	Between 1 and 5 years	911.61	17.81	724.32	14.58	17.78	0.22	15.66	0.23
	Between 6 and 9 years	827.24	24.53	711.81	24.50	16.94	0.18	11.05	0.19
	10 years and above	2,583.57	75.08	2,268.26	63.58	38.01	0.23	6.74	0.26
(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	(191.60)	(5.17)	(210.19)	(4.47)	15.54	(0.02)	28.53	(0.02)
	100 bps Decrease in Discount Rate	213.30	5.89	228.30	5.10	18.17	0.02	25.41	0.03
	100 bps Increase in Salary Escalation Rate	205.57	6.60	226.41	5.00	-	-	-	-
	100 bps Decrease in Salary Escalation Rate	(184.52)	(4.47)	(209.20)	(4.46)	-	-	-	-
	Increase in Life Expectancy by 1 year	-	-	-	-	(0.59)	-	0.89	-
	Decrease in Life Expectancy by 1 year	-	-	-	-	0.66	-	(0.78)	-

(₹ 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 2026		As at 31st March 2025		As at 31st March 2026		As at 31st March 2025	
(viii) The Major Categories of Plan Assets as a % of Total Plan:								
Non-Quoted Value								
Government of India Securities	1%	N.A.	2%	N.A.	N.A.	N.A.	N.A.	N.A.
Corporate Bonds	0%	N.A.	0%	N.A.	N.A.	N.A.	N.A.	N.A.
Insurer Managed Funds	96%	N.A.	94%	N.A.	N.A.	N.A.	N.A.	N.A.
Others	3%	N.A.	4%	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.**
(ix) Principal Actuarial Assumptions:								
Discount Rate	6.45%-7.70%	4.43% - 10.5%	6.49%-7.01%	4.55% - 11%	6.85% - 7.2%	7.20%	7.1% - 7.2%	7.20%
Salary Escalation Rate	5% - 12%	1%- 11%	2.00%-10.00%	2.5%-11%	-	-		
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 Mortality (2006-08)/ Indian assured Lives mortality (2012-14)	UK Mortality table AM92 [UK] & GA 1983 Mortality Table	IALM (2006-08) Ultimate/ S1PA Mortality Table Adjusted Suitably	IALM (2006-08) Ultimate/ S1PA Mortality Table Adjusted Suitably	IALM (2006-08) Ultimate/ S1PA Mortality Table Adjusted Suitably	IALM (2006-08) Ultimate/ S1PA Mortality Table Adjusted Suitably
Retirement Age:								
Management	60 Yrs.	58-60 Yrs.	60 Yrs.	58-60 Yrs.	60 Yrs.	-	60 Yrs.	-
Non-Management	50 Yrs.		58 Yrs.			-		-
(x) Weighted Average Duration of Defined Benefit obligation:	**1.81 to 24 Yrs.**	**8.5 - 10.81 yrs.**	**7.37 to 25 Yrs.**	**6.38 - 9.70 yrs.**	**4 Yrs. to 10 Yrs.**	**4.8 Yrs.**	**4 Yrs. to 5.3 Yrs.**	**5.2 Yrs.**

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(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 ₹ 273.22 crore (Previous Year: ₹ 101.89 crore).

(xvi) Compensated Absences:

The obligation for compensated absences is recognised in the same manner as gratuity, amounting to charge of ₹ 134.43 crore (Previous Year: ₹ 128.89 crore).

(xvii) Other Long-term Employee Benefits:

Amount recognised as expense for other long-term employee benefits is ₹ 9.07 crore (Previous Year: ₹ 1.71 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 ₹ 151.52 crore (Previous Year: ₹ 130.53 crore) and amount recognised as pre-operative expenses and included in note 2.1.5 as "Contribution- Company owned Provident Fund" is ₹ 1.15 crore (Previous Year: ₹ 3.49 crore)

The actuary has provided for a valuation and based on the below provided assumption.

₹ in crore

Sr. No.	Particulars	As at 31st March 2026	As at 31st March 2025
(i)	**Change in defined benefit obligation**		
	Balance at the beginning of the year	**4,606.12**	**4,174.62**
	Adjustment of:		
	Current Service Cost	156.75	130.66
	Employee Contribution	233.12	214.13
	Benefits Paid/Settlements/Withdrawals (Including Transfer In/Out)	(354.93)	(334.70)
	Actuarial (Gains)/Losses	48.38	99.40
	Interest cost	397.96	322.01
	Balance at the end of the year	**5,087.40**	**4,606.12**
(ii)	**Change in Fair Value of Assets**		
	Balance at the beginning of the year	4,629.69	4,213.96
	Employer Contribution	151.81	127.83
	Employee Contribution	233.12	214.13
	Benefits Paid/Settlements/Withdrawals (Including Transfer In/Out)	(364.62)	(335.25)
	Actuarial (Gains)/Losses	72.64	109.09
	Expected Return on Plan Assets	318.33	299.92
	Balance at the end of the year	**5,040.97**	**4,629.69**
(iii)	**Net Asset/(Liability) recognized in the Balance Sheet**		
	Present value of Defined Benefit Obligation	(5,087.40)	(4,606.12)
	Fair Value of Plan Assets	5,040.97	4,629.68
	Surplus/(Deficit) available	**(46.43)**	**23.56**
(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	7.00%	6.80%
	- Discount Rate for the remaining term of maturity of Investment Portfolio	6.70-8.04%	6.73% - 8.01%
	- Average Historic Yield on Investment Portfolio	7.94%-8.45%	7.90%-8.31%
	- Guaranteed Interest Rate	8.25%	8.25%

₹ in crore

Sr. No.	Particulars	As at 31st March 2026	As at 31st March 2025
(xix)	**Defined Contribution Plans:**		
	Amount recognised as an expense and included in Note 3.6 as "Contribution to Provident and Other Funds"	296.34	261.05
	Amount recognised as pre-operative expense and included in Note 2.1.5 as Contribution to Provident and Other Funds	0.21	0.99
	Total Contribution to Provident and Other Funds	**296.55**	**262.04**

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

Particulars	As at 31st March 2026		As at 31st March 2025	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial Assets at Amortised Cost				
Trade Receivables	10,969.56	10,969.56	9,158.96	9,158.96
Loans (including Loans related to NBFC/HFC Business)	1,94,443.98	1,94,443.98	1,52,649.81	1,52,649.81
Investments of Insurance Business	47,891.52	45,477.92	40,632.89	42,303.40
Other Investments	1,482.63	1,482.63	461.82	461.82
Cash and Bank Balances	6,188.26	6,188.26	7,905.42	7,905.42
Other Financial Assets	6,993.70	6,993.70	5,624.59	5,624.59
Re-insurance Assets	2,100.20	2,100.20	1,641.76	1,641.76
Other Investments: Fixed Deposits with financial institutions with original maturity less than twelve months	300.00	300.00	54.67	54.67
Financial Assets at Fair Value through Other Comprehensive Income				
Investments of Insurance Business	16,833.41	16,833.41	17,305.20	17,305.20
Other Investments	15,440.99	15,440.99	13,719.96	13,719.96
Financial Assets at Fair Value through Profit and Loss				
Investments of Insurance Business (including Investments of Assets Held to Cover Linked Liabilities)	45,783.22	45,783.22	42,429.04	42,429.04
Other Investments	17,025.32	17,025.32	15,868.01	15,868.01

₹ in crore

Particulars	As at 31st March 2026		As at 31st March 2025	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Hedging Instruments measured at Fair value through Profit or Loss				
Derivative Assets	2,772.15	2,772.15	1,376.07	1,376.07
Total	**3,68,224.94**	**3,65,811.34**	**3,08,828.20**	**3,10,498.71**
Financial Liabilities at Amortised Cost				
Non-Current Borrowings	1,56,828.62	1,56,439.52	1,23,927.09	1,23,537.99
Current Borrowings	68,119.20	68,119.20	59,721.60	59,721.60
Lease Liabilities	2,905.24	2,905.24	2,676.87	2,676.87
Policyholders Liabilities	1,07,377.56	1,07,377.56	98,350.53	98,350.53
Trade Payables	18,040.82	18,040.82	15,438.09	15,438.09
Other Financial Liabilities	19,522.37	19,522.37	16,622.04	16,622.04
Hedging Instruments measured at Fair value through Profit or Loss				
Derivative Liabilities	79.18	79.18	121.42	121.42
Total	**3,72,873.00**	**3,72,483.90**	**3,16,857.64**	**3,16,468.54**

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.

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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 2026				
Financial Assets:				
1) Measured at Fair Value through Other Comprehensive Income				
– Investments of Insurance Business	5,492.57	11,333.31	7.53	16,833.41
– Other Investments in Debentures or Bonds	–	494.59	6.30	500.89
– Other Investments in Equity Instruments (other than Joint Ventures and Associates)	12,872.99	105.94	1,961.17	14,940.10
2) Measured at Fair Value through Profit and Loss				
– Investments of Insurance Business [including Investments of Assets Held to Cover Linked Liabilities]	32,504.10	13,255.44	23.68	45,783.22
– Other Investments in Mutual Funds, Debentures or Bonds and Private Equity Investment Funds	461.22	15,375.28	495.80	16,332.30
– Other Investments in Equity Instruments (other than Joint Ventures and Associates)	–	–	515.50	515.50
– Other Investments in Limited Liability Partnership	–	–	26.60	26.60
– Other Investments in Preference Shares	–	–	150.93	150.93
3) Hedging Instruments				
– Derivative Assets	–	2,772.15	–	2,772.15
Financial Liabilities:				
1) Measured at Amortised Cost				
– Non-Current Borrowings	–	73,999.04	82,440.48	1,56,439.52
– Policyholders Liabilities	40,642.60	–	66,734.96	1,07,377.56
2) Hedging Instruments				
– Derivative Liabilities	–	79.18	–	79.18
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

₹ in crore

Quantitative Disclosures Fair Value Measurement Hierarchy for Assets and Liabilities	Level 1	Level 2	Level 3	Total
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

The Management assessed that cash and bank balances, trade receivables, loans, trade payables, borrowings (cash credits, commercial papers, 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 2026 and 31st March 2025, 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 ₹ 18.99 crore (as at 31st March 2025: increase/decrease by ₹ 16.39 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 ₹ 7.53 crore or increase by ₹ 7.03 crore (as at 31st March 2025: decrease by ₹ 2.01 crore or increase by ₹ 2.00 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 2026 and 31st March 2025 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 2026				
Private Equity Investment Funds	Price to Book Value Method	Valuation at 10% discount compare to peer group	0.45	6.68
Private Equity Investment Funds		Valuation at par with peer group	0.50	7.42
Private Equity Investment Funds		Valuation at 10% Premium compare to peer group	0.55	8.17
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

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 2026				
Private Equity Investment	Price to Book Value Method	Valuation at 10% discount compare to peer group	9.00	1,170.00
Private Equity Investment		Valuation at par with peer group	10.00	1,230.00
Private Equity Investment		Valuation at 10% Premium compare to peer group	11.00	1,353.00
As on 31st March 2025				
Private Equity Investment	Price to Book Value Method	Valuation at 10% discount compare to peer group	8.10	3,923.00
Private Equity Investment		Valuation at par with peer group	9.00	4,359.00
Private Equity Investment		Valuation at 10% Premium compare to peer group	9.90	4,795.00

Financial Assets/Liabilities Related to Investment in Bima Sugam India Federation	Valuation Technique	Significant Unobservable Inputs	Range	Sensitivity of the Input to the Fair Value (₹ crore)
As on 31st March 2026				
Private Equity Investment	Price to Book Value Method	Valuation at 10% Discount compared to peer group	9.00	9.00
Private Equity Investment		Valuation at par with peer group	10.00	10.00
Private Equity Investment		Valuation at 10% Premium compared to peer group	11.00	11.00
As on 31st March 2025				
Private Equity Investment	Price to Book Value Method	Valuation at 10% Discount compared to peer group	9.00	9.00
Private Equity Investment		Valuation at par with peer group	10.00	10.00
Private Equity Investment		Valuation at 10% Premium compared to peer group	11.00	11.00

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.

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₹ in crore

Financial Assets related to other business	Level 3 assets 31st March 2026	Valuation Technique	Significant unobservable inputs
Equity Shares	31.16	Net worth of investee company	Instrument Price
Others (Security Receipts)	476.48	Discounted Projected Cash Flow	Expected Gross Recoveries & Discount rates

₹ 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)	92.44	Discounted Projected Cash Flow	Expected Gross Recoveries & Discount rates

Sensitivity of fair value measurements to changes in unobservable market data

Financial Assets	31st March 2026		31st March 2025	
	Favourable changes (+5%)	Unfavourable changes (-5%)	Favourable changes (+5%)	Unfavourable changes (-5%)
Equity Shares	1.56	(1.56)	1.50	(1.50)
Others (Security Receipts, Alternate Funds, etc.)	23.82	(23.82)	4.62	(4.62)

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 2026	31st March 2025
Opening Balances	4,131.72	3,788.44
Add: Purchase of Investments during the year	528.65	355.19
Add : Transferred on Acquisition of subsidiary (Refer Note 4.3.b)	-	7.59
Add: Fair Value gain/(loss) recognised in Other Income in the Statement of Profit and Loss	(66.54)	(83.32)
Add: Fair Value gain recognised in OCI	267.42	235.38
Add: Movement of Re-insurance Assets	458.44	277.84
Less: Sale/(Redemption) of Investments	(31.98)	(449.40)
Closing Balances	**5,287.71**	**4,131.72**

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

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 benefits 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 Group 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 contract with DPF, if the benefits 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 result in a significant portion of the insurance risk being shared with the insured party. For contracts without DPF, the Group charges for death and disability risks on a quarterly basis. Under these contracts, the 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 Group 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 risks are insured to one reinsurer.

ix) **Concentration Risk –** The Group 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 Group'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 Group also have an investment guarantee. The Group 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 Group has entered into a separate agreement with reinsurers to cover the catastrophic risks under individual and the 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 Group'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 favourable experience. At the present stage in the Group'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 Group has a Board approved Risk Management Policy covering underwriting, claims and reserving for policy liabilities. The Group has a detailed claims processing manual in place. Complicated and large claims are referred to the Group's Claims Review Committee.

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Insurance Contracts Liabilities: Change in Liabilities

₹ in crore

Particulars	Year Ended 31st March 2026				Year Ended 31st March 2025			
	With DPF	Linked Business	Others	Total	With DPF	Linked Business	Others	Total
Gross Liability at the beginning of the Year	22,980.82	24,734.49	35,765.11	83,480.43	9,320.89	24,335.52	27,131.27	60,787.67
Reclassified as Insurance Contracts	-	-	-	-	10,447.85	-	1,061.68	11,509.53
Add/(Less)								
Premium	1,917.20	4,227.41	14,086.67	20,231.28	4,242.48	3,476.69	10,938.89	18,658.06
Unwinding of the Discount/ Interest Credited	1,117.87	44.19	3,144.44	4,306.50	1,136.04	1,465.18	2,897.35	5,498.57
Insurance Liabilities Released	(4,518.54)	(4,342.42)	(4,325.07)	(13,186.03)	(2,425.72)	(4,272.31)	(3,543.58)	(10,241.61)
Undistributed Participating Policyholders surplus (FFA)	-	14.08	25.10	39.18	-	13.22	10.15	23.37
Others (Expense overrun, Contribution from S/H and Profit/Loss)	1,706.40	260.81	(4,630.56)	(2,663.35)	259.29	(283.81)	(2,730.65)	(2,755.17)
Gross Liability at the end of the Year	**23,203.75**	**24,938.56**	**44,065.69**	**92,208.01**	**22,980.82**	**24,734.49**	**35,765.11**	**83,480.43**
Recoverable from Reinsurance	3.97	35.08	2,061.15	2,100.20	4.13	27.69	1,609.94	1,641.76
Net Liability	**23,199.78**	**24,903.48**	**42,004.54**	**90,107.81**	**22,976.69**	**24,706.80**	**34,155.17**	**81,838.67**

Investment Contracts Liabilities

₹ in crore

Particulars	Year Ended 31st March 2026			Year Ended 31st March 2025			
	Linked Business	Others	Total	With DPF	Linked Business	Others	Total
At the beginning of the Year	13,503.17	7.17	13,510.34	10,447.85	11,971.92	1,075.07	23,494.84
Reclassified as Insurance Contracts		-	-	(10,447.85)		(1,061.68)	(11,509.53)
Additions							
Premium	4,547.98	0.20	4,548.18	-	1,980.47	0.24	1,980.71
Interest and Bonus Credited to Policyholders	328.19	0.22	328.41	-	1,016.93	0.49	1,017.42
Deductions							
Withdrawals/Claims	1,552.23	-	1,552.23	-	1,370.40	-	1,370.40
Fee Income and Other Expenses	22.25	7.71	29.96	-	18.27	4.44	22.71
Others Profit and Loss	783.30	(6.11)	777.19	(0.00)	77.47	2.52	79.99
Others (includes DAC, DOF and Profit/Loss)	-	-	-	-	-	-	-
At the end of the Year	**16,021.57**	**5.98**	**16,027.55**	**-**	**13,503.17**	**7.17**	**13,510.34**

Reinsurance Assets

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
At the beginning of the year	**1,641.76**	**1,363.94**
Add/(Less)		
Premium	620.53	595.96
Unwinding of the Discount/Interest credited	88.57	94.66
Insurance Liabilities Released	(546.13)	(536.97)
Others (Experience Variations)	295.47	124.17
At the end of the year	**2,100.20**	**1,641.76**

Deferred Acquisition Cost

₹ in crore

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
As at 1st April	-	0.59
Expenses Deferred	-	-
Amortisation	-	(0.59)
As at 31st March	**-**	**-**

Deferred origination fees

₹ in crore

Particulars	Amount
As at 1st April 2024	**0.31**
Expenses Deferred	-
Amortisation	(0.31)
As at 31st March 2025	-
Amortisation	-
As at 31st March 2026	**-**

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 Group 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.

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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.

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 2026	31st March 2025	31st March 2026	31st March 2025	31st March 2026	31st March 2025
Insurance						
With DPF	80% - 275% of IALM2012-14	75% - 275% of IALM2012-14	7.43% p.a.	7.15% p.a.	PY1 : 8.5% - 19% PY2 : 2% - 5% PY3 + : 1.25% - 5% (paid-up to surrender)	PY1 : 9% - 21% PY2 : 3% PY3 + : 2%
Linked Business	45-100% of IALM2012-14	40-100% of IALM2012-14	a) 9.0% pa for assets backing linked liabilities b) 7.16% pa for asset backing non-unit liabilities	a) 9.0% pa for assets backing linked liabilities b) 6.85% pa for asset backing non-unit liabilities	PY1 : 10.5%-35% PY2 : 3.5% - 35% PY3+: 2.5% -20% (varying by product and duration)	PY1 : 10%-35% PY2 : 3.5% - 35% PY3+: 2.5% -20% (varying by product and duration)
Others	20.07%-450% of IALM2012-14	20.07%-450% of IALM2012-14	7.24%-7.52% p.a.	6.51%-7.58% p.a.	PY1 : 0%-60% PY2 : 0% - 15% PY3+: 0% -16.5% (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 2026	31st March 2025	31st March 2026	31st March 2025	31st March 2026	31st March 2025
Insurance						
With DPF	N/A	N/A	Max 830 Per policy	Max 862.43 Per policy	0.05	0.05
Linked Business	0% - 3% p.a.	0% - 3% p.a.	830 Per policy	862.43 Per policy	0.05	0.05
Others	N/A	N/A	Max 830 Per policy (varies by product)	Max 862.43 Per policy (varies by product)	0.05	0.05

*Commission scales have been allowed in accordance with the product filing with IRDA.

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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 the 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	31st March 2026			31st March 2025		
	Insurance	Investment with DPF	Investment without DPF	Insurance	Investment with DPF	Investment without DPF
Lapses Increased by 10%	80,758.52	11,002.36	16,027.54	70,346.46	12,141.94	13,509.99
Lapses Decreased by 10%	81,414.87	11,002.36	16,027.55	72,162.95	12,141.94	13,510.79
Mortality Increased by 10%	81,817.51	11,002.36	16,027.54	72,326.47	12,141.94	13,520.90
Mortality Decreased by 10%	80,380.06	11,002.36	16,027.54	70,162.53	12,141.94	13,499.68
Expenses Increased by 10%	81,273.93	11,002.36	16,027.68	71,616.51	12,141.94	13,694.77
Expenses Decreased by 10%	80,891.60	11,002.36	16,027.43	70,833.52	12,141.94	13,362.03
Interest Rate Increased by 100 bps	81,032.57	11,002.36	16,027.33	71,171.42	12,141.94	13,312.09
Interest Rate Decreased by 100 bps	81,184.68	11,002.36	16,027.90	71,376.55	12,141.94	13,727.02
Inflation Rate Increased by 100 bps	81,347.19	11,002.36	16,027.70	71,585.88	12,141.94	13,718.26
Inflation Rate Decreased by 100 bps	80,869.86	11,002.36	16,027.44	70,926.09	12,141.94	13,377.81

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.

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 Group is exposed to is mitigated by an adequate amount of margin money.

Industry Analysis

As on 31st March 2026

₹ in crore

	Particulars	Infrastructure	Financial and Insurance	Government	IT Services	Manufacturing	Others	Total
1	**FVTOCI Financial Assets**							
	Policyholders							
	Debt	398.59	5,474.33	-	208.93	569.41	15.08	6,666.34
	Government Securities	-	-	3,659.73	106.41	-	25.60	3,791.74
	Others	-	211.99	270.02	-	-	-	482.01
	Shareholders							
	Debt	681.15	2,892.11	-	47.87	382.77	5.30	4,009.20
	Government Securities	-	-	1,585.03	20.57	-	25.60	1,631.20
	Equity	-	70.57	-	6.60	-	-	77.17
	Others	-	12.59	163.16	-	-	-	175.75
2	**Financial Assets at FVTPL**							
	Policyholders							
	Debt	603.84	6,319.12	-	141.11	360.05	-	7,424.12
	Government Securities	-	-	10,094.56	-	-	-	10,094.56
	Equity	2,947.60	6,949.99	-	3,404.83	9,608.75	1,246.79	24,157.96
	Mutual Fund Units	-	295.30	-	-	-	-	295.30
	Others	-	466.20	2,916.17	-	-	216.28	3,598.65
	Shareholders							
	Debt	-	34.90	-	-	3.23	2.06	40.19
	Government Securities	-	-	7.75	-	-	-	7.75
	Equity	44.03	98.31	-	-	-	-	142.34
	Mutual Fund Units	-	22.35	-	-	-	-	22.35
3	**Financial Assets at Amortised Cost**							
	Policyholders							
	Debt	1,702.17	6,228.61	-	92.58	216.64	15.15	8,255.15
	Government Securities	-	-	39,078.88	55.56	-	-	39,134.44
	Others	-	-	592.68	-	-	-	592.68
	Total Credit Risk Exposure	**6,377.38**	**29,076.37**	**58,367.98**	**4,084.46**	**11,140.85**	**1,551.86**	**1,10,598.90**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

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	**Financial Assets at Amortised Cost**							
	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**

Credit exposure by credit rating

As on 31st March 2026

₹ in crore

	Particulars	UNR	SOVEREIGN	AAA	AA+	AA-	AA	Others	Total
1	**FVOCI Financial Assets**								
	Policyholders								
	Debt	-	-	5,567.73	978.10	-	120.51	-	6,666.34
	Government Securities	-	3,659.73	132.01	-	-	-	-	3,791.74
	Others	211.99	270.02	-	-	-	-	-	482.01
	Shareholders								
	Debt	-	-	3,094.35	741.55	61.69	110.84	0.77	4,009.20
	Government Securities	-	1,585.03	46.17	-	-	-	-	1,631.20
	Equity	77.17	-	-	-	-	-	-	77.17
	Others	12.59	163.16	-	-	-	-	-	175.75
2	**Financial Assets at FVTPL**								
	Policyholders	-	-	-	-	-	-	-	
	Debt	-	-	7,010.30	260.59	79.15	74.08	-	7,424.12
	Government Securities	-	10,094.56	-	-	-	-	-	10,094.56
	Equity	23,270.27	-	609.10	257.95	-	20.64	-	24,157.96
	Mutual Fund Units	295.30	-	-	-	-	-	-	295.30
	Others	-	2,916.17	466.20	-	-	-	216.28	3,598.65
	Shareholders								
	Debt	-	-	40.19	-	-	-	-	40.19
	Government Securities	-	7.75	-	-	-	-	-	7.75
	Equity	-	-	44.03	82.83	-	15.48	-	142.34
	Mutual Fund Units	-	-	-	-	-	-	22.35	22.35
3	**Financial Assets at Amortised Cost**	-	-	-	-	-	-	-	
	Policyholders								
	Debt	-	-	7,583.02	359.00	289.02	15.97	8.14	8,255.15
	Government Securities	-	39,078.88	55.56	-	-	-	-	39,134.44
	Others	-	592.68	-	-	-	-	-	592.68
	Total Credit Risk Exposure	**23,867.32**	**58,367.98**	**24,648.66**	**2,680.02**	**429.86**	**357.52**	**247.54**	**1,10,598.90**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

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
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**	**261.82**	**1,00,457.86**

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 Group 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 2026	Year Ended 31st March 2025
Financial Assets		
As at 1st April	**36.97**	**15.44**
Provided during the year	2.38	22.87
Amounts Written off	(1.18)	(1.34)
As at 31st March	**38.17**	**36.97**

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).

An asset-liability mismatch occurs when the financial terms of a group'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 Group ensures that it is properly funded and maintain adequate liquidity to meet obligations. Based on the Group'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 Group. 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.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

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 2026

₹ in crore

Particulars	Less Than 12 Months	1 to 5 years	More than 5 years	Total
Financial Liabilities				
Other Financial Liabilities	2,500.83	789.62	272.68	3,563.13
Lease Liability	68.28	214.74	70.41	353.43
Life Insurance Contract Liabilities and Restricted Surplus	1,518.34	35,167.75	70,691.50	1,07,377.59
Subordinated Liabilities	-	-	1,849.18	1,849.18
Trade and Other Payables	1,152.82	-	-	1,152.82

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

Liquidity Risk of Other Company of Financial Service Segment

As on 31st March 2026

₹ in crore

Particulars	Less Than 12 Months	1 to 5 years	More than 5 years	Total
Financial Liabilities				
Borrowings	2,389.09	62.72	-	2,451.81
Trade and Other Payables	57.48	-	-	57.48
Other Financial Liabilities	1,643.38	7.45	-	1,650.83
Lease Liabilities	18.05	38.04	3.61	59.70

As on 31st March 2025

₹ in crore

Particulars	Less Than 12 Months	1 to 5 years	More than 5 years	Total
Financial Liabilities				
Borrowings	1,835.52	46.14	11.00	1,892.66
Trade and Other Payables	55.06	-	-	55.06
Other Financial Liabilities	1,133.82	7.04	-	1,140.86
Lease Liabilities	19.22	52.18	3.46	74.86

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 2026		As at 31st March 2025	
		Impact on Profit Before Tax	Impact on Equity*	Impact on Profit Before Tax	Impact on Equity*
Interest Rate	25 Basis Point Down	Nil	182.57	Nil	201.49
	50 Basis Point Down	Nil	369.70	Nil	408.43
	25 Basis Point Up	Nil	(178.17)	Nil	(196.83)
	50 Basis Point Up	Nil	(352.11)	Nil	(387.50)

* Shock only on Interest Rate on FVTOCI instrument. Hence, no impact on Profit Before Tax considered.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

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 2026		As at 31st March 2025	
		Impact on Profit Before Tax	Impact on Equity	Impact on Profit Before Tax	Impact on Equity
BSE 100	10% Rise	446.90	392.19	399.43	347.01
	10% Fall	(446.90)	(392.19)	(399.43)	347.01

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 minimizing 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 2026	As at 31st March 2025
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)	29.50	1,456.00
7.09% GOI 2074 (MD 25/11/2074)	-	233.07
7.18% GOI 2037 (MD 24/07/2037)	750.50	82.27
7.25% GOI 2063 (MD 12/06/2063)	-	479.12
7.30% GOI 2053 (MD 19/06/2053)	205.58	255.41
7.34% GOI 2064 (MD 22/04/2064)	112.85	3,489.43
7.46% GOI 2073 (MD 06/11/2073)	2,187.63	417.21
8.17% GOI 2044 (MD 01/12/2044)	-	705.14
6.64% GOI 2035 (MD 16/06/2035)	288.39	-
8.13% GOI 2045 (MD 22/06/2045)	-	54.15
8.30% GOI 2040 (MD 02/07/2040)	285.07	-
8.30% GOI 2042 (MD 31/12/2042)	-	43.28
9.23% GOI 2043 (MD 23/12/2043)	-	26.00
6.95% GOI 2061 (MD 16/12/2061)	181.84	-
7.09% GOI 2029 (MD 05/08/2054)	41.10	-
6.90% GS 2065	333.93	-
6.98% GOI SGrB 2054	6,163.10	-
7.24 GOI 2055 (MD 18/08/2055)	363.67	-
Kerala 7.48% Taxable 06-Nov-2045	2,149.98	-
Madhya Pradesh 7.45% Taxable 12-Nov-2044	24.70	-
7.25% MAHARASHTRA SGS 2044 (MD 28/08/2044)	30.00	-
7.45% Telangana SDL 2048 (MD 26/11/2048)	100.00	-
7.55% Telangana SDL 2046 (MD 03/12/2046)	119.18	-
7.16% GOI 2050 (MD 20/09/2050)	106.40	35.00
Madhya Pradesh 7.68% 04-Feb-2043	155.00	-
7.43% GOI 2076 (MD 19/01/2076)	64.68	-
Madhya Pradesh 7.72% 18-Feb-2045	92.69	-
Uttar Pradesh 7.71% 25-Feb-2046	119.58	-
7.66% MAHARASHTRA SGS 2047 (MD 04/03/2047)	75.04	-
7.88% UP SGS 2046 (MD 25/03/2046)	69.03	-

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
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)	72.30	116.22
6.67% GOI 2035 (MD 15/12/2035)	13.40	13.40
6.67% GOI 2050 (MD 17/12/2050)	47.19	107.67
6.83% GOI 2039 (MD 19/01/2039)	6.99	58.29
6.95% GOI 2061 (MD 16/12/2061)	58.50	17.40
6.99% GOI 2051 (MD 15/12/2051)	12.40	68.34
7.06% GOI 2046 (MD 10/10/2046)	451.96	476.73
7.09% GOI 2054 (MD 05/08/2054)	1,031.62	1,456.00
7.09% GOI 2074 (MD 25/11/2074)	875.70	233.07
7.18% GOI 2037 (MD 24/07/2037)	49.35	55.92
7.25% GOI 2063 (MD 12/06/2063)	3,812.89	3,782.79
7.26% GOI 2033 (MD 06/02/2033)	-	9.66
7.30% GOI 2053 (MD 19/06/2053)	721.79	1,354.82
7.34% GOI 2064 (MD 22/04/2064)	5,656.06	3,489.43
7.36% GOI 2052 (MD 12/09/2052)	788.80	1,072.09
7.40% GOI 2035 (MD 09/09/2035)	9.76	20.66
7.40% GOI 2062 (MD 19/09/2062)	1,588.94	1,905.66
7.41% GOI 2036 (MD 19/12/2036)	102.25	212.15
7.46% GOI 2073 (MD 06/11/2073)	293.15	392.72
7.54% GOI 2036 (MD 23/05/2036)	448.30	756.48
7.62% GOI 2039 (MD 15/09/2039)	52.64	84.31
7.63% GOI 2059 (MD 17/06/2059)	29.40	29.40
7.72% GOI 2049 (MD 15/06/2049)	2.87	121.57
7.72% GOI 2055 (MD 26/10/2055)	59.28	59.28
7.73% GOI 2034 (MD 19/12/2034)	-	18.97
7.95% GOI 2032 (MD 28/08/2032)	17.82	61.94
8.13% GOI 2045 (MD 22/06/2045)	527.37	275.30
8.17% GOI 2044 (MD 01/12/2044)	1,586.00	1,565.67
8.24% GOI 2033 (MD 10/11/2033)	-	2.96
8.28% GOI 2032 (MD 15/02/2032)	25.33	40.82
8.30% GOI 2040 (MD 02/07/2040)	138.95	273.31
8.30% GOI 2042 (MD 31/12/2042)	321.67	551.80
8.32% GOI 2032 (MD 02/08/2032)	95.15	95.15
8.33% GOI 2036 (MD 07/06/2036)	177.42	286.97
8.83% GOI 2041 (MD 12/12/2041)	49.97	145.57
9.23% GOI 2043 (MD 23/12/2043)	352.72	381.34
Kerala 7.48% Taxable 06-Nov-2045	24.70	-
Madhya Pradesh 7.45% Taxable 12-Nov-2044	30.00	-
7.25% MAHARASHTRA SGS 2044 (MD 28/08/2044)	100.00	-

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
7.16% GOI 2050 (MD 20/09/2050)	35.00	35.00
6.90% GOI 2065 (MD 15/04/2065)	6,163.10	-
7.66% MAHARASHTRA SGS 2047 (MD 04/03/2047)	69.03	-
7.55% TELANGANA SGS 2046 (MD 03/12/2046)	106.40	-
6.98% GOI Sovereign Green Bond 2054 (MD 16/12/2054)	310.92	-
7.71% UTTAR PRADESH SGS 2046 (MD 25/02/2046)	75.04	-
7.43% GOI (MD 19/01/2076)	92.69	-
7.60% ANDHRA PRADESH SDL 2045 (MD 07/01/2045)	155.00	-
7.68% MADHYA PRADESH SDL 2041 (MD 04/02/2043)	64.68	-
7.24% GOI (MD 18/08/2055)	2,149.98	-
7.88% UTTAR PRADESH SGS 2046 (MD 25/03/2046)	125.00	-
7.72% MADHYA PRADESH SDL 2041 (MD 18/02/2045)	119.58	-
7.45% Telangana SDL 2048 (MD 26/11/2048)	119.18	-

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 2026	As at 31st March 2025
6.64% GOI 2035 (MD 16/06/2035)	0.54	4.62
6.64% GOI 2035 (MD 16/06/2035)	0.27	0.51
6.67% GOI 2035 (MD 15/12/2035)	(1.37)	5.47
6.67% GOI 2050 (MD 17/12/2050)	(0.04)	2.25
6.83% GOI 2039 (MD 19/01/2039)	(0.61)	1.03
6.95% GOI 2061 (MD 16/12/2061)	0.08	4.38
6.99% GOI 2051 (MD 15/12/2051)	(22.47)	(0.56)
7.06% GOI 2046 (MD 10/10/2046)	(86.15)	11.20
7.09% GOI 2054 (MD 05/08/2054)	(54.66)	1.16
7.09% GOI 2074 (MD 25/11/2074)	0.49	1.30
7.18% GOI 2037 (MD 24/07/2037)	(194.93)	94.66
7.25% GOI 2063 (MD 12/06/2063)	-	0.41
7.26% GOI 2033 (MD 06/02/2033)	(30.28)	58.40
7.30% GOI 2053 (MD 19/06/2053)	(377.08)	(7.05)
7.34% GOI 2064 (MD 22/04/2064)	(38.30)	28.36
7.36% GOI 2052 (MD 12/09/2052)	0.42	1.26
7.40% GOI 2035 (MD 09/09/2035)	(89.39)	52.79
7.40% GOI 2062 (MD 19/09/2062)	3.09	11.45

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₹ in crore

Hedging Instrument	As at 31st March 2026	As at 31st March 2025
7.41% GOI 2036 (MD 19/12/2036)	(28.78)	(0.94)
7.46% GOI 2073 (MD 06/11/2073)	5.23	30.28
7.54% GOI 2036 (MD 23/05/2036)	0.04	4.09
7.62% GOI 2039 (MD 15/09/2039)	(1.16)	1.51
7.63% GOI 2059 (MD 17/06/2059)	(0.20)	3.90
7.72% GOI 2049 (MD 15/06/2049)	(1.46)	3.81
7.72% GOI 2055 (MD 26/10/2055)	-	1.06
7.73% GOI 2034 (MD 19/12/2034)	1.02	5.49
7.95% GOI 2032 (MD 28/08/2032)	(11.36)	11.38
8.13% GOI 2045 (MD 22/06/2045)	(61.70)	41.47
8.17% GOI 2044 (MD 01/12/2044)	-	0.13
8.24% GOI 2033 (MD 10/11/2033)	2.72	4.44
8.28% GOI 2032 (MD 15/02/2032)	(1.53)	15.27
8.30% GOI 2040 (MD 02/07/2040)	(8.59)	27.39
8.30% GOI 2042 (MD 31/12/2042)	8.56	9.92
8.32% GOI 2032 (MD 02/08/2032)	4.56	13.75
8.33% GOI 2036 (MD 07/06/2036)	(1.02)	6.34
8.83% GOI 2041 (MD 12/12/2041)	(15.62)	23.49
Kerala 7.48% Taxable 06-Nov-2045	(0.19)	-
Madhya Pradesh 7.45% Taxable 12-Nov-2044	(0.64)	-
7.25% MAHARASHTRA SGS 2044 (MD 28/08/2044)	(3.76)	-
7.16% GOI 2050 (MD 20/09/2050)	(0.92)	0.05
6.90% GOI 2065 (MD 15/04/2065)	(114.21)	-
7.66% MAHARASHTRA SGS 2047 (MD 04/03/2047)	(0.45)	-
7.55% TELANGANA SGS 2046 (MD 03/12/2046)	(2.04)	-
6.98% GOI Sovereign Green Bond 2054 (MD 16/12/2054)	(17.08)	-
7.71% UTTAR PRADESH SGS 2046 (MD 25/02/2046)	0.14	-
7.43% GOI (MD 19/01/2076)	(1.39)	-
7.60% ANDHRA PRADESH SDL 2045 (MD 07/01/2045)	(2.01)	-
7.68% MADHYA PRADESH SDL 2041 (MD 04/02/2043)	0.67	-
7.24% GOI (MD 18/08/2055)	(64.66)	-
7.88% UTTAR PRADESH SGS 2046 (MD 25/03/2046)	0.54	-
7.72% MADHYA PRADESH SDL 2041 (MD 18/02/2045)	2.53	-
7.45% Telangana SDL 2048 (MD 26/11/2048)	(1.67)	-

c) Movement in Hedge Reserve

₹ in crore

Hedge Reserve Account		As at 31st March 2026		
		Realised	Unrealised	Total
i)	Balance at the beginning of the year	(236.65)	(649.87)	(886.52)
ii)	Add: Changes in the Fair Value during the year	(47.30)	1,466.53	1,419.23
iii)	Less: Amounts Reclassified to Revenue/Profit and Loss Account	(21.52)	-	(21.52)
iv)	Balance at the end of the year	(262.44)	816.66	554.22

₹ 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)	(649.87)	(886.52)

Particulars		As at 31st March 2026	As at 31st March 2025
i)	Name of the Counterparty	HSBC Bank, J.P.Morgan, Citi Bank, HDFC Bank, Deutsche Bank; Standard Chartered Bank, DBS , Kotak Bank, ICICI Bank, Axis Bank, Nomura Securities and Bank of America, Mizuho Bank, SBI Bank, Bank of Baroda and Goldman Sachs	HSBC Bank, J.P.Morgan, Citi Bank, HDFC Bank, Deutsche Bank; Standard Chartered Bank, DBS , Kotak Bank, ICICI Bank, Axis Bank, Nomura Securities and Bank of America
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 (₹ 23.52)	Sovereign Bonds (₹ 19.56)
	b) Derivative	Forward Rate Agreement (₹ 23.67)	Forward Rate Agreement (₹ 19.69)
iv)	Credit Exposure*	₹ 1,517.25	₹ 1,360.18

*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.

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 2026	As at 31st March 2025
At amortised Cost		
i) Secured by Tangible Assets	1,37,629.14	1,09,655.28
ii) Secured by Intangible Assets	1,906.85	1,069.94
ii) Covered by Bank/Government Guarantees	5,677.36	4,416.96
iii) Secured by Book Debts, Inventories, Fixed Deposits and Other Working Capital Items	7,828.09	6,448.37
iv) Unsecured	42,363.81	31,718.59
Total	**1,95,405.25**	**1,53,309.14**

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.

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.

Forward Looking Information

The Group 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 demonetization. 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.

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 demonetization. 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 business calculates ECL on an individual basis include:

1. Corporate portfolio

Asset classes where the business 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 2026 and 31st March 2025.

Financial Liabilities

₹ in crore

As at 31st March 2026	Within 12 Months	After 12 Months	Total
Trade and Other Payables	641.60	-	641.60
Other Financial Liabilities	3,263.17	324.49	3,587.66
Borrowing and Debt Securities	60,753.56	1,35,771.34	1,96,524.90
Total	**64,658.33**	**1,36,095.83**	**2,00,754.16**

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forming part of the Consolidated Financial Statements for the year ended 31st March 2026

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 and 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**

(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 business towards various sectors, analysis is as follows :

Top 20 Industry Sectors	As at 31st March 2026
Commercial Real Estate (CRE and CRE-RH)	11.67%
Commercial Real Estate (CRE and CRE-RH) LAP	8.46%
Energy Renewable	3.66%
NBFCs	2.48%
Transportation, Logistics and Allied Services	2.01%
Wholesale Trade and Commission trade (Except of Motor Vehicles and Motorcycles)	2.00%
Real Estate Activities - Builders and Contractors	2.00%
Construction - Infrastructure	1.69%
Hospital and medical business	1.53%
Hotels, Motels and Resorts	1.53%
Brokers/Traders - Shares, securities	1.50%
Textiles, Readymade Garments, Apparels - Spinning, Mfg and Trading	1.49%
Retail Trade (Except of Motor Vehicles and Motor Cycles)	1.35%
Financial intermediation except Insurance and Pension Funding Banks	1.34%
Food and Beverages	1.31%
Chemical and related products	1.26%
Automobiles and Ancillaries	0.99%
Electricity, Gas, Steam and Water Supply	0.90%
Iron and Steel	0.70%
Mining and Quarrying	0.63%
Top 20 Industry Exposures	**48.50%**

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%**

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 assets and financial liabilities held at 31st March 2026 and 31st March 2025.

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.

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Interest Rate Sensitivity

₹ in crore

Market indices	Change in Interest Rate	31st March 2026		31st March 2025	
		Impact on Profit Before Tax	Impact on Equity	Impact on Profit Before Tax	Impact on Equity
Interest Rate (Borrowings)	25 Basis Point Down	195.52	145.86	97.18	73.19
	50 Basis Point Down	391.04	291.72	194.37	146.37
	25 Basis Point Up	(269.20)	(200.82)	(97.18)	(73.19)
	50 Basis Point Up	(538.39)	(401.64)	(194.37)	(146.37)

₹ in crore

Market indices	Change in Interest Rate	31st March 2026		31st March 2025	
		Impact on Profit Before Tax	Impact on Equity	Impact on Profit Before Tax	Impact on Equity
Interest Rate (Loans)	25 Basis Point Down	(195.52)	(145.86)	(220.92)	(166.38)
	50 Basis Point Down	(391.04)	(291.72)	(441.85)	(332.75)
	25 Basis Point Up	269.20	200.82	220.92	166.38
	50 Basis Point Up	538.39	401.64	441.85	332.75

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 2026	31st March 2025
Variable rate borrowings	78,207.85	38,873.00
Fixed rate borrowings	57,579.30	70,945.00
Variable rate Loans	1,07,678.65	88,369.86
Fixed rate loans	43,235.95	34,512.68

Notes:

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.

Interest Rate Sensitivity of HFC Business*

Particulars	Carrying Value		Change in Interest Rate	Impact in statement of Profit & Loss	
	31st March 2026	31st March 2025		31st March 2026	31st March 2025
Borrowings and Debt Securities	13,614.73	10,513.40	1% Increase 1% Decrease	135.98 (135.98)	105.04 (105.04)
Advances	41,264.38	27,843.88	1% Increase 1% Decrease	408.41 (408.41)	274.24 (274.24)

* Floating rate instruments are considered.

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 Group has taken foreign currency floating rate borrowings, which are linked to USD SOFR or JPY TONA. For managing the foreign currency risk and interest rate risk, arising from changes in applicable benchmark (USD SOFR or JPY TONA) on such borrowings, the Group 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 Group pays interest at the fixed rate to the swap counterparty in INR and receives the floating interest payments based on the applicable benchmark (USD 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 2026	31st March 2025
Capital Adequacy Ratio of Aditya Birla Capital Limited	16.79%	18.22%
Capital Adequacy Ratio of HFC	18.98%	16.54%

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 2026 and 31st March 2025.

Derivative Financial Instruments of NBFC Business

1 NBFC Business

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.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ in crore

Particulars	Notional Amounts	Fair Value - Assets	Fair Value - Liabilities
As at 31st March 2026			
Part I			
(i) Cross Currency Interest Rate Swaps	12,204.57	1,096.97	-
(ii) INR Interest Rate Swaps	1,950.00	-	25.18
(iii) Currency Forward	75.19	52.94	-
Total	**14,229.76**	**1,149.91**	**25.18**
Part II			
(i) Fair value Hedging			
- Interest Rate Derivatives	1,500.00	-	24.01
(ii) Cash Flow Hedging			
- Cross Currency Interest Rate Swaps	12,204.57	1,096.97	-
- Currency Forward	75.19	52.94	-
- Interest Rate Derivatives	450.00	-	1.17
Total	**14,229.76**	**1,149.91**	**25.18**
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**

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 ₹ 12,279.76 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 INR with a notional amount of ₹ 12,204.57 crore at fixed interest rate.

Name of Lender	Foreign Currency Denominated Borrowing Amount	Interest Rate type	Notional Amount of swap (₹)	Interest Rate Swap type
As at 31st March 2026				
JPY Denominated (in JPY crore) (Maturity Range: February 2026 to March 2026)	-	Floating rate interest	-	Fixed Rate Interest
USD Denominated (in USD crore) (Maturity Range : March 2026 to March 2028)	140	Floating Rate Interest	12,204.57	Fixed Rate Interest
Total	**140.00**		**12,204.57**	
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
USD Denominated (in USD crore) (Maturity in March 2026)	60.00	Floating Rate Interest	5,089.32	Fixed Rate Interest
Total	**898.94**		**5,609.16**	

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 2026	As at 31st March 2025
Interest Rate Swaps		
	450.00	**450.00**
Interest Rate Type	Floating rate interest	Floating rate interest
Notional Amount of Swap	450.00	450.00
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 2026				
Cross Currency Interest Rate Swaps	12,204.57	1,096.97	Derivative Financial Instruments	886.43
Currency Forward	75.19	52.94	Derivative Financial Instruments	44.49
Interest Rate Swaps	450.00	(25.18)	Derivative Financial Instruments	1.54
Total	**12,729.76**	**1,124.73**		**932.46**

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₹ 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	1,500.00	(23.18)	Derivative financial instruments	23.20
Total	**1,500.00**	**(23.18)**		**23.20**

₹ in crore

Particulars	Notional Amount	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)**

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 2026		
Foreign Currency Denominated Floating Rate Borrowings	(805.81)	58.06
Debt Securities (NCDs)	-	(0.88)
Total	**(805.81)**	**57.18**
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)**

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 2026		
Foreign Currency Denominated Floating Rate Borrowings	125.12	-
Debt Securities (NCDs)	1.54	-
Total	**126.66**	**-**
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**

Note c): Movements in cash flow hedging reserve

₹ in crore

Particulars	Cash Flow Hedging Reserve	
	As at 31st March 2026	As at 31st March 2025
As at 1st April	**(69.48)**	**(22.31)**
Add/Less: Changes in Fair Value	169.26	(63.04)
Add/Less: Deferred Tax	(42.60)	15.87
As at 31st March	**57.18**	**(69.48)**

The effect of the fair value hedge in the statement of profit or loss is, as follows:

₹ in crore

Particulars	Hedge ineffectiveness recognised in statement of profit and loss		Line in the statement of profit and loss that includes hedge ineffectiveness
	31st March 2026	31st March 2025	
Interest rate swaps	-	(0.03)	Net gain on fair value changes

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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 2026			
(i) Cross Currency Interest Rate Swaps	1,450.10	10,754.47	-
(ii) Currency Forward	37.29	37.90	-
(iii) Interest Rate Swaps	450.00	1,500.00	-
Total	**1,937.39**	**12,292.37**	**-**
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**	**-**

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 Group's impairment assessment and measurement methodologies and should be read alongside the Material Accounting Policy Information.

- An overview of the Group's internal grading system (refer to the section Definition of Default below).
- Details on how the Group defines, calculates, and monitors Probability of Default (PD), Exposure at Default (EAD), and Loss Given Default (LGD) (refer to sections The Group's Internal Rating and PD Estimation Process, Probability of Default, and Exposure at Default below).
- Criteria used by the Group to determine when there has been a significant increase in credit risk (refer to Significant Increase in Credit Risk below).
- The Group'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 Group categorizes 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 Group 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 reorganization 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 Group 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.

As per the Group'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 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 utilized 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

	Stage 1	Stage 2	Stage 3	Total
31st March 2026				
Gross Carrying Amount - Opening Balance	28,780.80	212.49	192.87	29,186.16
New Assets Originated or Purchased	25,319.42	6.02	6.74	25,332.18
Assets Derecognised or Repaid (excluding Write Offs)	(11,323.68)	(33.82)	(81.03)	(11,438.53)
Transfers to Stage 1	127.60	(114.38)	(13.22)	-
Transfers to Stage 2	(89.43)	90.08	(0.65)	-
Transfers to Stage 3	(83.52)	(21.02)	104.54	-
Amounts Written Off	(1.00)	(1.91)	(20.57)	(23.48)
Gross Carrying Amount Closing Balance	**42,730.19**	**137.46**	**188.68**	**43,056.33**
31st March 2025				
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**

B Reconciliation of ECL Balance for Housing Finance Business is given below:

₹ in crore

	Stage 1	Stage 2	Stage 3	Total
31st March 2026				
ECL Allowance - Opening Balance	94.74	7.68	106.07	208.49
New Assets Originated or Purchased	96.56	0.06	3.33	99.95
Assets Derecognised or Repaid (excluding Write Offs)	(32.32)	(0.88)	(15.84)	(49.04)
Transfers to Stage 1	11.71	(3.03)	(8.68)	-
Transfers to Stage 2	(2.14)	2.39	(0.25)	-
Transfers to Stage 3	(0.70)	(0.75)	1.45	-
Impact on year end ECL of exposures transferred between Stages during the year	(7.87)	0.39	35.99	28.51
ECL recognised due to change in credit risk	19.01	(0.61)	18.95	37.35
Amounts Written Off	(0.03)	(0.38)	(29.64)	(30.05)
ECL Allowance - Closing Balance	**178.96**	**4.87**	**111.38**	**295.21**
31st March 2025				
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)	(0.00)
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	0.29	23.06	23.36
ECL Allowance - Closing Balance	**94.74**	**7.68**	**106.07**	**208.49**

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

	Stage 1	Stage 2	Stage 3	Total
31st March 2026				
Gross Carrying Amount - Opening Balance	1,19,431.39	1,914.12	2,777.43	1,24,122.94
New Assets Originated or Purchased	84,463.10	533.96	667.57	85,664.63
Assets Derecognised or Repaid (excluding Write Offs)	(52,870.03)	(943.21)	(1,782.95)	(55,596.19)
Transfers to Stage 1	528.78	(481.85)	(46.93)	-
Transfers to Stage 2	(1,137.77)	1,183.25	(45.48)	-
Transfers to Stage 3	(785.99)	(184.98)	970.97	-
Amounts Written Off	(974.46)	(351.86)	(516.15)	(1,842.47)
Gross Carrying Amount Closing Balance	**1,48,655.02**	**1,669.43**	**2,024.46**	**1,52,348.91**

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₹ in crore

	Stage 1	Stage 2	Stage 3	Total
31st March 2025				
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**

B Reconciliation of ECL Balance is given below for NBFC Business:

₹ in crore

	Stage 1	Stage 2	Stage 3	Total
31st March 2026				
ECL Allowance - Opening Balance	415.41	113.62	1,249.40	1,778.43
Increase in New/Existing Assets Originated or Purchased	1,439.07	379.67	625.67	2,444.41
Assets Derecognised or Repaid (excluding Write Offs)	(253.70)	(27.71)	(385.16)	(666.57)
Transfers to Stage 1	21.07	(10.56)	(10.51)	-
Transfers to Stage 2	(5.76)	15.90	(10.14)	-
Transfers to Stage 3	(5.63)	(9.48)	15.11	-
Amounts Written Off	(974.46)	(351.86)	(516.15)	(1,842.47)
ECL Allowance - Closing Balance	**636.00**	**109.58**	**968.22**	**1,713.80**
31st March 2025				
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**

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.

Details relating to the risks are provided here below:

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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 2026 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 2026

₹ in crore

	USD	EUR	GBP	JPY	CAD	CNY/ CNH	AUD	CHF	Others*	Total
Effect of 5% Strengthening of INR										
On Profit$	107.57	15.56	(2.17)	0.59	(13.75)	0.46	16.27	(0.13)	0.15	124.55
On Equity$	(13.06)	(0.29)	-	-	-	-	-	-	-	(13.35)
Effect of 5% Diminishing of INR										
On Profit$	(107.57)	(15.56)	2.17	(0.59)	13.75	(0.46)	(16.27)	0.13	(0.15)	(124.55)
On Equity$	13.06	0.29	-	-	-	-	-	-	-	13.35

* Others represents currency in Sri Lankan Rupees

Effect as 31st March 2025

₹ in crore

	USD	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, Bangladeshi Taka

$ 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 2026	As at 31st March 2025
AUD	(21.39)	-
USD	(168.07)	66.00
SEK	-	(0.04)
CHF	(0.28)	(0.09)
LKR	3.00	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 2026

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 2026**									
a	USD	4.63	0.28	93.34	93.93	431.95	26.56	11.76	0.41	7th April 2026 to 30th August 2029
b	EUR	1.20	0.36	108.18	109.81	129.95	39.30	4.57	0.29	2nd April 2026 to 23rd November 2026
c	CNH/CNY	8.76	-	13.42	-	117.52	-	6.28	-	30th April 2026 to 30th August 2026
d)	SEK	1.57	-	10.06	-	15.77	-	0.04	-	30th April 2026 to 30th June 2026

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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	USD	15.90	0.07	87.46	87.42	1,390.17	6.55	(17.55)	(0.10)	15th April 2025 to 31st December 2025
b	EUR	0.78	-	94.06	-	73.10	-	(0.40)	-	30th April 2025 to 6th February 2026
c	AUD	0.17	-	54.80	-	9.28	-	(0.09)	-	6th June 2025 to 26th September 2025
d	GBP	-	0.25	-	111.13	-	27.29	-	0.17	30th June 2025 to 29th October 2025

Foreign currency cash flows:

Particulars	As at	Average Exchange Rate (USD/INR)	Nominal Foreign Currency USD crore	Fair Value Assets (Liabilities) (₹ in crore)
Buy Currency: (USD)				
-For External Commercial Borrowings	31st March 2026	83.90	22.50	221.65
-for Foreign Currency Bonds	31st March 2026	72.51	20.00	300.24
Buy Currency : (USD)				
-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

Interest Rates Outstanding on Receive Floating and Pay Fix Contracts:

Particulars	As at	Average Contracted Fixed Interest Rates*	Nominal Amount USD crore	Fair Value Assets (Liabilities) (₹ in crore)
0 to 2 years	31st March 2026	4.37%	71.50	27.19
2 to 5 years	31st March 2026	3.44%	4.00	1.39
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

Cross Currency and Interest Rate Swaps:

Particulars	As at	Average Exchange Rate (USD/INR)	Nominal Amount USD crore	Fair Value Assets/ (Liabilities) (₹ in crore)
0 to 2 years	31st March 2026	83.88	27.50	133.20
0 to 2 years	31st March 2025	83.42	10.00	28.30

Currency Options:

Particulars	As at	Average Exchange Rate (USD/INR)	Nominal Amount USD crore	Fair Value Assets/ (Liabilities) (₹ in crore)
2 to 10 years	31st March 2026	72.53	20.00	252.61
2 to 10 years	31st March 2025	79.14	47.50	125.47

*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:

Financial Assets	As at 31st March 2026		As at 31st March 2025	
	Effective Hedge (OCI)	Ineffective Hedge (Profit and Loss)	Effective Hedge (OCI)	Ineffective Hedge (Profit and Loss)
Gain/(Loss)	(49.07)	(40.62)	(2.44)	-

(b) Hedge of net investments in foreign operations:

Derivative asset as at 31st March 2026 includes forward contracts of AED 1,285.74 million (31st March 2025 : AED 1,193.84 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 2026.

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 2026	31st March 2025
Currency exchange risk hedged	AED to INR	AED to INR
Nominal amount of hedging instruments	AED 1,285.74 million	AED 1,193.84 million
Maturity date	September 2026 to March 2033	March 2025 to March 2033
Carrying value of hedging instruments (Derivative Assets)	₹ (47.89) Cr	₹ 69.88 Cr
Change in the fair value of the hedging instrument during the year	₹ (47.89) Cr	₹ 69.88 Cr
Fair value gain on effective hedge	₹ (47.89) Cr	₹ 69.88 Cr

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(c) Fair Value Hedge

Details of Foreign Exchange Forward Contracts Outstanding as on 31st March 2026

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	USD	16.07	0.86	91.59	94.30	1,472.12	81.49	60.26	2.28	4th April 2026 to 30th September 2026
b	EUR	3.98	0.99	107.34	110.08	427.00	109.19	14.67	(0.41)	30th April 2026 to 30th June 2026
c	GBP	-	0.28	-	126.81	-	34.97	-	0.67	29th April 2026 to 30th October 2026
d	JPY	30.81	-	0.59	-	18.32	-	0.19	-	30th April 2026 to 30th June 2026
e	AUD	4.96	-	61.27	-	303.91	-	22.45	-	2nd April 2026 to 5th March 2027
f	CNY/RMB/CNH	0.25	0.03	13.68	13.73	3.38	0.42	0.02	-	9th April 2026 to 31st July 2026

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	USD	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

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	37,311.93	19,859.04	17,105.67	347.22
USD	10,858.82	-	10,858.82	-
LKR	13.54	13.54	-	-
Total as at 31st March 2026	**48,184.29**	**19,872.58**	**27,964.49**	**347.22**
INR	35,248.64	15,218.62	19,671.17	358.85
USD	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**

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).

₹ in crore

Particulars	As at 31st March 2026		As at 31st March 2025	
	Impact On		Impact On	
	Profit Before Tax	Equity	Profit Before Tax	Equity
INR	198.59	148.61	152.19	113.88
USD	-	-	3.61	2.70
LKR	0.14	0.10	-	-

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).

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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 2026, would increase/decrease by ₹ 605.52 crore (for the year ended 31st March 2025 by ₹ 544.10 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 2026 is ₹ 10,115.60 crore (excluding ₹ 853.96 crore of Insurance and NBFC/HFC Business) {31st March 2025 : ₹ 8,516.67 crore (excluding ₹ 642.29 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%.

Movement of Loss Allowance:

₹ in crore

Particulars	31st March 2026	31st March 2025
Provision at the beginning of the year	**296.22**	**177.69**
Add: Provided during the Year	40.86	62.83
Add: Transferred on Acquisition of subsidiary/Scheme of Composite Arrangements (Refer Note 4.3.(a),(b),(c))	-	79.23
Less: Derecognised on account Divestment of Subsidiary (Refer Note 4.12.4)	-	(2.02)
Less: Utilised during the Year	(6.28)	(11.56)
Less: Written Back during the Year	(4.38)	(10.56)
Effect of Foreign Conversion	3.97	0.61
Provision at the end of the year	**330.39**	**296.22**

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 2026 is ₹ 24,796.77 crore (31st March 2025: ₹ 21,318.13 crore).

Financial Guarantees:

The Group has given corporate guarantees of ₹ NIL 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 2026	Less than 1 Year	1 to 5 Years	More than 5 Years	Total
Financial Liabilities				
Borrowings (including Current Maturities of Long-term Debts)*	13,194.23	24,492.04	19,190.73	56,877.00
Trade Payables	16,198.65	-	-	16,198.65
Interest Accrued but not Due on Borrowings	456.22	-	-	456.22
Other Financial Liabilities (excluding Deferred Premium Payable and Derivative Liabilities)	8,621.85	146.28	-	8,768.13
Lease Liabilities*	570.34	1,329.11	1,753.21	3,652.66
Deferred Premium Payable*	99.33	224.75	-	324.08
Derivative Liabilities	48.33	-	-	48.33
Liquid Financial Assets				
Surplus Investments in Mutual Funds, Bonds and Fixed Deposits with Corporates and Banks.	9,769.25	664.69	835.17	11,269.11

* Contractual amount

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₹ 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)*	13,970.47	22,100.90	19,100.99	55,172.35
Trade Payables	14,119.86	-	-	14,119.86
Interest Accrued but not Due on Borrowings	426.01	-	-	426.01
Other Financial Liabilities (excluding Deferred Premium Payable and Derivative Liabilities)	8,367.51	105.59	-	8,473.10
Lease Liabilities*	435.67	1,204.87	1,133.16	2,773.70
Deferred Premium Payable*	99.27	324.09	-	423.36
Derivative Liabilities	40.34	-	-	40.34
Liquid Financial Assets				
Surplus Investments in Mutual Funds, Bonds, Fixed Deposits with Corporates and Banks.	9,789.78	307.89	500.80	10,598.47

* Contractual amount

Supplier Finance Arrangement:

The Company has entered into arrangements involving certain suppliers and finance providers, under which the supplier may opt for the payment on or before the due date of invoice, primarily at their own cost. Accordingly, the finance provider settles the invoices owed by the Company to the participating suppliers, and the Company repays the finance provider on the original invoice due date. The arrangement does not extend payment terms beyond those agreed with non-participating suppliers. These arrangements include vendor financing, Paying Agent Agreement, TReDS, LC/Bill discounting, etc. Aggregate information of these arrangements is as follows:

₹ in crore

Particulars	As at 31st March 2026
Presented within Trade Payables	1,596.33
- Of which Suppliers have received payment	1,142.50
Presented within Financial Liabilities	11.55
- Of which Suppliers have received payment	11.55
Presented within Borrowings	-
- Of which Suppliers have received payment	-
Liabilities part of Arrangement (due date)	0 - 360 Days
Comparable Trade Payables (due date)	0 - 360 Days
Non-cash transfers from Payables to Borrowings	-

Apart from above, 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 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. The range of due date for Supplier's Credit is 90 to 180 days. Whereas the normal trade credit period is 0 to 90 days from the date of invoice.

Movement in Supplier's Credit is as below (Refer Note 2.34) :

₹ in crore

Particulars	As at 31st March 2026
Opening Balance	1,905.93
Add: Facility availed during the year	7,253.66
Less: Payments made	(6,876.22)
Add/(Less): Impact of Foreign Exchange	148.36
Closing Balance	**2,431.73**

As on 31st March 2026, out of above confirmed supplier's invoice that are outstanding and subject to the above arrangement included in Other Trade Payables is ₹ 1,039.88 crore (31st March 2025: ₹ 902.87 crore).

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.

4.11 Capital Management (Other than Financial Services)

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 2026	As at 31st March 2025
Total Debt (Bank and Other Borrowings)	48,184.28	46,000.29
Less: Liquid Investments (Mutual Funds, Bonds, Fixed Deposits with Corporates and Banks)	11,269.11	10,598.47
Net Debt	36,915.17	35,401.82
Owner's Equity	1,03,469.92	97,509.24
Net Debt to Equity (In times)	**0.36**	**0.36**

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.

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4.12 Additional Information Details

4.12.1 Government Grants (Ind AS 20)

a) (i) As at 31st March 2026, the Company has outstanding interest-free loans of ₹ 26.77 crore (Contractual Value: ₹ 32.23 crore) from a State Government, repayable in full in next one to four 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 2026, the difference of ₹ 5.46 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.

(ii) During the year, the Company has been granted a subsidy of ₹ 49.52 crore under investment promotion policy of State Government of Gujarat. An amount of ₹ 5.81 crore provisionally received along with balance to be received in twelve equal half yearly installments from the final approval, has been recognised as government grant by creating deferred income to be amortised over the useful life of the asset. Accordingly, during the year the Company has recognised ₹ 0.80 crore as income related to this grant in the Statement of Profit and Loss.

(iii) During the previous year, the Company was granted a subsidy of ₹ 19.56 crore under investment promotion policy of State Government of Jharkhand. An amount of ₹ 9.78 crore had been received during the previous year, and balance will be received in two equal installments in the third year and fifth year from the final approval, had been recognised as government grant by creating deferred income, to be amortised over the useful life of the asset. Accordingly, during the year the Company has recognised ₹ 0.71 crore as income related to this grant in the Statement of Profit and Loss.

b) Other Operating Revenue (Note 3.1) includes incentives against capital investments received by UTCL amounting to ₹ 574.24 crore (Previous Year ₹ 646.78 crore) under the State Investment Promotion Scheme.

c) Sales Tax/VAT/GST/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 ₹ 44.36 crore (Previous Year ₹ 48.50 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 As per the Scheme of Arrangement between Jaiprakash Associates Limited ("JAL") and UTCL (the "Parties") for acquisition of certain cement plants from JAL, as approved by the National Company Law Tribunal at Mumbai and Allahabad, UTCL issued and placed in escrow 1,00,000 Series A Redeemable Preference Shares of face value ₹ 1,00,000 each ("Series A RPS") on 27th June 2017, to be released upon satisfaction of conditions relating to the Dalla Super unit and mines situated in Uttar Pradesh.

Due to certain disputes between the Parties, the matter was referred to arbitration. Subsequent to the Parties reaching a settlement in respect of the arbitration and the Arbitral Tribunal passing a final award on 26th March 2026, all rights and interests in the Dalla Super unit and mines have fully vested in the Company and all claims/proceeds and liabilities relating the Series A RPS fully discharged as on 2nd April 2026.

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 during the year ended 31st March 2025. 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 ₹ 38.42 crore (Previous Year ₹ 525.00 crore) has been provided by the ABARC during the year by reducing ₹ 12.43 crore from 'Net gain on fair value changes' and an amount of ₹ 25.99 crore from interest income. The aggregate 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 legal and regulatory approvals.

4.12.6 Aditya Birla Sun Life Insurance Company Limited and Aditya Birla Health Insurance Co. Limited have paid ₹ 21.95 crore and ₹ 26.98 crore respectively upto 31st March 2026, 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 2026.

4.12.7 Aditya Birla Housing Finance Limited ("ABHFL") a subsidiary of ABCL has made a preferential allotment on private placement basis of 12,32,52,061 equity shares of ₹ 10 each to Indriya Limited, one of the entities of Advent International, L.P. ("Advent") on 17th April 2026 for an aggregate consideration of ₹ 2,750 crore. Accordingly, Indriya Limited now holds 14.286% of the paid-up equity share capital of ABHFL on a fully diluted basis. ABHFL has ceased to be a wholly owned subsidiary of the ABCL, and the ABCL now holds 85.505% of the paid-up equity share capital of ABHFL on a fully diluted basis.

4.12.8 A step down Subsidiary ABREL SPV2 Limited (SPV2), The Gujarat Electricity Regulatory Commission (GERC) has passed a favourable order on 24th July 2025 with respect to its petition for tariff revision for the Mota Zinzuda plant. Accordingly, Gujarat Urja Vikas Nigam Limited (GUVNL) has paid ₹ 66.23 crore toward the tariff revision for the power supplied with effect from February 2023 to March 2026 and the same has been recognised appropriately in the books of accounts for the year ended 31st March 2026. GUVNL has filed an appeal against the said order at Appellate Tribunal for Electricity, New Delhi and the matter is subjudice before the Appellate Tribunal. SPV2 is expecting a favourable outcome in the matter based on the merits of the case.

4.12.9 On 9th December 2025, the Board of Directors of Aditya Birla Renewables Limited ("ABRen"), a Wholly Owned Subsidiary of the Company, has approved a proposal for investment by Global Infrastructure Partners through GIP EM Star Pte. Ltd., part of BlackRock ("GIP"), one of the world's leading infrastructure investors, of up to ₹ 3,000 crore, for a minority stake, with a commitment of ₹ 2,000 crore and a greenshoe option to invest another ₹ 1,000 crore in ABRen. On 21st January 2026, the Board of Directors of ABRen has allotted ~ 49.26 crore fully paid-up equity shares through private placement on preferential basis to Essel Mining & Industries Limited ("EMIL") aggregating to ₹ 500 crore. Consequent to this transaction, ABRen had ceased to be wholly-owned subsidiary of the Company w.e.f. 21st January 2026, but the Company continues to hold controlling stake in ABRen.

The Company's shareholding has reduced from 100% to 70.57% pursuant to the transaction.

Further on 15th April 2026, the first tranche of ₹ 1,000 crore (Equity Shares of ₹10 crore and Compulsorily Convertible Preference Shares of ₹ 990 crore) was received from GIP, on completion of necessary compliances and conditions precedents as per agreements signed. This transaction do not have impact for the year ended 31st March 2026.

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forming part of the Consolidated Financial Statements for the year ended 31st March 2026

4.12.10 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-

₹ in crore

Type of Structures Entity	Nature and Purpose	Interest Held by the Company	As of 31st March 2026		As of 31st March 2025	
		Investment in Security Receipts (SRs)	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 securitization and assets reconstruction	Acting as trustee to the Trusts	3.94	0.59	3.94	0.59

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:-

₹ in crore

Carrying Amount	As of 31st March 2026	As of 31st March 2025
Investment in SR	19.32	37.36
Advance to Trusts	-	-
Reimbursement from Trusts	$	-
Fees Receivable	0.60	-

$ represent value less than ₹ 50,000

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 2026, which are as under:

Name of the Company	Abbreviation	Country of Incorporation/ Principal Place of Business	Grasim's Ownership Interest %	
			31st March 2026	31st March 2025
Subsidiaries:				
ABNL Investments Limited	ABIL	India	100.00	100.00
Samrit Buildcon Limited (formerly known as Samruddhi Swastik Trading and Investment Limited)	SBL	India	100.00	100.00
Grasim Business Services Private Limited	GBSPL	India	100.00	100.00
Aditya Birla Renewables Limited (w.e.f. 21st January 2026) (refer Note 4.12.9)	ABREL	India	70.57	100.00
Aditya Birla Renewables SPV1 Limited (74% of ABREL and 26% of UTCL)	ABRSPV1	India	66.81	88.59
Aditya Birla Renewables Subsidiary Limited (74% of ABREL)	ABRSL	India	52.22	74.00
Aditya Birla Renewable Energy Limited (74% of ABREL and 26% of UTCL)	ABReEL	India	66.81	88.59
Aditya Birla Renewable Solar Limited (74% of ABREL)	ABReSL	India	52.22	74.00
ABReL SPV2 Limited (100% of ABREL)	ABRSPV2	India	70.57	100.00
Aditya Birla Renewables Utkal Limited (74% of ABREL)	ABRUL	India	52.22	74.00
ABReL Solar Power Limited (26% of Grasim and 74 % of ABREL)	ASPL	India	78.22	100.00
ABReL Renewables EPC Limited (100% of ABREL)	ABRELEPC	India	70.57	100.00
ABReL Century Energy Limited (74% of ABREL)	ABRELCEPC	India	52.22	74.00
ABReL (MP) Renewables Limited (74% of ABREL and 26% of UTCL)	ABRELMP	India	66.81	88.59
ABReL Green Energy Limited (74% of ABREL and 26% of UTCL)	ABRELG	India	66.81	88.59
ABReL EPCCO Services Limited (100% of ABREL)	ABREPCCO	India	70.57	100.00
ABReL EPC Limited (100% of ABREL)	ABREEPC	India	70.57	100.00
ABReL (RJ) Projects Limited (74% of ABREL and 26% of UTCL)	ABRELRJ	India	66.81	88.59
ABReL (Odisha) SPV Limited (74% of ABREL and 26% of UTCL)	ABRLO	India	66.81	88.59
ABReL Hybrid Projects Limited (100% of ABREL)	ABRELHY	India	70.57	100.00
Aditya Birla Renewables Green Power Private Limited (Formerly known as Waacox Ltd) (100% of ABREL)	WEPL	India	70.57	100.00
Aditya Birla Renewables SPV 4 Limited (74% of ABREL) (w.e.f. 14th December 2024)	ABRSPV4	India	52.22	74.00
Aditya Birla Renewables SPV 3 Limited (100% of ABREL) (w.e.f. 21st November 2024)	ABRSPV3	India	70.57	100.00
Aditya Birla Renewables SPV 5 Limited (100% of ABREL) (w.e.f. 24th January 2025)	ABRSPV5	India	70.57	100.00
Aditya Birla Capital Limited	ABCL	India	52.29	52.54
Aditya Birla PE Advisors Private Limited (100% of ABCL)	ABPEAPL	India	52.29	52.54

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Name of the Company	Abbreviation	Country of Incorporation/ Principal Place of Business	Grasim's Ownership Interest %	
			31st March 2026	31st March 2025
Aditya Birla Trustee Company Private Limited (100% of ABCL)	ABTCPL	India	52.29	52.54
Aditya Birla Money Limited (73.53% of ABCL)	ABML	India	38.45	38.63
Aditya Birla Financial Shared Services Limited (100% of ABCL)	ABFSSL	India	52.29	52.54
Aditya Birla Housing Finance Limited (100% of ABCL)	ABHFL	India	52.29	52.54
Aditya Birla Sun Life Insurance Company Limited (51% of ABCL)	ABSLI	India	26.67	26.80
Aditya Birla Sun Life Pension Management Limited (100% of ABSLI)	ABSPML	India	26.67	26.80
Aditya Birla ARC Limited (100% of ABCL)	ABARC	India	52.29	52.54
Aditya Birla Stressed Asset AMC Private Limited (100% of ABCL)	ABSA	India	52.29	52.54
ABARC-AST-008-Trust (100% of ABCL)		India	52.29	52.54
ABARC-AST-010-Trust (100% of ABCL)		India	-	52.54
Aditya Birla Special Situation Fund -1 (100% of ABCL) upto 26th June 2025	ABSSF	India	-	52.54
Aditya Birla Capital Digital Limited (100% of ABCL)	ABCDL	India	52.29	52.54
UltraTech Cement Limited (UTCL)	UltraTech	India	56.11	56.11
UltraTech Cement Lanka Private Limited (80% of UTCL)	UTCLPL	Sri Lanka	44.88	44.88
Harish Cement Limited (100% of UTCL)	HCL	India	56.11	56.11
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)	RAKWCT	UAE	37.22	37.22
Modern Block Factory Establishment (100% of RAKWCT) (w.e.f. 10th July 2024)	MBFE	UAE	37.22	37.22
Ras Al Khaimah Lime Co, Noora LLC (100% of RAKWCT) (w.e.f. 10th July 2024)	RAKLC	UAE	37.22	37.22
UltraTech Cement Middle East Investments Limited (100% of UTCL)	UCMEIL	UAE	56.11	56.11
Star Cement Co. LLC, Dubai (100% of UCMEIL)	SCCLD	UAE	56.11	56.11
Star Cement Co. LLC, Ras-Al-Khaimah (100% of UCMEIL)	SCCLRAK	UAE	56.11	56.11
Al Nakhla Crusher LLC, Fujairah (100% of UCMEIL)	ANCL	UAE	56.11	56.11
Arabian Cement Industry LLC, Abu Dhabi (100% of UCMEIL)	ACIL	UAE	56.11	56.11
UltraTech Cement Bahrain Company WLL, Bahrain (100% of UCMEIL)	UTCBC	Bahrain	56.11	56.11
Bhagwati Lime Stone Company Private Limited (100% of UTCL)	BLCPL	India	56.11	56.11
Gotan Limestone Khanij Udyog Private Limited (100% of UTCL)	GKU	India	56.11	56.11
Bhumi Resources (Singapore) PTE Limited (100% UTCL) (upto 2nd February 2026)	BHUMI	Singapore	-	56.11
Star Super Cement Industries LLC (100% of UCMEIL)	SSCILLC	UAE	56.11	56.11

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

Name of the Company	Abbreviation	Country of Incorporation/ Principal Place of Business	Grasim's Ownership Interest %	
			31st March 2026	31st March 2025
Binani Cement Tanzania Limited (100% of SSCILLC)	BICTL	Tanzania	56.11	56.11
BC Tradelink Limited, Tanzania (100% of SSCILLC)	BCTL	Tanzania	56.11	56.11
PT Anggana Energy Resources (100% of BHUMI) (upto 2nd February 2026)	PTAER	Indonesia	-	56.11
Binani Cement (Uganda) Limited (100% of SSCILLC)	BCUL	Uganda	56.11	56.11
Duqm Cement project International, LLC (70% Of UCMEIL)	DCPI	Oman	39.28	39.28
Letein Valley Cement Limited (100% of UTCL)	LVCL	India	56.11	56.11
The India Cements Limited (ICEM) (74.99% of UTCL) (w.e.f. 24th December 2024)	ICEM	India	42.08	45.72
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	41.48	45.08
ICL International Limited (100% of ICEM) (merged with India Cement w.e.f 1st January 2025, whereas merger effective date 26th March 2026)	ICLIL	India	-	45.72
ICL Securities Limited (100% of ICEM)(merged with India Cement w.e.f 1st January 2025, whereas merger effective date 26th March 2026)	ICLSL	India	-	45.72
Coromandel Minerals Pte Ltd (CMP) (100% of ICEM) (w.e.f. 24th December 2024)	CMP	Singapore	42.08	45.72
PT Coromandel Mineral Resources (CMR) (98% ICEM and 2% ICLFSL) (w.e.f. 24th December 2024)	CMR	Indonesia	42.08	45.72
Raasi Minerals Pte Ltd (RMP) (100% of CMP) (w.e.f. 24th December 2024)	RMP	Singapore	42.08	45.72
PT Adcoal Energindo (AEI) (71.90% RMP and 28.10% PTCMR) (upto 2nd December 2025)	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	26.58
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	24.00	24.11
Aditya Birla Sun Life Trustee Private Limited (50.85% of ABCL)	ABSTPL	India	26.59	26.72
Aditya Birla Wellness Private Limited (51% of ABCL)	ABWPL	India	26.67	26.80
Birla Advanced Knits Private Limited	BAKPL	India	50.00	50.00

Notes

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Name of the Company	Abbreviation	Country of Incorporation/ Principal Place of Business	Grasim's Ownership Interest %	
			31st March 2026	31st March 2025
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	6.27
Aditya Birla Sun Life AMC Limited (44.94% of ABCL))	ABSAMC	India	23.47	23.61
Aditya Birla Sun Life AMC (Mauritius) Limited. (100% Subsidiary of ABSAMC)	ABSAMCM	Mauritius	23.47	23.61
Aditya Birla Sun Life AMC Limited, Dubai (100% Subsidiary of ABSAMC)	ABSAMCD	UAE	23.47	23.61
Aditya Birla Sun Life AMC Pte. Limited (100% Subsidiary of ABSAMC)	ABSAMCS	Singapore	23.47	23.61
Aditya Birla Sun Life AMC International (IFSC) Limited (100% Subsidiary of ABSAMC)	ABSAMCI	India	23.47	-
PT Mitra Setia Tanah Bumbu (upto 2nd December 2025)	PTMSTB	Indonesia	-	22.40

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 2026

₹ 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	32.18%	54,663.76	3.38%	348.39	87.01%	1,290.45	13.91%	1,638.84
B	**Subsidiaries**								
	Indian								
1	UltraTech Cement Limited (incl. Subsidiaries)	47.51%	80,707.01	79.51%	8,189.66	10.55%	156.50	70.83%	8,346.16
2	Aditya Birla Capital Limited (incl. Subsidiaries)	28.07%	47,674.31	31.16%	3,209.50	-2.60%	(38.54)	26.91%	3,170.96
3	Samrit Buildcon Limited (formerly known as Samruddhi Swastik Trading and Investment Limited)	0.05%	87.85	0.02%	1.71	0.00%	-	0.01%	1.71
4	ABNL Investments Limited	0.07%	123.32	0.01%	0.83	0.17%	2.54	0.03%	3.37
5	Aditya Birla Renewables Limited (incl. Subsidiaries)	0.81%	1,371.45	-3.69%	(380.15)	0.01%	0.13	-3.22%	(380.01)
6	Grasim Business Services Pvt Ltd	0.00%	3.72	0.01%	1.54	0.05%	0.70	0.02%	2.24
	Subtotal (B)	**76.51%**	**1,29,967.66**	**107.02%**	**11,023.10**	**8.18%**	**121.34**	**94.58%**	**11,144.43**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ 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%	56.66	0.06%	6.51	0.00%	0.06	0.06%	6.57
2	Madanpur (North) Coal Company Limited	0.00%	0.91	0.00%	0.01	0.00%	-	0.00%	0.01
3	Aditya Birla Sun Life AMC Limited	3.42%	5,812.33	4.15%	427.49	0.41%	6.04	3.68%	433.53
	Foreign								
1	Pt Mitra Setiah Tanah Bumbu	0.00%	-	-0.02%	(1.55)	-0.02%	(0.37)	-0.02%	(1.92)
	Subtotal (C)	**3.45%**	**5,869.90**	**4.20%**	**432.46**	**0.39%**	**5.73**	**3.72%**	**438.19**
D	**Joint Ventures**								
	Indian								
1	Bhubaneswari Coal Mining Limited	0.17%	293.01	0.21%	21.53	0.00%	-	0.18%	21.53
2	Aditya Birla Wellness Private Limited	0.01%	9.65	-0.04%	(4.56)	0.01%	0.13	-0.04%	(4.43)
3	Aditya Birla Sun Life Trustee Company Private Limited	0.00%	1.08	0.00%	0.03	0.00%	-	0.00%	0.03
4	Bhaskarpara Coal Company Limited	0.00%	4.52	0.00%	0.23	0.00%	-	0.00%	0.23
5	Aditya Birla Power Composites Private Limited	0.01%	14.32	0.12%	12.01	0.00%	-	0.10%	12.01
6	Aditya Birla Health Insurance Co. Limited	1.92%	3,267.55	0.18%	18.12	-3.91%	(57.93)	-0.34%	(39.81)
7	Birla Advanced Knits Pvt Ltd	0.00%	-	0.00%	-	0.00%	-	0.00%	-
	Foreign								
1	AV Group NB Inc.	0.13%	222.48	-2.21%	(228.07)	4.20%	62.36	-1.41%	(165.71)
2	Birla Jingwei Fibres Company Limited	0.04%	72.98	0.03%	3.57	0.69%	10.18	0.12%	13.75
3	Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi	0.00%	-	0.00%	(0.04)	0.00%	-	0.00%	(0.04)
4	Aditya Group AB	0.19%	324.44	-0.64%	(65.84)	3.43%	50.88	-0.13%	(14.96)
5	AV Terrace Bay Inc.	0.00%	-	-	-	0.00%	-	0.00%	-
	Subtotal (D)	**2.48%**	**4,210.03**	**-2.36%**	**(243.02)**	**4.42%**	**65.61**	**-1.51%**	**(177.41)**
	Consolidation Adjustments (E)	**-14.64%**	**(24,846.10)**	**-12.24%**	**(1,260.64)**	**0.00%**	**-**	**-10.70%**	**(1,260.64)**
	TOTAL (A+B+C+D+E)	**100.00%**	**1,69,865.25**	**100.00%**	**10,300.29**	**100.00%**	**1,483.14**	**100.00%**	**11,783.43**

Before Non-Controlling Interest

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

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	Samrit Buildcon Limited (formerly known as 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		-	0.01%	0.43		-	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**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ 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)
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
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%	-	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**

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

4.15 Distribution Made and Proposed (Ind AS 1):

₹ in crore

Particulars	As at 31st March 2026	As at 31st March 2025
Cash Dividend Declared and Paid on Equity Shares :	680.54	669.43
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)		
Proposed Dividend on Equity Shares# :	680.61	680.61
Final dividend for the Year ended on 31st March 2026:₹ 10 per share of face value of ₹ 2 each (31st March 2025: ₹ 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 2026 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 2026	Balance as at 31st March 2025
1	Asar Construction Private Limited	Receivables	Not Related	-	β
2	Vericon Developers Private Limited	Receivables	Not Related	0.10	0.10
3	Khandelwal Grihanirman Private Limited	Receivables	Not Related	-	0.01
4	Pinnacle Engicon Private Limited	Receivables	Not Related	0.07	-
5	Mnt Infra Projects Private Limited	Receivables	Not Related	(0.01)	-
6	Rachana Rubbers Private Limited	Payables	Not Related	0.01	(0.01)
7	Emirate Fashions Private Limited	Outstanding balance (loan given)	Not Related	0.01	0.10
8	Lakshayprime Marketing Private Limited	Outstanding balance (loan given)	Not Related	-	0.07
9	Digikore Studios Limited	Outstanding balance (loan given)	Not Related	-	0.60
10	Savinan Enterprises Private Limited	Commission Charges	Not Related	-	β
11	Pusha Steels Limited	Commission Charges	Not Related	β	-
12	Virtual Securities Private Limited	AMC Charges	Not Related	-	β
13	JMM Nine Stocks Private Limited	Commission Charges	Not Related	β	β
14	Makshi Multitrading Private Limited	Commission Charges	Not Related	β	β
15	Gangour Distributors Private Limited	Commission Charges	Not Related	β	β

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

₹ 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 2026	Balance as at 31st March 2025
16	Ceeplast Trading Company Private Limited	Commission Charges	Not Related	β	β
17	Indo Austro Corporation Private Limited	Commission Charges	Not Related	β	β
18	Ayyappan Capital Services Private Limited	AMC Charges	Not Related	-	β
19	Katman Finbiz Services Private Limited	Commission Charges	Not Related	β	β
20	Vishal Resources Private Limited	AMC Charges	Not Related	-	β
21	Aanishka Construction Private Limited	AMC Charges	Not Related	-	β
22	Amore Garments Private Limited	AMC Charges	Not Related	-	β
23	Balaji Texfab Private Limited	AMC Charges	Not Related	-	β
24	Chahat Capital Traders Private Limited	AMC Charges	Not Related	-	β
25	Dynamic Infratech Private Limited	AMC Charges	Not Related	-	β
26	Jai Dada Steel Private Limited	AMC Charges	Not Related	-	β
27	Jbm Dealers Private Limited	AMC Charges	Not Related	-	β
28	K Parikh Agencies Private Limited	AMC Charges	Not Related	-	β
29	Kartikey Brokers Private Limited	AMC Charges	Not Related	-	β
30	Bmp Intrade Private Limited	AMC Charges	Not Related	-	β
31	Newgen Financial Services Private Limited	AMC Charges	Not Related	-	β
32	Silicon Realty Ventures Private Limited	AMC Charges	Not Related	-	β
33	Shri Rajaganapathi Developers India Private Limited	AMC Charges	Not Related	-	β
34	Sai Kripa Wealth & Assets Limited	Commission Charges	Not Related	-	β
35	Finstem Outsourcing Services India Private Limited	Commission Charges	Not Related	-	β
36	Two Cents' Worth Investment Consultants LLP	AMC Charges	Not Related	-	β
37	Spider Networking (India) Private Limited	Admin Expenses	Not Related	β	-
38	Gurukul Commosales Private Limited	Commission Charges	Not Related	β	-
39	Chidambaram Associates Agency	Commission Charges	Not Related	β	-
40	Sanwalka Securities And	Commission Charges	Not Related	β	-
41	Chaturbhuja Securities Private Limited	Commission Charges	Not Related	β	-
42	Doniv Enterprises Private Limited	Commission Charges	Not Related	β	-

Note: Figures of ₹ 50,000 or less have been denoted by β.

Notes

forming part of the Consolidated Financial Statements for the year ended 31st March 2026

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 2026 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.

(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 2026 were approved by the Board of Directors on 20th May 2026.

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: 20th May 2026

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

Hemant Kadel
Chief Financial Officer

Neelabja Chakrabarty
Company Secretary
Membership No.: A 16075

V. Chandrasekhar
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Mumbai
Dated: 20th May 2026

Notes


BIRLA
opus
allwood
Khul Ke Jiyo
Scratch Resistant*
WOOD PAINT
*Engineered to help protect surfaces from everyday scratches. Performance may vary with use and conditions.



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