

# Board's Report

Dear Members,

Your Directors are pleased to present the 78<sup>th</sup> Annual Report in the form of Sixth Integrated Report of our Company along with the Audited Financial Statements for the year ended 31<sup>st</sup> March 2025.

## Financial Performance

The financial performance of our Company for the year ended 31<sup>st</sup> March 2025 is summarised below:

₹ in crore

Particulars	Consolidated		Standalone	
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24
Revenue from Operations	1,48,477.89	1,30,978.48	31,563.23	25,847.33
Other Income	1,459.04	1,264.10	1,715.11	1,256.60
<b>Total Income</b>	<b>1,49,936.93</b>	<b>1,32,242.58</b>	<b>33,278.34</b>	<b>27,103.93</b>
<b>Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)</b>	<b>20,023.13</b>	<b>20,836.53</b>	<b>2,856.58</b>	<b>3,572.64</b>
Less: Finance Costs <sup>#</sup>	(2,802.28)	(1,654.72)	(683.69)	(440.42)
Less: Depreciation and Amortisation Expense	(6,453.73)	(5,001.32)	(1,676.21)	(1,215.06)
<b>Profit Before Share in Profit of Equity Accounted Investees, Exceptional Items and Tax</b>	<b>10,767.12</b>	<b>14,180.49</b>	<b>496.68</b>	<b>1,917.16</b>
Share in Profit of Equity Accounted Investees	296.79	88.68	-	-
Less: Exceptional Items	(238.85)	(569.36)	(163.98)	(715.60)
<b>Profit Before Tax (PBT)</b>	<b>10,825.06</b>	<b>13,699.81</b>	<b>332.70</b>	<b>1,201.56</b>
Less: Tax Expense	(3,068.73)	(3,774.16)	(120.60)	(256.17)
<b>Profit for the Year Attributable to:</b>	<b>7,756.33</b>	<b>9,925.65</b>	<b>212.10</b>	<b>945.39</b>
Shareholders of the Company	3,705.68	5,624.49	212.10	945.39
Non-Controlling Interest	4,050.65	4,301.16	-	-
<b>Other Comprehensive Income for the Year Attributable to:</b>	<b>424.27</b>	<b>3,962.47</b>	<b>(263.55)</b>	<b>3,896.30</b>
Shareholders of the Company	105.24	3,893.39	(263.55)	3,896.30
Non-Controlling Interest	319.03	69.08	-	-
<b>Total Comprehensive Income for the Year Attributable to:</b>	<b>8,180.60</b>	<b>13,888.12</b>	<b>(51.45)</b>	<b>4,841.69</b>
Shareholders of the Company	3,810.92	9,517.88	(51.45)	4,841.69
Non-Controlling Interest	4,369.68	4,370.24	-	-
<b>Opening Balance in Retained Earnings</b>	<b>12,014.51</b>	<b>12,980.04</b>	<b>10,113.35</b>	<b>9,476.76</b>
Profit for the Year Attributable to Shareholders of the Company	3,705.68	5,624.49	212.10	945.39
Gain/(Loss) on Re-measurement of Defined Benefit Plans	(8.68)	(1.15)	(10.86)	14.21
Gain on Sale of Non-Current Investments transferred to Retained Earnings from equity instruments through OCI	561.80	334.20	-	334.20
Less: Stake Dilution in Subsidiary Companies	(762.33)	(606.16)	-	-
<b>Amount Available for Appropriation</b>	<b>15,510.98</b>	<b>18,331.42</b>	<b>10,314.59</b>	<b>10,770.56</b>
Transfer to Debenture Redemption Reserve	(58.53)	(12.75)	-	-
Transfer to General Reserve	(3,500.00)	(5,000.00)	-	-
Transfer to Special Reserve Fund	(656.71)	(645.16)	-	-
Dividend Paid on Equity Shares	(668.12)	(657.21)	(668.12)	(657.21)
Other movements during the Year	110.31	(1.79)	-	-
<b>Closing Balance in Retained Earnings</b>	<b>10,737.93</b>	<b>12,014.51</b>	<b>9,646.47</b>	<b>10,113.35</b>

<sup>#</sup>Other than Finance Cost relating to NBFC/HFC's Business which are considered as part of their operations in consolidated financial performance.



## Dividend

Based on our Company's performance, your Directors have recommended a dividend of ₹ 10 per equity share of face value of ₹ 2 each (on fully paid-up shares and on partly paid-up shares in proportion to their share in the paid-up share capital) for the year ended 31<sup>st</sup> March 2025.

The dividend, if approved by the Members, would involve a cash outflow of ~ ₹ 680.61 crore.

In terms of the provisions of the Income-Tax Act, 1961, dividend shall be taxable in the hands of shareholders at applicable rate of taxes. Our Company shall withhold tax at source appropriately.

The recommended dividend is in line with our Company's Dividend Distribution Policy which is available on the Company's website at [https://www.grasim.com/upload/pdf/Grasim\\_Dividend\\_Policy\\_16.pdf](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 31<sup>st</sup> March 2025.

## Performance Review

On a consolidated basis, the revenue from operations for FY 2024-25, stood at ₹ 1,48,477.89 crore registering a growth of 13.36% as compared to the previous year of ₹ 1,30,978.48 crore. The Consolidated EBITDA stood at ₹ 20,023.13 crore for FY 2024-25, which was ₹ 20,836.53 crore in the previous year.

On a standalone basis, revenue from operations for FY 2024-25 stood at ₹ 31,563.23 crore registering a growth of 22.11%, as compared to ₹ 25,847.33 crore in the previous year. The standalone EBITDA is ₹ 2,856.58 crore for 2024-25, which was ₹ 3,572.64 crore in the previous year. The standalone PAT is ₹ 212.10 crore for FY 2024-25, which was ₹ 945.39 crore in the previous year.

## Strategic Initiatives and Significant Developments

### Paints Business

The Indian paints industry created a historic highest ever capacity addition in decorative paints in FY 2024-25. The organised installed capacity jumped ~40% YoY from FY 2023-24, which is the single largest capacity addition (of ~1,500 million litres per annum (MLPA)) in any year in the century old paints industry. The industry, led by entry

of your Company's Birla Opus, saw a host of innovative programmes for all stakeholders, number of first-time consumer programmes, unique influencer and dealer benefits, multi-media brand campaigns and exciting new product launches, etc. in FY 2024-25.

Birla Opus made an indelible mark in the first year and with high-capacity share is preparing itself to become a significant player in the decorative paints sector.

Birla Opus announced commercial production at three plants namely Panipat, Ludhiana and Cheyyar on 30<sup>th</sup> April 2024. The Company launched 5 out of its planned 6 plants and commissioned 1,096 MLPA capacity in FY 2024-25, contributing an unprecedented ~21% share of organised industry capacity. Birla Opus capacity share is further expected to rise to ~24% of organised industry in FY 2025-26 with 1,332 MLPA manufacturing capacity commissioning post the launch of its 6<sup>th</sup> plant at Kharagpur. Birla Opus is amongst the few players in India with fully backward integrated plants capable of producing 376.5 MLPA of Emulsion and 92.6 MLPA of Resins more than sufficient for its own needs. The Company incurred ₹ 2,288 crore of capital expenditure during FY 2024-25 and cumulatively its capex spends reached ~₹ 9,352 crore upto FY 2024-25.

On the back of a robust in-house R&D, Birla Opus launched a wide range of 176+ products and 1,250+ SKUs across a) water-based paints, b) enamel paints, c) wood finishes, d) waterproofing, e) distemper f) designer finishes and textures g) colorants and h) wallpapers (imported + in-house). The products cater to various consumer segments - economy, premium, luxury, super luxury, and institutional clients. The products are being sold under the main brand of "Birla Opus" and sub brands of "One" for luxury and super-luxury range, "Calista" for premium range, "Style" for economy range, "Allwood" for wood finishes, "Alldry" for waterproofing range and "Prime" for institutional range. The entire Birla Opus product range has differentiated products and offers many industry-first, leading product features (scuff resistance, 5,000+ washes to name a few). Birla Opus offers industry leading warranty on its products across the entire range of emulsion, enamel, waterproofing, distemper and wood finishes etc. These products have been conceptualised and designed in-house by over 100+ scientists and chemists who have tirelessly worked over last 3 years at our R&D centre in Taloja near Mumbai. In a market research study monitored by third party audit firm, 9 out of 10 Painters who have used Birla Opus products said that they will recommend using it.

In a short period of 11 months, Birla Opus has set up Pan India distribution of dealer network with 137 depots servicing dealers in 6,600+ towns to make its products

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available to over 500 million population spread over these towns and adjoining smaller cities. These depots enable Birla Opus to reach dealers across the country with near 4 hour delivery in depot town and next day delivery in upcountry town and villages. Birla Opus' tinting machine, used for delivering 2,320+ colour shades including 216 iconic Indian shades, has great acceptance both due to its smaller size and the proprietary easy-to-use software and tablet. For simplifying lives of our dealers, Birla Opus has created an expansive infrastructure to enable the dealer partners to experience world class services through Dealer Management System (DMS). Birla Opus offers a democratised loyalty programme known as "Signature Club" inviting all performing dealers to join the Birla Opus network. The front-end sales team is approaching entire 1,00,000 plus decorative paints and allied industry dealers, across India both in metro and large towns and even in mid and small towns to become part of the fast-expanding Birla Opus distribution network.

Birla Opus promises to delight the consumers, and has taken on itself to transform the decorative paints retailing industry by building its own experience stores known as Birla Opus Paint Studio in the metros and franchised mid-sized stores across India called Birla Opus Paint Gallery. Birla Opus Studios are in 11 major cities (Gurgaon, Mumbai, Bengaluru, Navi Mumbai, Hyderabad, Kolkata, Delhi, Lucknow, Surat, Jaipur, and Ahmedabad) while Birla Opus Paint Gallery has a massive retail footprint across 300+ towns. Both are helping build the brand salience and drive throughput and premium products sale. Further, Birla Opus offers the Company led Painting Services under the brand name "Paint Craft" which guarantees the highest quality of service, delivered by fully trained and certified professionals. Birla Opus has a consumer app called "My Opus" that helps discover Opus, sign up for services, buy products online, track a painting project step-by-step, register warranty and directly communicate with the Company for any consumer needs. The App also has a visualiser to help customers choose the right paint colour for their space. This AI-powered visualiser provides a unique 'in-app' experience. Birla Opus paint cans feature a QR-based system for "Track & Trace", which enables end-to-end traceability of a paint can from production to application. This ensures no counterfeits and allows the Company to trace the manufacturing batch in case any, complaint is received. This is by far the first digital tracking system operationalised in the sector to assure consumers of product quality and integrity.

Birla Opus brand was launched through an enigmatic and thematic brand campaign "Make Life Beautiful" in June 2024 with the message of "Duniya Ko Rang Do!" (Colour the world) paired with a melodious track, which went

on to become one of the most lovable ad campaigns. In the second half, another brand campaign demonstrating product superiority of Birla Opus products was launched under the banner "Naye Zamane ka Naya Paint". These brand campaigns have been promoted through multimedia including diverse multi language TV channels and popular digital media. The campaign has been supported by on-ground product expositions, mobile van activations, outdoor hoardings, wall paintings, dealer boards and point-of-sale merchandise. The campaigns have been well appreciated across stakeholders and won laurels from the industry.

Birla Opus has a robust influencer engagement programme to win contractors, painters, architects and interior designers. The Company used digital technology for access and establish real time connection with the painter and contractor community across India. Birla opus has actively engaged with lakhs of contractors and painters registered with the Company through a digitally savvy user friendly exclusive painter and contractor mobile App called "Birla Opus ID". Birla Opus plans to open 10 learning centres across 10 cities to upskill lakhs of unorganised workforce of painters and contractors. Currently, there are 6 learning centres already live in the cities of Bengaluru, Delhi, Kolkata, Hyderabad, Mumbai, & Pune.

Birla Opus has a diverse, young employee team at its six manufacturing plants, head office, R&D centre and nation-wide spread regional offices. In sales and services team, Birla Opus has inducted amongst the largest field team in paints industry to support all its key stakeholders – dealers, contractors, painters, architects, and consumers. Birla Opus team, with a committed mission to become #2 decorative brand in India, is striving hard, collaborating as a team, moving with agility and remains focused on achieving this vision while delivering superior value to all its stakeholders.

**Birla Pivot, the B2B E-commerce business of our Company is one of the fastest growing businesses to have achieved an Annualised run rate of ₹ 5,000 crore (as per Q4 FY25) within 2 years of inception.**

In line with the government's vision of creating Digital India and empowering small and medium businesses, Birla Pivot has created a new-age, high-growth e-commerce platform that helps businesses with procurement of raw material across various sectors and catalyzes their growth by streamlining financing and supply chain gaps.

Some of the key highlights for the year:

- Evolved our technology stack into a comprehensive B2B E-commerce platform that is unique and solves the needs of the ecosystem. The platform now powers a



catalog of more than 40,000 SKUs across 300+ brands and OEMs in 35 product categories. Our proprietary stack — Pivot Grid, Pivot Edge, Pivot Vault, and Pivot XP — enables end-to-end B2B commerce across digital procurement, credit-linked transactions, seamless fulfillment, and marketplace selling.

- Birla Pivot's customer base spans top-tier EPC companies, civil contractors, real estate developers, OEMs, fabricators, dealers, and retailers. With successful deliveries to over 375 cities across 26 States and Union Territories, the unit has established a robust network of suppliers and logistics providers who facilitate a very seamless fulfillment experience.
- The significant scale up in revenue is driven by new customer acquisition and higher penetration amongst existing buyers, driven by a superior OTIF (On-time and In-full delivery) and seamless experience
- Our competitive pricing is driven by demand aggregation across categories and strategic partnerships with OEMs and regional brands. To further support ecosystem efficiency, we offer customised, end-use-restricted financing solutions that optimise working capital for both buyers and sellers.
- The business launched Birla Pivot Bathware in Q3FY25, expanding the private label portfolio beyond Tiles and Plywood. The focus now is to increase the reach and distribution of these products across both Retail and Projects.
- We launched custom credit and financing solutions that are relevant for different buyer segments and sellers, there by solving their working capital requirements.
- In FY26, we will continue to strengthen our foundation by scaling up our customer base, expanding credit programmes, and accelerating digitisation. We will offer more personalised solutions for buyers and sellers using data and intelligence & helping them optimise their overall procurement and project costs.
- The aspiration for Birla Pivot is to reach \$1 billion revenue in the next two years, leveraging technology to create smarter and more efficient solutions across the value chain. This would be the first big milestone in our journey of building the most trusted B2B E-commerce platform in the country. Given the rapid evolution of small businesses (70 million+ growing at 13%) who are using the digital ecosystem for business processes (GST, e-way bill generation, loans and payments), Birla Pivot is well positioned to be the platform that will drive the shift to B2B E-commerce and digital adoption across all these sectors.

## Industry Context

India's building materials industry is undergoing exponential growth and is projected to double to \$ 200 billion in next five years. With less than 2% digital penetration, this sector faces many challenges - from fragmented supplier networks, and logistical bottlenecks to access to credit.

However, this remains one of the sectors that is yet to see meaningful disruption or adoption of technology. Indian B2B supply chain continues to operate in an inefficient, fragmented, and localised manner with a lot of involvement from intermediaries. There is a limited presence of large-scale distributors or digital channels, and sourcing happens largely offline. There is a huge opportunity to create a platform that can manage end to end requirements for the customers - right from demand prediction / sourcing to post delivery.

The aspiration for Birla Pivot is to reach a \$1 billion revenue in the next two years, leveraging technology to create smarter and more efficient solutions across the value chain. This would be the first big milestone in our journey of building the largest and the most trusted B2B E-commerce platform in India.

Given the rapid evolution of small businesses (70 million+ growing at 13%) who are using the digital ecosystem for business processes (GST, e-way bill generation, loans and payments), Birla Pivot is well positioned to be the platform that will drive the shift to B2B E-commerce and digital adoption across all these sectors.

## Lyocell Project

The Board has approved setting up of 110K TPA capacity of Lyocell, the fastest growing Cellulosic Fibre at Harihar, Karnataka. The first phase of 55K TPA which is planned to be executed by mid-2027 is progressing as per plan. Negotiations and ordering of major long lead items are underway.

## Consolidated Financial Statements

In accordance with the provisions of the Companies Act, 2013 ('the Act'), read with the Companies (Accounts) Rules, 2014, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('Listing Regulations' / 'SEBI Listing Regulations') and Ind AS 110 – Consolidated Financial Statements and Ind AS 28 – Investments in Associates and Joint Ventures, the Audited Consolidated Financial Statements forms integral part of this Integrated Annual Report. Consolidated Financial Statements include financial performance of the Company's subsidiaries, Associates and Joint Ventures,



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which inter-alia includes UltraTech Cement Limited, Aditya Birla Capital Limited, Aditya Birla Renewables Limited and other entities as mentioned in Notes to Consolidated Financial Statements.

### Subsidiaries, Associates and Joint Venture Companies

Following were the additions during the year:

- Aditya Birla Renewables SPV 3 Limited was incorporated on 21<sup>st</sup> November 2024 as a wholly owned subsidiary (WOS) of Aditya Birla Renewables Limited (ABReL).
- Aditya Birla Renewables SPV 4 Limited (ABReL SPV 4) was incorporated on 14<sup>th</sup> December 2024 as a WOS of ABReL. The status of ABReL SPV 4 changed from WOS to subsidiary pursuant to transfer of 26% of its shares to Gujarat Alkalies and Chemicals Limited on 21<sup>st</sup> February 2025.
- Aditya Birla Renewables SPV 5 Limited was incorporated on 24<sup>th</sup> January 2025 as a WOS of ABReL.

There were no changes in the direct Subsidiaries, Associates and Joint Venture Companies of the Company during the year.

In accordance with the provisions of Section 129(3) of the Act, read with the Companies (Accounts) Rules, 2014, a report on the performance and financial position of each of the subsidiaries, associates and joint venture Companies is provided, in the prescribed Form AOC-1, in **Annexure 'A'** to this Report.

In accordance with the provisions of Section 136 of the Act, the Audited Standalone and Consolidated Financial Statements and related information of the Company and audited accounts of each of its subsidiaries are available on the website of the Company at <https://www.grasim.com/investors/results-reports-and-presentations>

UltraTech Cement Limited and Aditya Birla Capital Limited are the material listed Subsidiary Companies of the Company. Our Company does not have any material unlisted Subsidiary. The Audit Committee and the Board reviews the financial statements, significant transactions of all Subsidiary Companies, and the minutes of unlisted Subsidiary Companies are placed before the Board.

Our Company has in accordance with the Listing Regulations adopted the Policy for determining material subsidiaries. The said Policy is available on the Company's website at [https://www.grasim.com/upload/pdf/Grasim\\_Policy\\_Material\\_Subsiary\\_Cos.pdf](https://www.grasim.com/upload/pdf/Grasim_Policy_Material_Subsiary_Cos.pdf)

### UltraTech Cement Limited ('UltraTech')

UltraTech is the top-tier manufacturer of grey cement and ready-mix concrete (RMC), and one of the largest manufacturers of white cement in India. UltraTech operates 34 integrated manufacturing units, 34 grinding units, 1 clinkerisation unit and 10 bulk packaging terminals. It also has 395 RMC plants across 155 cities. UltraTech has one white cement unit and three wall care putty units. As on 31<sup>st</sup> March 2025, UltraTech's grey cement capacity in India stood at 183.4 MTPA, reflecting an addition of 42.6 MTPA capacity in a year alone. Its robust logistics network includes daily dispatch of 50+ rakes, 13,000+ trucks addressing the requirement of 1,40,000+ channel partners. Following de-bottlenecking of capacities in May 2025, UltraTech's overall capacity (India + Overseas) stood crossed 190 MTPA+.

For FY 2024-25, consolidated grey cement sales volumes grew 17% YoY to 132 MMT, with capacity utilisation at 78%. RMC sales volumes grew 19% YoY to 13.41 million cubic meter. The share of green power (WHRS + renewables) in total power consumption was at 32.7%. Consolidated revenue grew 7% YoY to ₹ 75,955 crore. EBITDA declined 2% YoY to ₹ 13,302 crore while PAT declined 14% YoY to ₹ 6,039 crore. Operating cash flow stood at ₹ 10,673 crore.

### Aditya Birla Capital Limited ('ABCL')

Key Highlights of ABCL's Consolidated Performance for the Financial Year ended 31<sup>st</sup> March 2025 are as under

- Consolidated Revenue: ₹ 40,651 crore (grew 20% year on year)
- Consolidated Net Profit: ₹ 2,981 crore (grew 8% year on year)
- Overall, AUM across asset management, life insurance and health insurance at over ₹ 5.11 lakh crore (grew 17% year on year)
- Overall lending book [Non-Banking Financial Company ("NBFC") and Housing Finance] at ₹ 1.57 lakh crore (grew 27% year on year)
- Gross premium (across Life and Health Insurance) at ₹ 25,579 crore (grew 22% year on year)

### Share Capital

The Authorised Share Capital of the Company stood at ₹ 423.50 crore comprising of 2,06,25,00,000 Equity Shares of ₹ 2 each and 11,00,000 Redeemable Cumulative Preference Shares of ₹ 100 each as at 31<sup>st</sup> March 2025.

Issued Share Capital of the Company stood at ₹ 136.12 crore comprising of 68,05,83,601 Equity Shares of Face Value ₹ 2 each as at 31<sup>st</sup> March 2025.



Subscribed and paid-up capital of the Company stood at ₹ 136.11 crore comprising of 68,05,80,576 Equity Shares as at 31<sup>st</sup> March 2025.

## Issue of Equity Shares on Rights Basis

During the year, the Board of Directors, in accordance with the letter of offer dated 4<sup>th</sup> January 2024 made two calls in respect of outstanding partly-paid up Equity Shares of the Company.

The details of Rights Issue call's are as under:

- **First Call:** The Board at its meeting held on 22<sup>nd</sup> May 2024 decided to make the first call of ₹ 453 per partly paid Equity Shares (comprising ₹ 0.50 towards face value and ₹ 452.50 towards securities premium), payable during the period from 4<sup>th</sup> July 2024 to 18<sup>th</sup> July 2024, both days inclusive; and
- **Second and Final Call:** The Board at its meeting held on 14<sup>th</sup> November 2024 decided to make Second and Final call of ₹ 906 per partly paid Equity Shares (comprising ₹ 1 towards face value and ₹ 905 towards securities premium), payable during the period from 6<sup>th</sup> January 2025 to 20<sup>th</sup> January 2025, both days inclusive.

The funds raised by the Company through Rights Issue, have been utilised for the objects stated in the letter of offer, towards repayment of certain borrowings of the Company and general corporate purposes.

## Employee Stock Option Scheme and Purchase of Treasury Shares

During the year, Grasim Employees' Welfare Trust ('Trust') acquired 3,18,750 equity shares of the Company from the secondary market. As per Ind AS, purchase of own equity shares are treated as treasury shares. The Trust constituted in terms of the Company's Employee Stock Option Schemes ('ESOS') holds 20,65,343 equity shares of the Company as on 31<sup>st</sup> March 2025 for transfer to the eligible employees under ESOS 2018 and ESOS 2022.

### ESOS-2013

During the year, the Stakeholders' Relationship Committee of the Board allotted 30,440 Equity Shares of ₹ 2/- each of the Company to Stock Option Grantees, pursuant to exercise of the Stock Options and Restricted Stock Units ('RSUs') under ESOS-2013. During the year, ESOS-2013 has been completed.

### ESOS-2018

During the year, 3,62,685 Equity Shares were transferred from the Trust account to the employees account due to exercise of Stock Options and RSUs by the grantees under ESOS-2018.

### ESOS-2022

During the year, the Nomination and Remuneration Committee ('NRC') of the Board approved grant of 3,54,938 Stock Options and 98,137 Performance Stock Units ('PSUs') to the eligible employees, including Managing Director of the Company, under ESOS-2022.

During the year, 11,703 Equity Shares were transferred from the Trust account to the employees account due to exercise of Stock Options and PSUs by the grantees under ESOS-2022.

The ESOS-2018 and ESOS-2022 are being administered through the Trust.

The details of Stock Options and RSUs granted pursuant to ESOS-2013 and ESOS-2018 and Stock Options and PSUs granted pursuant to ESOS-2022, and the other disclosures in compliance with the provisions of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, are available on your Company's website at <https://www.grasim.com/Upload/PDF/esos-disclosures-2024-25.pdf>

A certificate from the Secretarial Auditor with respect to implementation of your Company's ESOS, will be available at the ensuing AGM for inspection by the Members.

## Deposits

During the year, our Company has not accepted or renewed any deposits within the meaning of Section 73 of the Act, read with the Companies (Acceptance of Deposits) Rules, 2014.

## Issue of Non-Convertible Debentures (NCDs)

During the year, our Company has issued following NCDs on private placement basis:

Particulars of NCD's	Face Value	Amount
2,00,000 Fully paid, Unsecured, Listed, Rated, Redeemable, Rupee Denominated, NCDs	₹ 1,00,000 each	₹ 2,000 crore
<b>Total</b>		<b>₹ 2,000 crore</b>

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During the year, our Company has redeemed following NCDs:

Particulars of NCD's	Face Value	Amount
12,500 Fully paid-up, Unsecured, Listed, Rated, Redeemable NCDs	₹ 10,00,000 each	₹ 1,250 crore
1,00,000 Fully paid-up, Unsecured, Listed, Rated, Redeemable, NCDs	₹ 1,00,000 each	₹ 1,000 crore
<b>Total</b>		<b>₹ 2,250 crore</b>

### 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 31<sup>st</sup> March 2025 are given in the Notes to the Financial Statements. During the year, there are no guarantees issued or securities provided by the Company in terms of Section 186 of the Act, read with the Rules issued thereunder.

### Management Discussion and Analysis

Management Discussion and Analysis for the year, as stipulated under the Listing Regulations, is presented in a separate section and forms an integral part of this Integrated Annual Report.

### Corporate Governance

Your Directors re-affirm their continued commitment to the best practices of Corporate Governance. Corporate Governance principles form an integral part of the core values of the Company. Our Company is in compliance with the provisions relating to Corporate Governance.

The Report on Corporate Governance for the year, as stipulated under Regulation 34 of the Listing Regulations, is presented in a separate section, and forms an integral part of this Integrated Annual Report. A certificate from the Statutory Auditors on its compliance is given in **Annexure 'B'** to this Report.

### Directors and Key Managerial Personnel

#### Appointment / Re-appointment of Directors

In accordance with the provisions of the Act and the Articles of Association of the Company, Ms. Ananyashree

Birla and Mr. Aryaman Vikram Birla, Non-executive Directors of our Company, are liable to retire by rotation at the ensuing Annual General Meeting ('AGM').

Ms. Ananyashree Birla and Mr. Aryaman Vikram Birla, being eligible, has offered themselves for re-appointment at the ensuing AGM.

Further, in terms of the Listing Regulations, no listed Company shall appoint or continue the appointment of a Non-executive Director, who has attained the age of 75 years, unless a special resolution is passed to that effect. Mr. Yazdi Piroj Dandiwal, Independent Director, will attain the age of 75 (Seventy Five) years in November 2025, as a Non-executive Director of the Company, resolution seeking his continuation as Non-executive Director form part of the Notice of the ensuing the AGM.

Brief profile of Ms. Ananyashree Birla, Mr. Aryaman Vikram Birla and Mr. Yazdi Piroj Dandiwal are provided in the Report on Corporate Governance and Notice of AGM.

During the year, the Board of Directors appointed:

1. Mr. N. Mohan Raj (DIN: 00181969), Independent Director, was reappointed for a second term of 5 years with effect from 12<sup>th</sup> July 2024 upto 11<sup>th</sup> July 2029 (both days inclusive).
2. Mr. Ashvin Dhirajlal Parekh (DIN: 06559989) as an Independent Director, with effect from 23<sup>rd</sup> August 2024 upto 22<sup>nd</sup> August 2029 (both days inclusive).
3. Mr. Haigreve Khaitan (DIN: 00005290) as an Independent Director, with effect from 26<sup>th</sup> September 2024 upto 25<sup>th</sup> September 2029 (both days inclusive).
4. Mr. Mukkavilli Jagannath (DIN: 10090437) as a Non-executive Director, with effect from 26<sup>th</sup> September 2024, liable to retire by rotation.

The Board of Directors at their meeting held on 10<sup>th</sup> February 2025, based on recommendation of Nomination and Remuneration Committee and subject to the approval of Members of the Company, approved the appointment of Mr. Himanshu Kapania (DIN: 03387441) as an Additional Director, Managing Director ('MD') and Key Managerial Personnel ('KMP') of the Company, not liable to retire by rotation, with effect from 1<sup>st</sup> April 2025 upto 30<sup>th</sup> April 2028.



## Cessation of Directors

During the year, Mr. Cyril Shroff and Dr. Thomas M. Connelly, Jr. completed their second term of five years as an Independent Directors of the Company on 22<sup>nd</sup> August 2024.

Mr Raj Kumar, Non-executive Director, who was liable to retire by rotation at 77<sup>th</sup> AGM of the Company did not offer himself for re-appointment and ceased to be the Non-executive Director of the Company with effect from 20<sup>th</sup> August 2024.

Mr. Harikrishna Agarwal (DIN: 09288720) took an early retirement and ceased to be the Managing Director and Key Managerial Personnel of the Company with effect from the close of business hours of 31<sup>st</sup> March 2025. There was no other material reason for his cessation except as stated.

The Board placed on record its sincere appreciation for the valuable contribution and services rendered by the Directors during their tenure with the Company.

There is no pecuniary or business relationship between the Non-executive Directors and the Company, except for the sitting fees and commission payable to the Non-executive Directors, in accordance with the applicable laws and approval of the Members of the Company.

## Key Managerial Personnel

Pursuant to the provisions of Sections 2(51) and 203 of the Act, Mr. Harikrishna Agarwal, Managing Director, Mr. Pavan Kumar Jain, Chief Financial Officer ('CFO') and Mr. Sailesh Kumar Daga, Company Secretary are the Key Managerial Personnel ('KMP') of the Company as on 31<sup>st</sup> March 2025.

Consequent to the early retirement of Mr. Harikrishna Agarwal, the Board of Directors at its meeting held on 10<sup>th</sup> February 2025 approved the appointment of Mr. Himanshu Kapania as MD and KMP of the Company, with effect from 1<sup>st</sup> April 2025.

Consequent to the superannuation of Mr. Pavan Kumar Jain, CFO and KMP, with effect from 15<sup>th</sup> August 2025, and based on the recommendations of the Nomination and Remuneration Committee and the Audit Committee, the Board of Directors, at its meeting held on 22<sup>nd</sup> May 2025, approved the appointment of Mr. Hemant Kumar Kadel as CFO and KMP of the Company, effective from 16<sup>th</sup> August 2025.

Mr. Sailesh Kumar Daga, the Company Secretary and Compliance Officer of the Company, has tendered his resignation to pursue opportunities outside the Company with effect from the close of business hours of 15<sup>th</sup> July 2025.

## Meetings of the Board

The Board of the Company met 6 (six) times during the year to deliberate on various matters. The meetings were held on 4<sup>th</sup> April 2024, 22<sup>nd</sup> May 2024, 9<sup>th</sup> August 2024, 27<sup>th</sup> August 2024, 14<sup>th</sup> November 2024 and 10<sup>th</sup> February 2025. Further details are provided in the Report on Corporate Governance, which forms an integral part of this Integrated Annual Report.

## Statutory Committees of the Board

### Audit Committee

As on date of this report, the Audit Committee comprises of Mr. N. Mohan Raj, Chairman, Mr. V. Chandrasekaran, Mr. Yazdi Piroj Dandiwalwa and Mr. Himanshu Kapania as its members. Majority of the members including Chairman of Audit Committee are Independent Directors. The Chief Financial Officer of your Company is a permanent invitee at the Audit Committee Meetings.

### Nomination and Remuneration Committee

The Nomination and Remuneration Committee ('NRC') comprises of Ms. Anita Ramachandran, Chairperson, Mr. Kumar Mangalam Birla, Mr. Haigreve Khaitan and Mr. Adesh Kumar Gupta as its members. Majority of the members including Chairperson of NRC are Independent Directors.

### Corporate Social Responsibility Committee

As on date of this report, the Corporate Social Responsibility ('CSR') Committee comprises of Smt. Rajashree Birla, Chairperson, Ms. Anita Ramachandran and Mr. Himanshu Kapania as its members.

### Stakeholders' Relationship Committee

As on date of this report, the Stakeholders' Relationship Committee ('SRC') comprises of Ms. Anita Ramachandran, Chairperson, Mr. Yazdi Piroj Dandiwalwa and Mr. Himanshu Kapania as its members. Majority of the members including Chairperson of SRC are Independent Directors.

### Risk Management and Sustainability Committee

As on date of this report, the Risk Management and Sustainability Committee ('RMSC') comprises of Mr. N. Mohan Raj, Chairman, Mr. Ashvin Parekh, Mr. V. Chandrasekaran, Mr. Himanshu Kapania, Mr. Kapil Agrawal and Mr. Jayant V. Dhobley as its members.

The Chief Financial Officer and Chief Sustainability Officer of our Company are permanent invitees at the RMSC Meetings.



## Board's Report (Contd.)

All the recommendations made by the above Committees, during the year, were accepted by the Board of the Company.

Further details relating to the above Committees are provided in the Report on Corporate Governance, which forms an integral part of this Integrated Annual Report.

### Independent Directors

Our Company has received declarations from all the Independent Directors of the Company, confirming that:

- a) they meet the criteria of independence as prescribed under Section 149(6) of the Act and Regulation 16(1) (b) of the Listing Regulations;
- b) they are not aware of any circumstance or situation which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective of independent judgement and without any external influence; and
- c) they have registered their names in the Independent Directors Databank.

Our Company's Board is of the opinion that the Independent Directors possess requisite qualifications, experience and expertise in Corporate Governance, Legal and Compliance, Financial Literacy, General Management, Human Resource Development, Industry Knowledge, Technology, Digitisation and Innovation, Marketing, Risk Management, Strategic Expertise and Sustainability and they hold highest standards of integrity.

### Formal Annual Evaluation

Pursuant to the provisions of the Act and the Listing Regulations, the Board has carried out an annual evaluation of its own performance, its Committees, Independent Directors, Non-executive Directors, Executive Director and the Chairman of the Board.

The NRC of the Board has laid down the manner in which annual evaluation of the performance of the Board, its Committees and Individual Directors has to be made. It includes circulation of evaluation forms separately for evaluation of the Board and its Committees, Independent Directors/Non-executive Directors/Executive Director and the Chairman of the Company.

The performance of Non-independent Directors, the Board, as a whole, and the Committees of the Board has been evaluated by Independent Directors in a separate meeting. At the same meeting, the Independent Directors

also evaluated the performance of the Chairman of the Company, after taking into account the views of Executive Director and Non-executive Directors. Evaluation as done by the Independent Directors was submitted to the NRC and subsequently to the Board.

Thereafter, the Board at its meeting discussed the performance of the Board, as a whole, its Committees and Individual Directors. The Board expressed satisfaction on the overall functioning of the Board and its Committees. The Board was also satisfied with the contribution of the Directors, in their respective capacities, which reflected the overall engagement of the Individual Directors.

The new Director inducted on the Company's Board attends an orientation programme. The details of the programme for familiarisation of Independent Directors are provided in the Report on Corporate Governance, which forms an integral part of this Integrated Annual Report and is also available on the Company's website at <https://www.grasim.com/Upload/PDF/familiarisation-programme-independent-directors.pdf>.

### Directors' Responsibility Statement

The audited accounts for the year are in conformity with the requirements of the Act and the Accounting Standards. The financial statements reflect fairly the form and substance of transactions carried out during the year and reasonably present your Company's financial condition and results of operations.

Pursuant to Section 134(5) of the Act, the Board of Directors, to the best of its knowledge and ability, confirms that:

- a) in the preparation of the Annual Accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures, if any;
- b) the accounting policies selected have been applied consistently, and judgements and estimates are made that are reasonable and prudent, so as to give a true and fair view of the state of affairs of the Company as at 31<sup>st</sup> March 2025, and of the profit of the Company for the year ended on that date;
- c) proper and sufficient care have been taken for the maintenance of adequate accounting records, in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;



- d) annual accounts have been prepared on a 'going concern' basis;
- e) the Directors have laid down proper internal financial controls, and that such internal financial controls are adequate and were operating effectively; and
- f) the Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

## Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

The information on Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo stipulated under Section 134(3)(m) of the Act, read with the Companies (Accounts) Rules, 2014, is given in **Annexure 'C'** to this Report.

## Integrated Annual Report

The Company is publishing its sixth Integrated Annual Report for the FY 2024-25. This report is prepared in alignment with the Integrated Reporting Framework laid down by the International Integrated Reporting Council and aims at presenting the value creation approach for our stakeholders.

## Auditors and Audit Reports

### Statutory Auditors

M/s. B S R & Co. LLP, Chartered Accountants (Registration No. 101248W/W-100022) and M/s. KKC & Associates LLP, Chartered Accountants (Registration No. 105146W/W100621), were appointed as Joint Statutory Auditors of the Company for a term of 5 (five) consecutive years, to hold office till the conclusion of the 79<sup>th</sup> AGM and 80<sup>th</sup> AGM of the Company, respectively.

The observations made by the Joint Statutory Auditors on the Financial Statements (Standalone and Consolidated) of the Company, in their Report for the financial year ended 31<sup>st</sup> March 2025, read with the Notes therein, are self-explanatory and, therefore, do not call for any further explanation or comments from the Board of Directors under Section 134(3)(f) of the Act. The Auditors' Report does not contain any qualification, reservation, disclaimer or adverse remark.

During the year, M/s. Singhi & Co., Chartered Accountants (Firm Registration Number 302049E) has tendered their

resignation as Branch Auditor of the Company vide their letter dated 14<sup>th</sup> November 2024. Consequent to the resignation of Branch Auditor, the Company's Statutory Auditors has carried out the audit of the subject Branch.

### Cost Auditor

Our Company is required to prepare and maintain the cost accounts and cost records pursuant to Section 148(1) of the Act, read with rules made thereunder.

Based on the recommendation of the Audit Committee, the Board appointed M/s. D. C. Dave & Co., Cost Accountants, Mumbai (Registration No. 000611), as the Cost Auditors to conduct the cost audit of the Company for FY 2025-26 at a remuneration of ₹ 28 lakh (Rupees twenty eight lakh only) plus applicable taxes and reimbursement of out-of-pocket expenses.

The Company has received the consent from M/s. D. C. Dave & Co., Cost Accountants, to act as the Cost Auditor of our Company for FY 2025-26, along with the certificate confirming their eligibility.

In accordance with the provisions of Section 148(1) of the Act and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditor is required to be ratified by the Members of the Company. Accordingly, an Ordinary Resolution, for ratification of remuneration payable to the Cost Auditor for FY 2025-26, forms part of the Notice of the ensuing AGM.

### Secretarial Auditor

The Securities and Exchange Board of India, vide its Notification no. SEBI/LAD-NRO/GN/2024/218 dated 12<sup>th</sup> December 2024, introduced significant amendments to the Listing Regulations.

Pursuant to the amended Regulation 24A of the Listing Regulations Listed Companies are now mandated to appoint a Secretarial Auditor for a term of 5 (Five) years, subject to the approval of the Members of the Company, to conduct Secretarial Audit and provide a Secretarial Compliance Report, effective from 1<sup>st</sup> April 2025.

In compliance with this mandate, the Board of Directors, upon the recommendation of the Audit Committee, proposes the appointment of M/s. Makarand M. Joshi & Co., Company Secretaries (Firm Registration Number - P2009MH007000), as the Secretarial Auditor (a peer reviewed firm) to hold office for a first term of five consecutive years from FY 2025-26 till FY 2029-30 of the Company, to the shareholders for their approval.

## Board's Report (Contd.)

They have confirmed their eligibility and qualification required under the Act for holding the office, as Secretarial Auditor of the Company.

Accordingly, an Ordinary Resolution, proposing the appointment of M/s. Makarand M. Joshi & Co., Company Secretaries (Firm Registration Number - P2009MH007000), forms part of the Notice of the 78<sup>th</sup> AGM of the Company.

The Secretarial Audit Report, issued by M/s. BNP & Associates, Company Secretaries, Mumbai, for the FY 2024-25, is given in **Annexure 'D'** to this Report. The Secretarial Audit Report does not contain any qualification, reservation, disclaimer or adverse remark. The Secretarial Compliance Report for the financial year ended 31<sup>st</sup> March 2025, in relation to compliance of all applicable SEBI Regulations / circulars / guidelines issued thereunder, pursuant to the requirement of Regulation 24A of the Listing Regulations, is available on the website of the Company at <https://www.grasim.com/Upload/PDF/intimation-annual-secretarial-compliance-report.pdf>

### Secretarial Standards

During the year, our Company is in compliance with the applicable Secretarial Standards specified by the Institute of Company Secretaries of India.

### Reporting of Frauds by Auditors

During the year, in the course of audit, auditors did not come across any instances of fraud, except a fraud relating to inventory identified by the Management aggregating to ₹ 4.50 crore involving erstwhile employee, transporter and warehouse staff, for which the Management has taken the appropriate steps.

A report under sub-section (12) of Section 143 of the Companies Act, 2013 has been filed by one of the joint auditors of the Company in Form ADT-4 as prescribed under rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

### Disclosures

#### Contracts and Arrangements with Related Parties

During the year, all contracts / arrangements / transactions entered into by the Company with Related Parties were on arm's length basis and in the ordinary course of business. There are no material transactions with any Related Party as defined under Section 188 of the Act, read with the Companies (Meetings of Board and its Powers) Rules, 2014.

In line with the requirements of the Act and amendment to the Listing Regulations, all Related Party Transactions have been approved by the Audit Committee and reviewed by it

on a periodic basis. Our Company has formulated a 'Policy on Related Party Transactions', which is also available on the Company's website at [https://www.grasim.com/upload/pdf/Grasim\\_policy\\_on\\_RPT.pdf](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 31<sup>st</sup> March 2025, are given in Notes to the Standalone Financial Statements, forming part of this Integrated Annual Report.

Further, at the last AGM of the Company, the Members approved the material Related Party Transaction(s) with i) Hindalco Industries Limited, a promoter group Company for an aggregate value of upto ₹ 1,250 crore; and ii) AV Group NB Inc, Canada ('AVNB'), Joint Venture of the Company for an aggregate value of upto ₹ 1,108 crore for the financial year 2024-25.

The Board at its meeting held on 22<sup>nd</sup> May 2025, subject to approval of shareholders of the Company has approved entering into material Related Party Transaction(s) with i) Hindalco Industries Limited, a promoter group Company for an aggregate value of up to ₹ 2,535 crore; and ii) AV Group NB Inc, Canada ('AVNB'), Joint Venture of the Company for an aggregate value of up to ₹ 1,300 for the FY 2025-26.

### Vigil Mechanism / Whistle-Blower Policy

Our Company has established a mechanism for directors and employees to report instances and concerns about unethical behaviour, actual or suspected fraud, or violation of the Company's Code of Conduct. It also provides adequate safeguards against the victimisation of employees, who avail the mechanism and allows direct access to the Chairman of the Audit Committee in exceptional cases. During the year, no person was denied access to the Audit Committee.

The details of the Vigil Mechanism are also provided in the Report on Corporate Governance, which forms an integral part of this Integrated Annual Report and the Vigil Mechanism / Whistle-Blower Policy is available on the website of the Company at <https://www.grasim.com/Upload/PDF/whistle-blower-policy.pdf>

### Corporate Social Responsibility

In terms of the provisions of Section 135 of the Act and Rules made thereunder, the Board has a Corporate Social



Responsibility ('CSR') Committee, which is chaired by Smt. Rajashree Birla. The other Members of the Committee as on date of this report are Ms. Anita Ramachandran, Independent Director and Mr. Himanshu Kapania, Managing Director. Dr. Pragnya Ram, Group Executive President - CSR is a permanent invitee to the Committee. The Corporate Social Responsibility Policy ('CSR Policy'), indicating the activities undertaken by the Company, is available on your Company's website at <https://www.grasim.com/Upload/PDF/grasim-csr-policy.pdf>

Our Company is a caring corporate citizen and lays significant emphasis on development of the host communities around which it operates. Our Company, with this intent, has identified several projects relating to Social Empowerment and Welfare, Rural Development, Sustainable Livelihood, Health Care and Education, during the year, and initiated various activities in neighbouring villages around its plant locations.

During the year, the Company has spent ₹ 88.42 crore, of which ₹ 67.80 crore was spent towards obligatory CSR of the Company and an amount of ₹ 20.62 crore was voluntarily spent for CSR activities.

The initiatives undertaken by the Company on CSR activities, during the year, are given in **Annexure 'E'** to this Report, in the format prescribed in the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended.

## Risk Management and Sustainability

Our Company remains firmly committed to a comprehensive and forward-looking approach to risk management and sustainability, recognising them as essential enablers for long-term value creation and achievement of organisational objectives. In an increasingly dynamic business environment, our robust risk management framework facilitates the identification, assessment, mitigation, and continuous monitoring of diverse risks across the organisation. This approach not only safeguards our interests but also allows us to proactively seize emerging opportunities.

The Board-level Risk Management and Sustainability Committee (RMSC) plays a pivotal role in embedding risk management into the core of strategic and operational decision-making. The Committee is entrusted with framing relevant policies, monitoring their implementation, and reviewing the Company's risk and sustainability performance to ensure alignment with our long-term vision. Our Risk Management Policy is available on the Company's website at <https://www.grasim.com/Upload/PDF/risk-management-policy.pdf> serves as the cornerstone for guiding these efforts.

We have systematically identified and assessed a wide range of risk areas including external, strategic, financial, operational, sustainability, cyber security, compliance, and knowledge-based risks. Our risk-informed decision-making culture empowers us to take timely and well-considered actions, enabling the Company to adapt quickly to change while ensuring business continuity and stakeholder confidence. Tailored mitigation strategies have been implemented for each risk category to strengthen our operational resilience.

The Management Discussion & Analysis section of this Report outlines the key risks identified and the corresponding mitigation plans. During the financial year, the RMSC met three times to review the effectiveness of our risk management and sustainability practices. The Board remains confident in the Company's ability to navigate uncertainties, achieve strategic objectives, and generate sustainable value. Importantly, there are no risks currently identified that, in the opinion of the Board, pose a threat to the Company's continued existence.

## Business Responsibility and Sustainability Report

As per Regulation 34(2)(f) of the Listing Regulations, a separate section on Business Responsibility and Sustainability Report, describing the initiatives taken by the Company from environmental, social and governance perspective, forms an integral part of this Integrated Annual Report.

## Annual Return

Pursuant to Sections 92 and 134 of the Act, and the Rules made thereunder, the Annual Return of your Company as on 31<sup>st</sup> March 2025 is available on the Company's website at <https://www.grasim.com/Upload/PDF/form-mgt-7-annual-return-fy-2024-2025.pdf>

## Internal Controls

Our Company has in place adequate internal control systems (including internal financial control system) commensurate with the size and complexity of its operations. Internal control systems comprising of policies and procedures are designed to ensure sound management of the Company's operations, safe keeping of its assets, optimal utilisation of resources, reliability of its financial information and compliance. Systems and procedures are periodically reviewed to keep pace with the growing size and complexity of the Company's operations. During the year, no material or serious observation has been received from the Joint Statutory Auditors of your Company, citing inefficiency or inadequacy of such controls.



## Board's Report (Contd.)

### Remuneration Policy

The Company's remuneration policy is directed towards rewarding the performance based on review of achievements. The remuneration policy is in consonance with the existing industry practice. There has been no change in the policy during the year.

The Remuneration Policy of the Company, as formulated by the NRC of the Board is given in **Annexure 'F'** to this Report and is also available on the Company's website at <https://www.grasim.com/upload/pdf/ABG-executive-remuneration-philosophy-policy.pdf>

### Research and Development (R&D)

The R&D projects undertaken by the Company focus on developing and commercialising differentiated premium / new products, improving our competitive cost position, product quality and environmental sustainability. To support these goals, the Company develops a pipeline of projects to address near and mid-term needs, as well as the exploration of future opportunities.

**Business wise details are described hereunder:**

#### Cellulosic Staple Fibre (CSF)

The Cellulosic Staple Fibre (CSF) business continues to strengthen its position as one of the world's leading producers of Manmade Cellulose Fibres (MMCF), built on a foundation of sustainability, innovation, and cost competitiveness.

Our unwavering commitment to environmental responsibility was once again recognised by Canopy, a globally respected NGO. We retained our industry-leading Dark Green Shirt rating, reaffirming our leadership in sustainable raw material sourcing and processing.

A key milestone this year was the commercial production of Saxcell fibre, a breakthrough in chemical recycling derived from pre-consumer textile waste. Alongside Liva Reviva recycled viscose fibres, this achievement positions us as the only MMCF manufacturer globally offering both recycled viscose and Lyocell fibres at commercial scale, reinforcing our leadership in the circular economy.

In our pursuit of novel Value-Added Products (VAPs), we achieved the first successful commercial production run of Liva Intellicolour fibre at our Nagda facility. The product is now undergoing validation through downstream customer testing. Our innovation pipeline also progressed on the flame-retardant front, with a successful large-scale production run of phosphate-based FR fibres, which have been distributed

to potential customers. Additionally, development of silicate-based FR fibres advanced with successful pilot trials.

In our Excel fibre portfolio, we demonstrated a new green chemistry process at pilot scale for producing Non-Fibleration / Low-Fibleration Excel. Commercial implementation of this chemistry process is nearing completion, with initial production runs already underway. We also expanded our capability to produce short-cut Excel fibres with ultra-low cut lengths, enabled by the development of customised fibre-cutting hardware—broadening the application potential of our fibres. Simultaneously, we continued exploring alternative sustainable feedstocks for viscose and Lyocell production, which hold long-term promise for improving pulp supply security.

On the quality enhancement front, our process development team introduced a new additive in the Excel manufacturing process, which has significantly improved fibre abrasion resistance without compromising other key properties—resulting in an overall uplift in performance.

We are also leveraging Artificial Intelligence (AI) and Machine Learning (ML) to transform our manufacturing operations. Notably, computer vision-enabled AIML sensors have been successfully deployed to detect spinning faults in real time. This innovation has improved process stability post-shutdown and is now being replicated across other viscose and Excel lines. We also validated several soft sensors and real-time optimisers through proof-of-concept trials, particularly to enhance energy efficiency in spin bath evaporation and improve control of the viscose slurry process. These interventions are driving higher energy efficiency, process consistency, and ultimately, superior fibre quality.

A significant development on the raw material front was the commissioning of a pulp pilot plant at Harihar, focused on testing cost-effective and sustainable pulp alternatives derived from agri-residues, textile waste, veneer waste, and more. The facility also enables optimisation of pulping parameters and greener chemical processes. Complementing this, we commissioned a pulp treatment station to enhance pulp reactivity and solubility—further strengthening our backward integration capabilities.

To ensure ongoing excellence, we institutionalised a fibre benchmarking programme across all manufacturing sites. By systematically comparing our fibre properties with global standards and competitors, we are generating actionable insights to maintain and enhance our competitive edge.



As we look ahead, the CSF business remains steadfast in its mission to drive sustainable innovation, operational excellence, and market leadership. With a focus on advanced fibre technologies, resource efficiency, and value creation, we are well-positioned to lead the transformation of the textile industry toward a greener and more circular future.

## Cellulosic Fashion Yarn (CFY)

The Fashion Yarn (Cellulosic Filament Yarn – CFY) business is driving innovation with sustainable cellulosic filament yarn. This is based on indigenously developed closed-loop technology, enhanced with European inputs. A pilot plant is being planned following a successful lab-scale proof of concept.

The business has launched high-DPF and microfilament products to leverage emerging fashion trends. Additionally, a molecular tracer has been integrated into the yarn during production. This enables full traceability across the textile value chain, ensuring authenticity, transparency, and sustainability.

## Chemicals

The Research and Development ('R&D') efforts are focusing on cost optimisation, developing new products after understanding customers latent needs and further enhancing our chlorine derivative portfolio.

We are focused on advancing water treatment technologies through our R&D Centre. We are developing safer, more sustainable solutions for potable water, including demonstrating the use of HSBP technology for both swimming pools and drinking water sanitation. In the textile industry, we are providing effective solutions for treating colored effluent with new Vytal formulations. Additionally, we offered cost-effective alternatives for treating COD, phosphate, and ammoniacal nitrogen in Effluent Treatment Plants (ETPs) and Common Effluent Treatment Plants (CETPs). Our new Vytal range for the sugar industry focuses on improving color removal efficiency during processing, while for rubber processing, we are offering more sustainable solutions for latex recovery.

R&D Team at Vilayat site worked closely with customers from artificial leather and flexible garden pipes, PVC pipes and sustainable formulations and commercialised under 'Twist' brand. New green sustainable product developed which is effective as co-plasticiser by reducing the load of phthalate-based plasticiser by partial replacement. Customer specific variants are developed of long chain chlorinated paraffins successfully at kilo lab scale for PVC compounding.

Our R&D which is recognised by the Department of Scientific and Industrial Research (DSIR) and is executing collaborative project with many renowned institutes. The Company received NSF / ANSI, Halal and Kosher certifications for its operating Units and adding to new sites for new product range, K-REACH was received for the products to support international business to explore new markets which is implemented from January 2025 in South Korea. R&D Centre published research articles / papers and presentations around Water Treatment and Cleaning solutions at various forums like CII and Everything About Water Journal and International Journal of Environmental Science and Technology.

Our Company's R&D Centre has also collaborated with the Aditya Birla Science and Technology Company Private Limited ('ABSTCPL') and the academia in the scientific and technical forums. R&D Centre had worked with the industry to develop multiple improved technology of phosphoric acid from which few are implemented, and the site is upgraded to reap the benefits on other to improve product quality, reduce cost and enhancing safety, technology improvement of mono chloro acetic acid. The Company is also developing specialty blends (plastics, water treatment, FMCG etc.), new formulations for paints and chemicals for agrochemical applications.

Various enhancements in production process have also been undertaken by the team to enhance its efficacy and quality of deliverables. We observed an improvement in plant capacity in PAC and ACH liquid production for improved process.

## Specialty Chemicals (Epoxy Polymers & Curing Agents)

Our Research and Development (R&D) team is leading and driving the Sustainability portfolio through New Product Development in the area of Bio-based products, waterless, solvent free, green processes and chemistries, as well as innovation in the area of Recyclability & Circularity of Materials. The team has successfully developed several CMR free formulations, contributing to safe products for human health and environment. The teams are also actively synthesising novel molecules and in developing products and applications that drive growth of specialty segment for the business. Additionally, the team has expanded their existing epoxy portfolio by integrating new products and offerings in the fields of polyamide and polyester applications.

R&D team is working with leading Universities, Institutes and Global experts in building the innovation footprint and speeding up the research to market phase.

## Board's Report (Contd.)

To highlight one of the few developments, they have successfully developed a Recyclable Composite Hydrogen Cylinder which is a breakthrough innovation for the automotive segment. They are deeply engaged in development of various bio-based products and has developed polyamide hardeners which are based on bio-materials like fatty acids and dimer acids derived from plant sources.

R&D team is involved in application development in epoxy system solutions for composite segment, wind segment, pipes, LPG, CNG and H2 storage tanks, e-mobility, products for power generation, transmission and distribution and auto-electronics, powder coating segment, adhesives and construction segment, water soluble coating solution for can coating applications, developing products for floor coating and marble coating.

### Textiles

The Textiles business is involved in driving innovation, servicing new customers with focus on sustainability and customers emerging needs, and constantly improving its processes.

This year, we have launched:

**Silk Touch Fabric-** This fabric is crafted entirely from cellulosic fibres such as linen and rayon, offering a silk-like feel with high lustre and exquisite softness against the skin. It easily breaks down at the end of its lifecycle without causing harm to the environment. This sustainable approach reflects our strong commitment to ethical and responsible manufacturing.

**Circular Solutions-** Although Linen is considered as an eco-friendly fabric, we've stretched the limits further by developing fabrics with recycled Linen from pre-consumer linen waste. Increasing focus on circular economy and demand of recycled fabrics is expected to fuel the demand of this product in coming days. We are in the process of creating a closed-loop system where our resources can be used and recycled in a continuous cycle, minimising waste and environmental impact. Recycled linen helps in reducing waste and conserving natural resources, making it a key value driver in our journey toward a more sustainable and future-ready textile business.

Our Company is continuously working in collaboration with ABSTCPL, TRADC (Textile Research & Application Development Centre), ICAR (Indian Council of Agricultural research), and global partners, e.g., CELC, Wool Mark, Sanitised, Asahi-Kasei and other specialty fibres and chemical suppliers to explore and develop innovative yarns and fabrics.

Our broad R&D activities are aimed at addressing the present and future needs of the Textile business.

### Insulators

During the year our R&D efforts were focused mainly on new customer requirements, design optimisation for cost optimisation and performance improvement, and new product developments for new markets. Developmental actions were taken in the following areas:

- Development of new products of porcelain discs for new markets.
- Design changes in existing substation products in porcelain for new markets and cost optimisation.
- Development of new colours of glaze for porcelain insulators as per customer requirement.
- Improvement in the existing glaze to enhance high temperature stability.
- New products development in composite long rod insulators for HVDC and export markets.

### Particulars of Employees

Disclosures pertaining to remuneration and other details as required under Section 197(12) of the Act, read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, are given in **Annexure 'G'** to this Report.

In accordance with the provisions of Section 197(12) of the Act read with Rules 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the names and other particulars of employees drawing remuneration in excess of the limits, set out in the aforesaid rules, forms part of this Report. In line with the provisions of Section 136(1) of the Act, the Report and Accounts, as set out therein, are being sent to all the Members of the Company, excluding the aforesaid information about the employees. Any Member, who is interested in obtaining these particulars about employees, may write to the Company Secretary at [grasim.secretarial@adityabirla.com](mailto:grasim.secretarial@adityabirla.com).

### Policy on Prevention of Sexual Harassment of Women at Workplace

Our Company has zero tolerance for sexual harassment at workplace. Our Company has adopted a Policy on Prevention, Prohibition and Redressal of Sexual Harassment at Workplace in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ('POSH Act'), and the Rules framed thereunder. All employees (permanent, contractual, temporary and trainees) are covered under this policy.



Our Company has constituted Internal Complaints Committee to redress and resolve any complaints arising under the POSH Act. There was 1 (one) complaint pending at the beginning of the year. During the year, 12 (twelve) complaints were received. 11 (eleven) complaints were resolved and 2 (two) were outstanding as on 31<sup>st</sup> March 2025. The Company is committed to providing a safe and conducive work environment to all its employees and associates.

## Human Resources

Our Company's human resource is the strong foundation for creating many possibilities for its business. The efficient operations of manufacturing units, market development and expansion for various products were the highlight of our people effort.

Continuous people development for developing knowledge and skills coupled with the Talent Management practices will deliver the talent needs of the Organisation. Our Company's employee engagement score reflects high engagement and pride in being part of the Organisation.

The Group's Corporate Human Resources plays a critical role in the Company's talent management process.

## Awards and Accolades

### Grasim Industries Awards and Accolades 2024-25

Some of the significant accolades for the Company during the year include:

- Economic Times Conscious Corporate Award
- Times Now Sustainable Organisation 2024
- BW-Businessworld Top 30 Sustainable Organisation 2024
- Top 10 Environment Service Companies 2024 – Inventia
- Hurun India Manufacturing Excellence Award
- Business Today's Top 50 Valuable Companies of India
- The 11<sup>th</sup> National Gold Award 2024 (CSR Times in collaboration with Govt. of Goa)
- National CSR Award, 2024 (World CSR Congress)

### Cellulosic Fibres and Fashion Yarn

- Birla Cellulose No 1 ranking in Canopy's Hot Button Report 2024 for fifth consecutive year for its commitment to conserve Ancient and Endangered Forests and promote circular solutions.

- World Safety Organisation's OHSE Silver Award (2024), 3 Star rating in the manufacturing sector - Harihar Polyfibres & Grasilene division
- MATEXIL Export Award - Outstanding Export performance for the Year 2023-24
- MATEXIL Export Award - Best Export Performance Continuous Viscose Yarn 2023-24

### Chemicals:

- Golden Peacock Award 2024 - Occupational Health and Safety – Vilayat Unit
- Golden Peacock National Training Award 2025 - Veraval Unit
- Digital Excellence in Logistics at the CII – Supply Chain and Logistics Excellence Awards – 2024
- Outstanding Performance in Supply Chain & Logistics across the "Chemical Industries" at the CII – Supply Chain and Logistics Excellence Awards – 2024.
- IGMCA Award & Net Zero "Torch Bearer" by International Research Institute for Manufacturing – Rehla Unit
- Energy Awards in Chlor – Alkali Sector: Bureau of Energy Efficiency, Government of India from Honourable Vice-President of India – Rehla Unit
- Gold Medal for India Green Manufacturing Challenge - GCA- Rehla Unit
- IRIM Golden Award in the Field of Environment, Energy saving & environmental protection organised by the Odisha government – Ganjam Unit
- Winner of Best National Thermal Power for generation excellence and sustainable operation by CEE in September 2024 GCA – Veraval Unit
- JEC Composites Innovation Awards 2025 (Design, Furniture & Home, Sports, Leisure & Recreation) - Advanced Materials Team
- The FICCI Global Symposium on Resource Efficiency & Circular Economy for pioneering eco-friendly initiatives 2025-Veraval Unit

### Domestic Textiles:

- CII – ITC Sustainability Awards for Domain Excellence in CSR - Jaya Shree
- Gold- Retail Marketing Campaign of the Year - ASSOCHAM - Branding & Marketing Excellence Awards 2025
- Gold-Regional Marketing Campaign and Retail & E-commerce - BW Businessworld 2024



## Board's Report (Contd.)

- Most Trusted Brands of India 2025 - Marksmen Daily

### Birla Opus:

- Gold: Best Use of PR for a Challenger Brand-Afaqs Communicon
- Gold: Best Integrated Campaign, Media Innovation (Television), Media Innovation (Branded Content), Media Innovation (Sports Marketing - Cricket) at Emvies 2025

### Update on Material Orders Passed by the Regulators

- The Competition Commission of India ('CCI') had passed an order under Section 4 of the Competition Act, 2002, dated 16<sup>th</sup> March 2020, imposing a penalty of ₹ 301.61 crore. The Company had filed an appeal against the order before the Hon'ble National Company Law Appellate Tribunal ('NCLAT'), and has obtained a stay by depositing ₹ 30.16 crore with NCLAT by way of fixed deposit. While the matter is pending before the NCLAT, CCI has passed another order dated 3<sup>rd</sup> June 2021, and levied a penalty of ₹ 3.49 crore on the Company (@ ₹ 1 lakh per day for a period of 349 days and continuing thereafter) for non-compliance with its order passed on 16<sup>th</sup> March 2020. The Company has filed a writ petition with the Hon'ble Delhi High Court, and the Hon'ble Delhi High Court has stayed the operation of the CCI order on 3<sup>rd</sup> June 2021.
- The CCI has passed another order dated 6<sup>th</sup> August 2021, under Section 4 of the Competition Act, 2002. However, because of the penalty of ₹ 301.61 crore has already been imposed on the Company in a previous order for the period overlapped partly; the CCI deemed it appropriate not to impose any further monetary penalty on the Company. The Company filed an appeal before the Hon'ble NCLAT.
- The Company, believes that the above orders are not tenable in law. Accordingly, no provision has been made in the books of account on account of these matters.

### General

Your Directors state that no disclosure or reporting is required in respect of the following items as there were no transactions on these matters during the year:

1. No material changes and commitments affected the financial position of the Company between the end of the financial year and the date of this Report;

2. Issue of equity shares with differential rights as to dividend, voting or otherwise;
3. Issue of shares (including sweat equity shares) to employees of the Company under any Scheme save and except ESOS referred to in this Report;
4. The Managing Director of the Company does not receive any remuneration or commission from any of its subsidiaries;
5. There were no revisions in the financial statement(s);
6. There has been no change in the nature of business of the Company;
7. No significant or material orders were passed by the Regulators or Courts or Tribunals which impact the going concern status and the Company's operations in the future. The update on the status of material orders passed by the Regulators or Hon'ble Court or Hon'ble Tribunals is provided in this Report;
8. There were no proceedings initiated under the Insolvency and Bankruptcy Code, 2016;
9. There was no instance of one-time settlement with any Bank or Financial Institution; and
10. There was no failure to implement any Corporate Action.

### Acknowledgement

Your Directors express their deep sense of gratitude to the shareholders, banks, financial institutions, stakeholders, business associates, Central and State Governments for their co-operation and support, and look forward to their continued support in future.

Your Directors very warmly thank all our employees for their contribution to the Company's performance. We applaud them for their superior levels of competence, dedication and commitment to our Company.

For and on behalf of the Board



**Kumar Mangalam Birla**  
Chairman  
DIN: 00012813

Mumbai, 22<sup>nd</sup> May 2025



## Annexure 'A' to the Board's Report

### Form AOC - 1

**Statement containing salient features : Pursuant to first proviso to sub-section (3) of section 129 read with Rule 5 of Companies (Accounts) Rules, 2014**

### Part "A" - Subsidiaries

Sr. No.	1	2	3	4	5	6
Name of Subsidiaries	Samruddhi Swastik Trading And Investments Limited	ABNL Investments Limited	Grasim Business Services Private Limited	Aditya Birla Renewables Limited (ABReL)	ABReL Hybrid Projects Limited ₹	Aditya Birla Renewables SPV1 Limited ₹ +
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	8.17	28.14	0.10	855.72	0.01	62.61
Other Equity	77.96	51.90	1.37	50.47	(0.13)	4.02
Total Assets	87.18	86.84	11.98	4,668.43	17.20	252.88
Total Liabilities	1.05	6.80	10.50	3,762.24	17.31	186.25
Investments	75.29	30.44	-	1,122.53	-	2.17
Revenue from Operations	1.08	5.55	76.91	378.93	-	36.33
Profit/(Loss) before Tax	3.14	3.69	1.64	109.03	(0.09)	0.32
Tax Expenses	0.65	1.02	0.55	25.91	-	-
Profit/(Loss) for the Year	2.50	2.68	1.10	83.12	(0.09)	0.32
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	100.00%	100.00%	100.00%	100.00%	100.00%	88.59%
Exchange Rate as on 31 <sup>st</sup> March 2025	NA	NA	NA	NA	NA	NA

Sr. No.	7	8	9	10	11	12
Name of Subsidiaries	Aditya Birla Renewables Subsidiary Limited ₹	Aditya Birla Renewables Utkal Limited ₹	Aditya Birla Renewables Energy Limited ₹ +	Aditya Birla Renewables Solar Limited ₹	ABReL SPV 2 Limited ₹	Aditya Birla Renewables Green Power Private Limited (formerly known as WaacoX Energy Private Limited) ₹
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	26.52	4.90	105.33	158.50	341.10	34.26
Other Equity	(2.76)	1.07	1.23	(12.29)	(220.86)	(0.97)
Total Assets	1,012.01	20.19	610.77	828.71	3,717.09	90.12
Total Liabilities	988.25	14.22	504.21	682.50	3,596.85	56.83
Investments	0.26	1.59	5.00	9.37	0.23	6.42
Revenue from Operations	14.73	3.33	20.18	79.80	104.86	9.96
Profit/(Loss) before Tax	(3.96)	0.58	(8.45)	(14.21)	(161.26)	(0.10)
Tax Expenses	(0.27)	0.15	(0.53)	-	-	(0.14)
Profit/(Loss) for the Year	(3.69)	0.43	(7.92)	(14.21)	(161.26)	0.04
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	74.00%	74.00%	88.59%	74.00%	100.00%	100.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	NA	NA	NA	NA	NA	NA

₹ Subsidiaries of ABReL

+ 74% shares held by ABReL and 26% shares held by UTCL

## Board's Report (Contd.)

Sr. No.	13	14	15	16	17	18
Name of Subsidiaries	ABRel Solar Power Limited ₹ \$	ABRel (MP) Renewables Limited ₹ \$ +	ABRel Green Energy Limited ₹ \$ +	ABRel EPSCO 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 (38.58)	136.12 (8.79)	91.77 0.30	0.01 (1.02)	0.25	574.51 (1.48)
Other Equity						
Total Assets	1,423.14	778.17	474.96	6.72	976.37	2,315.06
Total Liabilities	1,178.33	650.84	382.89	7.74	947.33	1,742.03
Investments	-	-	-	-	-	293.77
Revenue from Operations	37.86 (17.59)	- (7.08)	2.65 (2.19)	10.54 (1.26)	2,001.77	- (0.83)
Profit/(Loss) before Tax					14.93	
Tax Expenses	(0.00)	-	0.01	0.72	3.89	0.54
Profit/(Loss) for the Year	(17.59)	(7.08)	(2.20)	(1.98)	11.04	(1.38)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	100.00%	88.59%	88.59%	100.00%	100.00%	88.59%
Exchange Rate as on 31 <sup>st</sup> March 2025	NA	NA	NA	NA	NA	NA

Sr. No.	19	20	21	22	23	24
Name of Subsidiaries	ABRel (Odisha) SPV Limited ₹ \$ +	ABRel Renewables EPC Limited ₹ \$	ABRel Century Energy Limited ₹ \$	Aditya Birla Renewables SPV 3 Limited (w.e.f. 21 <sup>st</sup> November 2024) ₹ \$	Aditya Birla Renewables SPV 4 Limited (w.e.f. 14 <sup>th</sup> December 2024) ₹ \$	Aditya Birla Renewables SPV 5 Limited (w.e.f. 24 <sup>th</sup> January 2025) ₹ \$
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	19.28 (10.54)	0.01 (2.63)	34.03 (14.97)	0.01 (0.28)	0.01 (0.90)	0.01 (0.01)
Other Equity						
Total Assets	103.16	10.60	158.07	8.57	14.23	0.01
Total Liabilities	94.41	13.22	139.01	8.85	15.13	0.00
Investments	-	-	-	-	-	-
Revenue from Operations	8.72 (6.26)	16.12 (2.48)	19.20 (2.44)	- (0.28)	- (0.90)	- (0.01)
Profit/(Loss) before Tax						
Tax Expenses	-	0.40	-	-	-	-
Profit/(Loss) for the Year	(6.26)	(2.88)	(2.44)	(0.28)	(0.90)	(0.01)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	88.59%	100.00%	74.00%	100.00%	74.00%	100.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	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	29
Name of Subsidiaries	Aditya Birla Power Composites Limited	UltraTech Cement Limited (UTCL)	Harish Cement Limited !	Gotan Limestone Khanij Udyog Pvt. Ltd. !	Bhagwati Lime Stone Company Pvt. Ltd. !
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	44.57	294.68	0.25	2.33	0.01
Other Equity	(34.42)	69,382.55	155.02	15.58	0.57
Total Assets	106.27	121,340.27	157.63	18.78	6.25
Total Liabilities	96.12	51,663.04	2.37	0.88	5.67
Investments	-	16,990.55	-	-	-
Revenue from Operations	67.26	71,894.97	-	0.01	11.97
Profit/(Loss) before Tax	2.70	7,697.01	(8)	0.01	(0.31)
Tax Expenses	-	1,504.38	-	-	-
Profit/(Loss) for the Year	2.70	6,192.63	(8)	0.01	(0.31)
Proposed/Interim Dividend	-	2,283.75	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	51.00%	56.11%	100.00%	100.00%	100.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	NA	NA	NA	NA	NA

Sr. No.	30	31	32
Name of Subsidiaries	UltraTech Cement Lanka Pvt. Ltd. !	UltraTech Cement Middle East Investment Ltd. (UCMEIL) !	Star Cement Co LLC, Dubai @
Currency	SLR in crore	₹ in crore	AED in crore
Share Capital (Equity)	50.00	28.01	1,177.71
Other Equity	(62.25)	(31.54)	31.69
Total Assets	490.81	141.63	195.43
Total Liabilities	503.05	145.16	113.13
Investments	-	-	37.44
Revenue from Operations	1,910.73	542.86	-
Profit/(Loss) before Tax	(145.63)	(41.37)	(5.24)
Tax Expenses	4.16	1.18	-
Profit/(Loss) for the Year	(149.79)	(42.56)	(5.24)
Proposed/Interim Dividend	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	80.00%	100.00%	100.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	BS - SLR 3.4655 = 1.00 INR PL - SLR 3.5197 = 1.00 INR	BS - AED 0.0430 = 1.00 INR PL - AED 0.0434 = 1.00 INR	BS - AED 0.0430 = 1.00 INR PL - AED 0.0434 = 1.00 INR

! Subsidiaries of UltraTech Cement Ltd.

@ Subsidiaries of UltraTech Cement Middle East Investment Ltd.

β Represents that the amount is less than 50,000



## Board's Report (Contd.)

Sr. No.	33	34	35
Name of Subsidiaries	Arabian Cement Industry LLC, Abu Dhabi @	Star Cement Co LLC, Ras Al Khaimah @	Al Nakhla Crushers LLC, Fujairah @
Currency	AED in crore	₹ in crore	AED in crore
Share Capital (Equity)	1.00	23.27	11.63
Other Equity	6.55	152.34	518.71
Total Assets	18.15	422.38	1,170.82
Total Liabilities	10.60	246.77	640.47
Investments	-	-	-
Revenue from Operations	28.65	659.53	936.13
Profit/(Loss) before Tax	4.75	109.39	19.30
Tax Expenses	0.02	0.46	2.13
Profit/(Loss) for the Year	4.73	108.93	17.18
Proposed/Interim Dividend	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	100.00%	100.00%	100.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	BS - AED 0.0430 = 1.00 INR PL - AED 0.0434 = 1.00 INR	BS - AED 0.0430 = 1.00 INR PL - AED 0.0434 = 1.00 INR	BS - AED 0.0430 = 1.00 INR PL - AED 0.0434 = 1.00 INR

Sr. No.	36	37	38
Name of Subsidiaries	UltraTech Cement Bahrain Company WLL, Bahrain @	Letein Valley Cement Ltd !	Bhumi Resources (Singapore) PTE. Ltd (Bhumi) ! \$\$
Currency	BHD in crore	₹ in crore	US\$ in crore
Share Capital (Equity)	0.03	6.80	1.51
Other Equity	1.34	304.41	(1.50)
Total Assets	1.75	397.13	0.01
Total Liabilities	0.38	85.93	β
Investments	-	-	-
Revenue from Operations	0.98	220.87	-
Profit/(Loss) before Tax	0.02	3.98	β
Tax Expenses	-	-	-
Profit/(Loss) for the Year	0.02	3.98	β
Proposed/Interim Dividend	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	100.00%	100.00%	100.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	BS - BHD 0.0044 = 1.00 INR PL - BHD 0.0045 = 1.00 INR	NA	BS - US\$ 1.00 = INR 85.4750 PL - US\$ 1.00 = INR 84.5694

! Subsidiaries of UltraTech Cement Ltd.

@ Subsidiaries of UltraTech Cement Middle East Investment Ltd.

\$\$ These have been classified as assets held for sale.

β Represents that the amount is less than 50,000



Sr. No.	39	40	41
Name of Subsidiaries	Star Super Cement Industries LLC (SSCILLC) @	Duqm Cement Project International, LLC, Oman	PT Anggana Energy Resources \$\$
Currency	AED in crore	₹ in crore	₹ in crore
Share Capital (Equity)	3.19	74.33	568.80
Other Equity	6.62	154.01	(474.77)
Total Assets	26.64	620.00	948.60
Total Liabilities	16.83	391.67	854.57
Investments	-	-	-
Revenue from Operations	49.35	1,136.06	-
Profit/(Loss) before Tax	1.53	35.13	0.90
Tax Expenses	0.04	0.87	-
Profit/(Loss) for the Year	1.49	34.25	0.90
Proposed/Interim Dividend	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	100.00%	UCMEIL - 70%	100% of BHUMI
Exchange Rate as on 31 <sup>st</sup> March 2025	BS - AED 0.0430 = 1.00 INR PL - AED 0.0434 = 1.00 INR	BS - OMR 0.0045 = 1.00 INR PL - OMR 0.0046 = 1.00 INR	BS - IDR 193.6380 = 1.00 INR PL - IDR 189.4450 = 1.00 INR

Sr. No.	42	43	44
Name of Subsidiaries	BC Tradelink Limited ##	Binani Cement Tanzania Limited ##	Binani Cement (Uganda) Ltd ##
Currency	TZS in crore	TZS in crore	UGX in crore
Share Capital (Equity)	β	3.20	β
Other Equity	2.42	249.07	0.59
Total Assets	2.42	252.53	0.59
Total Liabilities	-	0.25	-
Investments	-	-	-
Revenue from Operations	-	-	-
Profit/(Loss) before Tax	-	-	-
Tax Expenses	-	-	-
Profit/(Loss) for the Year	-	-	-
Proposed/Interim Dividend	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	100.00%	100.00%	100.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	BS - TZS 31.0048 = INR 1.00 PL - TZS 30.9511 = INR 1.00	BS - TZS 31.0048 = INR 1.00 PL - TZS 30.9511 = INR 1.00	BS - UGX 42.8548 = INR 1.00 PL - UGX 43.9011 = INR 1.00

## Wholly owned subsidiaries of SSCILLC

@ Wholly owned subsidiaries of UCMEIL

β Represents that the amount is less than 50,000

\$\$ These have been classified as assets held for sale

## Board's Report (Contd.)

Sr. No.	45	46	47
Name of Subsidiaries	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C.U.A.E (RAKW) (w.e.f 10 <sup>th</sup> July 2024) *	Ras Al Khaimah Lime Co, Noora LLC (w.e.f 10 <sup>th</sup> July 2024) *	Modern Block Factory Establishment (w.e.f 10 <sup>th</sup> July 2024) *
Currency	AED in crore	₹ in crore	AED in crore
Share Capital (Equity)	50.02	1,163.84	102.39
Other Equity	36.07	839.27	(32.72)
Total Assets	88.08	2,049.68	385.22
Total Liabilities	2.00	46.57	315.55
Investments	6.45	150.10	-
Revenue from Operations	16.27	374.54	223.87
Profit/(Loss) before Tax	2.63	60.51	5.62
Tax Expenses	0.23	5.35	0.45
Profit/(Loss) for the Year	2.40	55.16	5.17
Proposed/Interim Dividend	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	66.34%	66.34%	66.34%
Exchange Rate as on 31 <sup>st</sup> March 2025	BS - AED 0.0430 = 1.00 INR PL - AED 0.0434 = 1.00 INR	BS - AED 0.0430 = 1.00 INR PL - AED 0.0434 = 1.00 INR	BS - AED 0.0430 = 1.00 INR PL - AED 0.0434 = 1.00 INR

Sr. No.	48	49	50	51	52	53
Name of Subsidiaries	The India Cements Limited (ICEM) !	ICL Financial Services Limited (ICLSL) !!	India Cements Infrastructures Limited !!	Industrial Chemicals & Monomers Limited !!	ICL International Limited !!	ICL Securities Limited (ICLSL) !!
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	309.90	5.96	0.05	2.23	0.05	6.13
Other Equity	9,313.36	190.58	(40.82)	144.06	(36.76)	200.99
Total Assets	13,639.62	197.13	49.92	158.40	1.35	207.27
Total Liabilities	4,016.36	0.58	90.69	12.12	38.06	0.14
Investments	44.19	0.03	-	-	-	0.02
Revenue from Operations	1,276.10	-	-	-	0.26	-
Profit/(Loss) before Tax	(104.97)	4.67	(0.09)	-	0.05	7.28
Tax Expenses	(26.09)	-	-	-	-	-
Profit/(Loss) for the Year	(78.89)	4.67	(0.09)	β	0.05	7.28
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	81.49%	100.00%	100.00%	98.59%	100.00%	100.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	NA	NA	NA	NA	NA	NA

@ Subsidiaries of UltraTech Cement Middle East Investment Ltd.

! Subsidiaries of UltraTech Cement Ltd.

!! Subsidiaries of The India Cements Limited

β Represents that the amount is less than 50,000

\* Subsidiaries of RAKW



Sr. No.	54	55	56
Name of Subsidiaries	Coromandel Minerals Pte Ltd (CMP) (w.e.f. 24 <sup>th</sup> December 2024) @	PT Coromandel Mineral Resources (CMR) (w.e.f. 24 <sup>th</sup> December 2024) \$	Raasi Minerals Pte Ltd (RMP) (w.e.f. 24 <sup>th</sup> December 2024) #
Currency	US\$ in crore	IDR in crore	US\$ in crore
Share Capital (Equity)	0.69	248.92	0.09
Other Equity	0.56	2,000.81	0.01
Total Assets	1.25	2,962.38	0.10
Total Liabilities	0.00	712.65	0.00
Investments	0.34	28.66	-
Revenue from Operations	-	-	-
Profit/(Loss) before Tax	0.00	0.34	0.00
Tax Expenses	-	210.99	-
Profit/(Loss) for the Year	0.00	0.34	0.00
Proposed/Interim Dividend	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	100.00%	100.00%	100.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	BS - US\$ 1.00 = INR 85.4750 PL - US\$ 1.00 = INR 84.5694	BS - IDR 193.6380 = 1.00 INR PL - IDR 189.4450 = 1.00 INR	BS - US\$ 1.00 = INR 85.4750 PL - US\$ 1.00 = INR 84.5694

Sr. No.	57	58	59
Name of Subsidiaries	PT Adcoal Energindo (AEI) (w.e.f. 24 <sup>th</sup> December 2024) !!	Coromandel Electric Company Limited ^ (w.e.f. 24 <sup>th</sup> December 2024)	Coromandel Travels Limited ^ (w.e.f. 24 <sup>th</sup> December 2024)
Currency	IDR in crore	₹ in crore	₹ in crore
Share Capital (Equity)	977.01	5.05	-
Other Equity	278.70	1.44	-
Total Assets	1,265.97	6.54	-
Total Liabilities	10.27	0.05	-
Investments	269.60	1.39	-
Revenue from Operations	-	-	22.63
Profit/(Loss) before Tax	(644.72)	(3.40)	1.56
Tax Expenses	50.58	0.27	(0.29)
Profit/(Loss) for the Year	(695.30)	(3.67)	1.85
Proposed/Interim Dividend	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	100.00%	100.00%	78.73%
Exchange Rate as on 31 <sup>st</sup> March 2025	BS - IDR 193.6380 = 1.00 INR PL - IDR 189.4450 = 1.00 INR	NA	NA

@ Subsidiaries of The India Cements Limited.

\$ 98% by India Cements Limited and 2% ICL Financial Services Limited (ICLFLS).

# Subsidiary of Coromandel Minerals Pte Ltd (CMP).

!! 71.90% by RMP and 28.10% by CMR.

β Represents that the amount is less than 50,000

^ These had been classified as asset held for sale and ceased to be subsidiary with effect from 28<sup>th</sup> March 2025.



## Board's Report (Contd.)

Sr. No.	60	61	62	63	64	65
Name of Subsidiaries	Aditya Birla Capital Limited (ABCL)	Aditya Birla Housing Finance Limited !!	Aditya Birla Financial Shared Services Limited !!	Aditya Birla PE Advisors Private Limited !!	Aditya Birla Sun Life Pension Management Limited ***	Aditya Birla Trustee Company Private Limited !!
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	2,607.01	634.66	3.12	3.50	98.00	0.05
Other Equity	22,586.63	3,148.40	87.84	1.01	(36.25)	0.40
Total Assets	1,39,299.89	30,427.50	305.42	4.60	74.11	0.50
Total Liabilities	1,14,106.25	26,644.44	214.46	0.09	12.36	0.05
Investments	12,829.40	741.42	-	1.54	66.31	0.21
Revenue from Operations	15,418.68	2,655.18	-	-	8.25	-
Profit/(Loss) before Tax	3,926.80	419.44	1.35	0.21	(9.56)	0.01
Tax Expenses	969.58	96.01	0.01	0.12	0.11	0.01
Profit/(Loss) for the Year	2,957.22	323.43	1.34	0.09	(9.67)	-
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	52.54%	100.00%	100.00%	100.00%	100.00%	100.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	NA	NA	NA	NA	NA	NA

Sr. No.	66	67	68	69	70	71	72
Name of Subsidiaries	Aditya Birla Money Limited !!	Aditya Birla ARC Limited !!	Aditya Birla Stressed Asset AMC Private Limited !!	Aditya Birla Capital Digital Limited !!	Aditya Birla Life Trustee Private Limited !!	Aditya Birla Wellness Private Limited !!	Aditya Birla Sun Life Insurance Company Limited !!
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	5.65	100.00	14.80	713.00	0.02	14.26	2,019.59
Other Equity	230.48	356.86	26.04	(521.50)	2.06	8.20	1,980.68
Total Assets	2,471.00	1,273.69	40.96	334.34	2.32	40.45	1,04,740.60
Total Liabilities	2,234.87	816.83	0.12	142.84	0.25	17.99	1,00,740.33
Investments	716.76	58.89	-	56.26	2.00	18.97	99,495.86
Revenue from Operations	447.61	472.76	3.60	34.89	0.36	15.78	26,443.79
Profit/(Loss) before Tax	101.65	430.30	3.25	(327.44)	0.50	(9.45)	100.89
Tax Expenses	27.46	240.58	1.08	-	0.12	-	1.31
Profit/(Loss) for the Year	74.19	189.72	2.17	(327.44)	0.38	(9.45)	99.58
Proposed/Interim Dividend	-	-	-	-	-	-	-
Percentage Holding as on 31 <sup>st</sup> March 2025	73.53%	100.00%	100.00%	100.00%	50.85%	51.00%	51.00%
Exchange Rate as on 31 <sup>st</sup> March 2025	NA	NA	NA	NA	NA	NA	NA

!! Subsidiaries of Aditya Birla Capital Limited  
\*\*\* wholly owned subsidiary of Aditya Birla Sun Life Insurance Company Limited



The financials of all the entities in above annexure are as per their statutory books.

## Notes:

### A. Subsidiaries which are yet to commence operations -

1. ABReL (RJ) Projects Limited
2. ABReL Hybrid Projects Limited
3. ABReL (MP) Renewables Limited.
4. Aditya Birla Renewables SPV 3 Limited.
5. Aditya Birla Renewables SPV 5 Limited.
6. Aditya Birla Renewables SPV 4 Limited

### B. Subsidiaries which have been liquidated or sold during the year -

1. Coromandel Electric Company Limited
2. Coromandel Travels Limited

### C. Additional Notes

1. The Hon'ble NCLT has sanctioned the Scheme, vide order dated 2<sup>nd</sup> July 2024 for amalgamation of Aditya Birla Money Insurance Advisory Services Limited ("ABMIASL"), Aditya Birla Money Mart Limited ("ABMML") and Aditya Birla Capital Technology Services Limited ("ABCTSL") with Aditya Birla Financial Shared Services Limited ("ABFSSL"), all wholly owned subsidiaries of Aditya Birla Capital Limited (ABCL). As per the Hon'ble NCLT order, the effective date of the Scheme is 2<sup>nd</sup> July 2024 and accordingly, the ABMIASL, ABMML and ABCTSL has ceased to exist.
2. Pursuant to the Scheme of Amalgamation approved by the Hon'ble National Company Law Tribunal (NCLT) under Sections 230-232 of the Companies Act, 2013, erstwhile Aditya Birla Finance Limited ("the ABFL"), a then wholly owned subsidiary of ABCL, was amalgamated with ABCL with effect from the Appointed Date, i.e., 1<sup>st</sup> April 2024. The Scheme became effective upon filing of the certified order of the NCLT with the Registrar of Companies on 1<sup>st</sup> April 2025.
3. ABCL has sold its entire stake of 50.002% in Aditya Birla Insurance Brokers Limited ("ABIBL") to Edme Services Private Limited, part of the Samara Capital Group and an affiliate of Samara Alternate Investment Fund on 30<sup>th</sup> August 2024 and accordingly ABIBL has ceased to be a Subsidiary of ABCL w.e.f. 30<sup>th</sup> August 2024.
4. On 10<sup>th</sup> 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 27<sup>th</sup> 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 10<sup>th</sup> July, 2024. Further on 6<sup>th</sup> November, 2024, UCMEIL increased its shareholding in RAKWCT with the acquisition of 5,77,74,407 equity shares representing 11.55% of the share capital of RAKWCT. Together with the existing shareholding in RAKWCT, UCMEIL's aggregate shareholding in RAKWCT stands increased to 66.34%.

## Form AOC - 1

## Statement containing salient features : Pursuant to first proviso to sub-section (3) of section 129 read with Rule 5 of Companies (Accounts) Rules, 2014

## Part B : Joint Ventures/Associates

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				Profit /(Loss) for the year	Considered in Consolidation	Not considered in Consolidation
			Nos.	Investment in Joint venture/ Associate	Amount of Equity	Extent of Holding (%)			
1	Madanpura (North) Coal Company Private Limited <sup>\$\$</sup>	31.03.2025	1,152,560	1.11	11.17%	0.25	0.06	0.01	0.05
2	Bhaskarpara Coal Company Limited <sup>\$\$</sup>	31.03.2025	8,141,050	8.22	47.37%	6.54	0.47	0.22	0.25
3	AV Group NB Inc.	31.03.2024	204,750	153.04	45.00%	390.73	-141.09	-63.49	-77.60
4	Birla Jingwei Fibres Company Limited	31.03.2025	-	117.40	26.63%	59.23	4.02	1.07	2.95
5	Bhubaneswari Coal Mining Limited	31.12.2024	33,540,000	33.54	26.00%	271.48	88.58	23.03	65.55
6	Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi	31.03.2025	16,665	0.47	33.33%	0.03	-0.99	-0.33	-0.66
7	Aditya Group AB	31.03.2025	50	274.89	33.33%	339.41	-123.61	-41.20	-82.41
8	AV Terrace Bay Inc. (AVTB)	31.03.2025	81,600,000	484.49	40.00%	-	-30.55	-12.22	-18.33
9	Aditya Birla Science & Technology Company Private Limited <sup>#</sup>	31.03.2025	9,899,500	11.35	49.50%	50.09	15.92	7.88	8.04
10	Birla Advanced Knits Private Limited	31.03.2025	25,000,000	25.00	50.00%	-31.03	-63.30	-31.65	-31.65
11	Renew Surya Uday Private Limited <sup>#i</sup>	31.03.2024	-	-	-	-	2.97	-1.87	4.84
12	Greenyana Sunstream Private Limited <sup>#i</sup>	31.03.2024	-	-	-	-	-1.08	0.43	-1.51

in ₹ crore



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			Profit /(Loss) for the year	Considered in Consolidation	Not considered in Consolidation
			Nos.	Amount of Equity Investment in Joint venture/ Associate	Extent of Holding (%)			
13	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKWCT)^@	31.03.2025	-	-	-	13.09	3.14	9.95
14	PT Mitra Setia Tanah Bumbu^\$\$	31.12.2024	2,695	1.31	49.00%	-15.39	-7.54	-0.08
15	Aditya Birla Sun Life AMC Limited^#^^	31.03.2025	129,643,873	29.75	44.94%	930.60	418.43	512.17
16	Aditya Birla Health Insurance Co. Limited^^	31.03.2025	246,872,585	1,181.08	45.89%	6.38	2.93	3.45

# Represents Associates

@ RAKWCT was an associate upto 9<sup>th</sup> July 2024 and with effect from 10<sup>th</sup> July 2024, it has become a subsidiary of UltraTech Cement Middle East Investments Limited (UCMEIL)

^ Associates of The India Cements Limited (ICEM)

\* Ceased to be Associates of ICEM from 28<sup>th</sup> March 2025! Ceased to be Associates of w.e.f from 1<sup>st</sup> July 2024

\$ During the year, Aditya Birla Capital Limited (ABCL) had sold 3,90,728 Equity Shares of Aditya Birla Sun Life AMC Limited ("ABSLAMC") representing 0.14% of the issued and paid-up equity share capital of the ABSLAMC.

\$\$ Joint venture and associate of UltraTech Cement Limited

^^ Joint venture and associate of Aditya Birla Capital Limited

**For BSR&Co. LLP**

Chartered Accountants

Firm's Registration No.: 101248W/W-100022

**Vikas R Kasat**

Partner

Membership No.: 105317

**For KKC& Associates LLP**

Chartered Accountants

Firm's Registration No.: 105146W/W100621

**Gautam Shah**

Partner

Membership No.: 117348

**For and on behalf of the Board of Directors of****Grasim Industries Limited**

CIN-L17124MP1947PLC000410

**Himanshu Kapania**

Managing Director

DIN: 03387441

**Pavan K. Jain**

Chief Financial Officer

**Sailesh Kumar Daga**

Company Secretary

Membership No.: F 4164

**V. Chandrasekaran**

Independent Director

DIN: 03126243

**N. Mohanraj**

Independent Director

DIN: 00181969

Mumbai

Dated: 22<sup>nd</sup> May 2025

Mumbai

Dated: 22<sup>nd</sup> May 2025



## Board's Report (Contd.)

### 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 31<sup>st</sup> March 2025, as per the relevant provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations').

#### Management's Responsibility

The compliance of the conditions of Corporate Governance is the responsibility of the management. This responsibility includes the design, implementation, and maintenance of internal control procedures to ensure the compliance with the conditions of the Corporate Governance stipulated in Listing Regulations.

#### Auditor's Responsibility

Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

We have examined the books of account and other relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company.

We have carried out an examination of the relevant records of the Company in accordance with the Guidance Note on Certification of Corporate Governance issued by the Institute of the Chartered Accountants of India (the ICAI),

the Standards on Auditing specified under Section 143(10) of the Companies Act, 2013, in so far as applicable for the purpose of this certificate and as per the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

#### Opinion

Based on our examination of the relevant records and according to the information and explanations given to us, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned Listing Regulations.

We further state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **KKC & Associates LLP**  
Chartered Accountants  
FRN-105146W/W100621

**Gautam Shah**  
Partner

Place: Mumbai  
Date: 22<sup>nd</sup> May 2025

Membership No: 117348  
ICAI UDIN: 25117348BMOBCQ7652



## Annexure 'C' to the Board's Report

### CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO PURSUANT TO PROVISIONS OF SECTION 134 OF THE COMPANIES ACT, 2013 READ WITH THE COMPANIES (ACCOUNTS) RULES, 2014

#### A. CONSERVATION OF ENERGY

##### a) The steps taken and impact on conservation of energy

The Company undertakes various initiatives for energy conservation through continuous improvements in operational efficiency, equipment upgradation, modernisation etc.

Following measures have been taken by different Businesses of the Company:

##### Cellulosic Staple Fibre (CSF) Business

- Modified aluminum busbars in the CS2 furnace for better efficiency.
- Variable Frequency Drives (VFDs) on Circulating Fluidized Bed Combustion (CFBC) boiler Wall Seal blower motors to replace inefficient dampers.
- Replaced old chillers with new energy-efficient mix charge lye cooling chillers.
- Upgraded chiller systems and improved cooling efficiency by modifying the chilled water pipeline layout and adding proper insulation.
- Implemented online heating of desulph bath on Spinning Line from scrubber residual heat, enabling reuse of waste heat and reducing fresh steam consumption.

##### Cellulosic Filament Yarn (CFY) Business

- Energy consumption reduction by:
  - (a) Plant lighting power saving by optimisation of wattage/Illuminance of IP65 fitting.

- (b) Energy efficient pump installed in cooling tower and chilled water system.
- (c) Multi-Stage Flash Evaporator (MSFE) circulation pump replacement with new design (75 to 40 HP motor).
- (d) Dissolver agitator speed optimisation for better energy saving by reducing heat dissipation thus enhancing dissolution process.

- Replacement of Cubic Feet per Minute (CFM) Screw Air Compressors by VFD and high-capacity screw air compressors.
- Replacement of leather flat belts with energy-efficient synthetic flat belts.
- Optimisation of ducting, replacement of low-efficiency fans and recalibration of airflow set points for air loss reduction.

##### Chemicals Business

- Remembraning/ Recoating of six electrolyzers for improvement of cell efficiency and reduction in cell power consumption.
- Saving in CPP auxiliary power and station heat rate improved by various initiatives like de-staging of CPP, overhauling turbine, natural ventilation fan installation, air supply for ash handling unit provided by separate compressor, etc.
- Steam consumption is reduced by installation of new screw chiller, replacement of evaporator bottom dome, etc.

## Board's Report (Contd.)

### Annexure 'C' to the Board's Report (Contd.)

- Reduced the intake air pressure resulting in lower compressor energy consumption in Specialty Chemicals business.

#### Textiles Business

- Installed VFD at Hackling return system and TFO machines.
- Installation of Energy efficient Motors.
- Upgradation of Dyeing HTHP Panels with VFD.

#### Insulators Business

- Utilisation of waste heat of batch kilns to preheat combustion air of burners.
- Kiln firing operation optimisation based on Computational Fluid Dynamics (CFD) Simulation.

#### Paints Business

- Implementing 90% condensate reuse in the boiler system has reduced fresh water and fuel consumption, improving boiler efficiency from 85% to 90%.

#### b) The steps taken by the Company for utilising alternate sources of energy

##### CSF Business

- Commissioned a 200-kW rooftop solar power plant at the Energy Centre, contributing to renewable energy integration.

##### CFY Business

- Replacement of kerosene-fired burner system with HP steam for salt drying in Tyre Cord Calcination Plant.
- Increased share of Renewable Power in overall energy mix.

#### Chemicals Business

- Increased share of Renewable Power in overall energy mix.

#### Textiles Business

- Utilisation of biomass fuel to reduce carbon footprint.

#### Paints Business

- The existing boiler and thermic fluid heater systems are designed to operate on both HSD and gas, incorporating dual fuel burners. Transitioning to greener fuels (PNG) at 100% capacity has helped reduce the carbon footprint.

#### c) The capital investment on energy conservation equipment:

Total investment made during FY 2024-25: ₹ 22.99 crore

## B. TECHNOLOGY ABSORPTION

#### a) The efforts made towards technology absorption

##### CSF Business

- Commissioned turbines to efficiently generate electricity and convert high-pressure steam from acid and power plants into lower-pressure steam for process use.

##### CFY Business

- Introduced Elko meter (yarn defect analysis instrument in laboratory) to test inside broken filaments and Fluffs.
- Designed and developed new spinnerets to produce innovative products.



- Spin bath cartridge filters installed on two machines in the CSY plant to reduce turbidity and improve filament quality.
- Non-woven filter cloth introduced in the third-stage filtration in the CSY plant to reduce filament breakage and enhance yarn quality.
- Non-woven filters replaced PP shirting in baby filters to achieve better filtration and production consistency.
- Non-woven filters were used in place of cotton batting in candle filters to improve filter life and stability.

#### Chemicals Business

- New technology used for Anode coating and increase in membrane active area.

#### Textiles Business

- Addition of new technology Ring frame, Autoconer machines in Linen spinning and worsted Plant.
- Old Hackling machines replaced with new advance technology in Linen spinning.

#### Insulators Business

- To cater to new market requirements, company has introduced new designs for catering to Middle East market.
- Semi Conducting glaze has been developed on porcelain insulators for specific customers' needs.
- The company has further worked on lower weight porcelain and metal parts.

### b) The benefits derived like product improvement, cost reduction, product development or import substitution

#### CSF Business

- Use of the SAP Plant Maintenance (PM) module for reliability improvement through standardised maintenance strategies, including equipment master standardisation, LLF checklists, and centralised monitoring.

#### CFY Business

- Successfully developed black dyed SSY variants (60/12, 75/24, 50/30, 60/24), with SSY 60/12 commercialised.
- Improved productivity due to change in package size in CSY.
- Quality improvement through reduction in breakages during Spinning, improved tenacity to lower breakages at customer-end and consistent Yarn thickness.

#### Chemicals Business

- ALCP (Aluminum clusters stabilised by Cp\* ligands) product appearance improved through reactor design modification.
- Poly Aluminum Chloride (PAC) bag filter waste re-utilised in production.
- Reduced consumption of Aluminum Trihydrate by strengthening filter press operation.



## Board's Report (Contd.)

### Annexure 'C' to the Board's Report (Contd.)

#### Textiles Business

- New product development from recycling of Linen yarn process waste.
- Quality improvement and waste reduction in winding section.
- Advance Ring frame machines enabled production of fine counts in Linen Yarn.

#### Insulators Business

- Based on the R&D study, recipe cost has been optimised and improved product performance
- New Products have been developed for customers in the overseas market

**c) In case of imported technology (imported during the last three years reckoned from the beginning of the financial year):**

#### CFY Business

- High Speed Constant Tension New Generation spindles (WSF Winders) for improvement in quality.
- Added fifth generation Cable Corder (CC5) machine to cater the demand of Tire Cord.

#### Chemicals Business

- Imported technology used in Sulphate Recovery System (SRS) in Brine plant.
- Membrane based filtration used for brine treatment, eliminating Clarifier, Anthracite filter and Polished filter.

**d) The expenditure incurred on Research and Development ('R&D'):**

Expenditure	₹ in crore
For in-house R&D:	
i) Capital	35.98
ii) Revenue	144.70
Contribution to Scientific Research Company	28.75
<b>Total R&amp;D Expenses</b>	<b>209.43</b>

### C. FOREIGN EXCHANGE EARNINGS AND OUTGO

	₹ in crore
Foreign Exchange used	10,287.58
Foreign Exchange earned	2,547.31



## Annexure 'D' to the Board's Report

### FORM NO. MR-3 SECRETARIAL AUDIT REPORT FOR THE FINANCIAL YEAR ENDED 31<sup>ST</sup> MARCH 2025

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,  
**The Members,**  
**Grasim Industries Limited**  
P.O. Birlagram, Nagda,  
District Ujjain - 456331,  
Madhya Pradesh, India

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Grasim Industries Limited** having CIN: - **L17124MP1947PLC000410** (hereinafter called the 'the Company') for the financial year ended on **31<sup>st</sup> March 2025** (the "Audit Period").

We have conducted the Secretarial Audit in a manner that provided us with a reasonable basis for evaluating the Company's corporate conducts/ statutory compliances and expressing our opinion thereon.

We are issuing this report based on:

- (i) Our verification of the Company's books, papers, minutes books, forms and returns filed, records provided through virtual data room / physically and other records maintained by the Company;
- (ii) Compliance certificates confirming compliance with corporate laws applicable to the Company given by the Key Managerial Personnel / Senior Managerial Personnel of the Company and taken on record by the Company's Audit Committee / Board of Directors; and
- (iii) Representations made, documents produced and information provided by the Company, its officers, agents and authorised representatives during our conduct of Secretarial Audit

We hereby report that, in our opinion, during the Audit Period covering the financial year ended on 31<sup>st</sup> March 2025, the Company has:

- (i) Complied with the statutory provisions listed hereunder; and

- (ii) Board processes and compliance mechanisms are in place to the extent, in the manner and subject to the reporting made hereinafter.

The members are requested to read this report along with our letter of even date annexed to this report as "**Annexure-A**".

### 1. Compliance with Specific Statutory Provisions

We further report that:

- 1.1 We have examined the books, papers, minutes books, forms and returns filed and other records maintained by the Company during the financial year in terms of the applicable provisions / clauses of:
  - (i) The Companies Act, 2013 (the "Act"), and the Rules made thereunder;
  - (ii) The Securities Contracts (Regulation) Act, 1956 (SCRA'), and the Rules made thereunder;
  - (iii) The Depositories Act, 1996 and the Regulations and Byelaws framed thereunder;
  - (iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Overseas Direct Investments and Foreign Direct Investment.
  - (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):
    - (a) Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011; (to the extent applicable);
    - (b) \*Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

## Board's Report (Contd.)

### Annexure 'D' to the Board's Report (Contd.)

- (c) Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
- (d) Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;
- (e) Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;
- (f) Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018; (to the extent applicable)
- (g) Securities and Exchange Board of India (Issue and Listing of Non-Convertible securities) Regulations, 2021.

\*The Company has also maintained a Structured Digital Database ("SDD") pursuant to the requirement of Regulations 3(5) and 3(6) of Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015.

- (vi) Secretarial Standards relating to Board Meetings and General Meetings issued by the Institute of Company Secretaries of India (Secretarial Standards) and notified by the Central Government under Section 118 (10) of the Act which have mandatory application.

#### 1.2 During the Audit Period under review:

- (i) The Company has complied with all the applicable provisions of all the aforesaid Acts, Rules, Regulations, Guidelines and Secretarial Standards as mentioned above.
- (ii) Complied with the applicable provisions / clauses of:
  - (a) FEMA as mentioned under paragraph 1.1 (iv);
  - (b) The Secretarial Standards on meetings of Board of Directors (SS-1) and on General Meetings (SS-2) mentioned under paragraph 1.1(vi) above, which are applicable to the meetings of the Board and the Committees constituted by the Board and 77<sup>th</sup> Annual General Meeting held on 20<sup>th</sup> August 2024 and the Postal Ballot held by the Company as on 16<sup>th</sup> April 2024, held during the year. The compliance of the provisions of the Rules made under the Act with regard to participation of Directors through video conference for the Board / Committee meeting(s) held during the year, were verified based on the minutes of the meetings provided by the Company.

1.3 During the Audit Period under review, provisions of the following Acts / Regulations were not applicable to the Company:

- (i) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of External Commercial Borrowings;
- (ii) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993;
- (iii) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; and
- (iv) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018.

1.4 We have also examined on a test-check basis the relevant documents and records maintained by the Company and provided to us with respect to the following Statute which is applicable to the Company:

- a) The Environment Protection Act, 1986

## 2. Board Processes of the Company:

We further report that:

2.1 The Board of Directors of the Company as on 31<sup>st</sup> March 2025 comprised of:

- (i) \*One Executive Director - Mr. Harikrishna Agarwal (DIN: 09288720);

\*Early retirement of Mr. Harikrishna Agarwal as Managing Director and Key Managerial Personnel as well as Member of the Board of Directors of the Company with effect from the close of business hours of 31<sup>st</sup> March 2025;

- (ii) Six Non-Executive Non-Independent Directors - Mr. Kumar Mangalam Birla (DIN: 00012813), Smt. Rajashree Birla (DIN: 00022995), Ms. Ananyashree Birla (DIN: 06625036), Mr. Aryaman Vikram Birla (DIN: 08456879), Mr. Mukkavilli Jagannath (DIN: 10090437) and Mr. Sushil Agarwal (DIN: 00060017);
- (iii) Seven Non-Executive Independent Directors, including one Woman Independent Director - Ms. Anita Ramachandran (DIN: 00118188), Mr. N. Mohan Raj (DIN: 00181969), Mr. Yazdi Piroj Dandiwal (DIN: 01055000), Mr. V. Chandrasekaran (DIN: 03126243), Mr. Adesh Kumar Gupta (DIN: 00020403), Mr. Ashvin Dhirajlal Parekh (DIN: 06559989) and Mr. Haigreave Khaitan (DIN: 00005290).



- 2.2 The processes relating to the following changes in the composition of the Board of Directors and Key Managerial Personnel during the year were carried out in compliance with the provisions of the Act and SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015:
1. Mr. Raj Kumar (DIN: 06627311), as a Director of the Company, liable to retire by rotation at the 77<sup>th</sup> Annual General Meeting held on 20<sup>th</sup> August 2024, has not offered himself for re-appointment and retired as a director with effect from 20<sup>th</sup> August 2024.
  2. Re-appointment of Smt. Rajashree Birla (DIN: 00022995) as a Director of the Company, liable to retire by rotation at the 77<sup>th</sup> Annual General Meeting held on 20<sup>th</sup> August 2024.
  3. Members of the Company at the 77<sup>th</sup> Annual General Meeting held on 20<sup>th</sup> August 2024 approved the continuation of Smt. Rajashree Birla (DIN: 00022995) as a Non-executive Director of the Company who has attained the age of 75 (Seventy-Five) years, liable to retire by rotation.
  4. Members of the Company at the 77<sup>th</sup> Annual General Meeting held on 20<sup>th</sup> August 2024 approved the Appointment of Mr. Haigreva Khaitan (DIN: 00005290) as an Independent Director of the Company, not liable to retire by rotation, for a term of 5 (Five) consecutive years commencing from 26<sup>th</sup> September 2024 upto 25<sup>th</sup> September 2029 (both days inclusive).
  5. Members of the Company at the 77<sup>th</sup> Annual General Meeting held on 20<sup>th</sup> August 2024 approved the Appointment of Mr. Ashvin Dhirajlal Parekh (DIN: 06559989) as an Independent Director of the Company not liable to retire by rotation, for a term of 5 (Five) consecutive years commencing from 23<sup>rd</sup> August 2024 upto 22<sup>nd</sup> August 2029 (both days inclusive) and to continue to act as an Independent Director of the Company, on attaining the age of 75 ((Seventy Five)) years in the year 2028.
  6. Members of the Company at the 77<sup>th</sup> Annual General Meeting held on 20<sup>th</sup> August 2024 approved the Appointment of Mr. Mukkavilli Jagannath (DIN: 10090437) as a Non-executive Director of the Company, with effect from 26<sup>th</sup> September 2024, whose office shall be liable to retire by rotation.
  7. The members of the Company by way of Postal ballot held on 16<sup>th</sup> April 2024 approved the appointment of:
    - a) Mr. Sushil Agarwal (DIN: 00060017) as a Non-executive Director of the Company with effect from 8<sup>th</sup> February 2024, be and is hereby approved as a Non-Executive Director of the Company, whose office shall be liable to retire by rotation.
    - b) Mr. N. Mohan Raj (DIN: 00181969) as an Independent Director of the Company, not liable to retire by rotation, to hold office for a second term of five consecutive years with effect from 12<sup>th</sup> July 2024 upto 11<sup>th</sup> July 2029 and to continue to act as an Independent Director of the Company, attaining the age of seventy-five (75) years in the year 2028.
  8. Cessation of office of Mr. Cyril Shroff (DIN: 00018979) as Non-executive Independent Director of the Company with effect from 22<sup>nd</sup> August 2024 due to completion of their second tenure as Independent Director.
  9. Cessation of office of Dr. Thomas M. Connelly, Jr (DIN: 03083495) as Non-executive Independent Director of the Company with effect from 22<sup>nd</sup> August 2024 due to completion of their second tenure as Independent Director.
  - 2.3 Adequate notice(s) with Agenda and the detailed notes to Agenda of at least seven days was given to all the Directors to enable them to plan their schedule for the meetings of the Board and the Committees constituted by the Board, and where the meetings were held at shorter notice, due compliance was ensured, as required under the Act and the Secretarial Standard on meetings of the Board of Directors.
  - 2.4 A system exists for Directors to seek and obtain further information and clarifications on the agenda items before the meetings and to ensure their meaningful participation at the meetings.
  - 2.5 We note from the minutes examined that at the Board meetings held during the year:
    - (i) Decisions were taken through the majority of the Board; and
    - (ii) No dissenting views were expressed by any Board member on any of the subject matters discussed, which were required to be recorded as part of the minutes.



## Board's Report (Contd.)

### Annexure 'D' to the Board's Report (Contd.)

#### 3. Compliance Mechanism

There are reasonably adequate systems and processes prevalent in the Company, which are commensurate with its size and operations, to monitor and ensure compliance with all applicable laws, rules, regulations and guidelines.

#### 4. Specific Events / Actions

4.1 During the Audit Period under review, the following specific events / actions, having a major bearing on the Company's affairs that took place: -

1. Competition Commission of India (CCI) vide its order dated 16<sup>th</sup> March 2020 ("Order") held that the Company had violated section 4 (abuse of dominance) of the Competition Act, 2002 ("Act"). Besides cease and desist, CCI imposed a penalty of ₹ 301.62 crore. The Company had obtained a stay by depositing ₹ 30 crore with Hon'ble NCLAT on 11<sup>th</sup> November 2020, which has been extended from time to time. The matter is now fixed for hearing before the Hon'ble NCLAT on 21<sup>st</sup> July, 2025.
2. CCI vide its order dated 3<sup>rd</sup> June 2021, levied a penalty of ₹ 3.49 crore on the Company (@ ₹ 1 lakh per day for a period of 349 days and continuing thereafter) for non-compliance with the order passed on 16<sup>th</sup> March 2020, against which the Company has filed a writ petition before the Hon'ble Delhi High Court. The Hon'ble Delhi High Court directed that CCI will not take any precipitative steps against the Company till the next date of hearing. The matter was fixed for hearing before the Hon'ble Delhi High Court on 16<sup>th</sup> July, 2025.
3. The Members of the Company at the 77<sup>th</sup> Annual General Meeting held on 20<sup>th</sup> August 2024 approved the following businesses:
  - a) Material Related Party Transactions with Hindalco Industries Limited (Hindalco'), a related party of the Company on such terms and conditions as may be agreed between the Company and Hindalco, for an aggregate value of up to ₹ 1,250 crore (Rupees One Thousand Two Hundred Fifty crore only) entered into / to be entered during the FY 2024-25.
  - b) Material Related Party Transactions with AV Group NB Inc, Canada ('AVNB'), Joint Venture

of the Company and accordingly a related party of the Company, on such terms and conditions as may be agreed between the Company and AVNB, for an aggregate value of up to ₹ 1,108 crore (Rupees One Thousand One Hundred Eight crore Only) entered into / to be entered during the FY 2024-25.

4. The members of the Company by way of Postal ballot held on 16<sup>th</sup> April 2024 approved the following Special Businesses: -
  - a) Material Related Party Transactions between ABReL (RJ) Projects Limited, an indirect Subsidiary of the Company and ABReL EPC Limited, an indirect wholly-owned subsidiary of the Company, on such terms and conditions as may be agreed between ABReL (RJ) Projects Limited and ABReL EPC Limited for an aggregate value of up to ₹ 2,600 crore (Rupees Two Thousand Six Hundred crore Only) proposed to be entered during the FY 2024-25 and FY 2025-26, provided that such transaction(s) / contract(s) / arrangement(s) / agreement(s) is / are carried out at an arm's length basis and in the ordinary course of business.
  - b) Material Related Party Transactions between ABReL (RJ) Projects Limited, an indirect Subsidiary of the Company and Aditya Birla Renewables Limited, a wholly-owned subsidiary of the Company on such terms and conditions as may be agreed between ABReL (RJ) Projects Limited and Aditya Birla Renewables Limited for an aggregate value of up to ₹ 1,325 crore (Rupees One Thousand Three Hundred Twenty Five crore Only) proposed to be entered during the FY 2024-25 and FY 2025-26 provided that such transaction(s) / contract(s) / arrangement(s) / agreement(s) is / are carried out at an arm's length basis and in the ordinary course of business.
  - c) Material Related Party Transactions between Aditya Birla Renewables Subsidiary Limited, an indirect Subsidiary of the Company and ABReL EPC Limited, an indirect wholly-owned subsidiary of the Company on such terms and conditions as may be agreed between Aditya Birla Renewables



Subsidiary Limited and ABReL EPC Limited for an aggregate value of up to ₹ 1,450 crore (Rupees One Thousand Four Hundred Fifty crore Only) proposed to be entered during the FY 2024-25 and FY 2025-26 provided that such transaction(s) / contract(s) / arrangement(s) / agreement(s) is / are carried out at an arm's length basis and in the ordinary course of business.

5. Allotment of 2,00,000 Fully paid, Unsecured, Listed, Rated, Redeemable, Rupee Denominated, Non-Convertible Debentures of face value of ₹ 1,00,000 each were approved by the Members of Stakeholders Relationship Committee through resolution passed by circulation on 19<sup>th</sup> December 2024.
6. Allotment of 30,440 fully paid-up equity shares of ₹ 2 each under Employee Stock Option Scheme - 2013 (ESOS – 2013) was approved by the Members of Stakeholders Relationship Committee on 22<sup>nd</sup> October 2024.
7. During the Audit Period under review, the Company has received first call and second and final call money

on partly paid-up equity shares of the Company. On account of receipt of the second and final call money the partly paid up shares are converted into fully paid equity shares of the Company (ISIN INE047A01021) of face value of ₹ 2/- each. The said shares rank pari-passu with the existing fully paid-up equity shares of the Company in all respects.

8. All the cases pursuant to Whistle Blower and POSH have been closed except for two POSH case for which investigation is in process.
9. There is an instance of internal reporting on fraud by the statutory auditors including the reporting on frauds in accordance with requirements of Section 143 (12) of the Companies Act, 2013.

For BNP & Associates  
Company Secretaries  
[Firm Regn. No. P2014MH037400]  
[PR No.: 6316/2024]

**Avinash Bagul**  
Partner

Place: Mumbai  
Date: 22<sup>nd</sup> May 2025

FCS No.: F5578  
COP No.: 19862  
UDIN: F005578G000405551

### Annexure A to the Secretarial Audit Report for the financial year ended 31<sup>st</sup> March 2025

To,  
The Members of,  
Grasim Industries Limited

Our Secretarial Audit Report of even date is to be read along with this letter.

1. The Company's management is responsible for maintenance of secretarial records and compliance with the provisions of corporate and other applicable laws, rules, regulations and standards. Our responsibility is to express an opinion on the secretarial records produced for our audit.
2. We have followed such audit practices and processes as we considered appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records.
3. We have considered compliance related actions taken by the Company based on independent legal / professional opinion obtained as being in compliance with law.
4. We have verified the secretarial records furnished to us on a test basis to see whether the correct facts are reflected therein. We have also examined the compliance procedures followed by the Company. We believe that the processes and practices we follow provided a reasonable basis for our opinion.

5. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
6. We have obtained the management's representation about the compliance of laws, rules and regulations and the happening of events, wherever required.
7. Our Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

**For BNP & Associates**

Company Secretaries

[Firm Regn. No. P2014MH037400]

[PR No.: 6316/2024]

**Avinash Bagul**

Partner

FCS No.: F5578

COP No.: 19862

UDIN: F005578G000405551

Place: Mumbai

Date: 22<sup>nd</sup> May 2025



## Annexure 'E' to the Board's Report

### ANNUAL REPORT ON CSR ACTIVITIES

#### 1. Brief outline on CSR Policy of the Company:

The Company is actively contributing to the social and economic development of the communities in which it operates. The Company is doing so in sync with the United Nations Sustainable Development Goals to build a better, sustainable way of life for the weaker sections of society and raise the country's human development index.

The Company's Corporate Social Responsibility ('CSR') policy conforms to the National Voluntary Guidelines on Social, Environment and Economic Responsibilities of the Business released by the Ministry of Corporate Affairs, Government of India.

#### 2. Composition of CSR Committee:

Sl. No.	Name of the Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the tenure	Number of meetings of CSR Committee attended during the tenure
1	Smt. Rajashree Birla	Chairperson, Non-executive Director	2	2
2	Ms. Anita Ramachandran	Member, Independent Director	2	2
3	Mr. Harikrishna Agarwal*	Member, Managing Director	2	2
4	Mr. Himanshu Kapania <sup>§</sup>	Member, Managing Director	-	-

\*Ceased to be the member of the Committee w.e.f. 31<sup>st</sup> March 2025

<sup>§</sup>Appointed as member of the Committee w.e.f. 1<sup>st</sup> April 2025

Dr. Pragnya Ram, Group Executive President – CSR is a Permanent Invitee to the CSR Committee.

#### 3. Provide the web-link(s) where Composition of CSR Committee, CSR Policy and CSR Projects approved by the Board are disclosed on the website of the Company:

Composition of the CSR Committee:	<a href="https://www.grasim.com/investors/corporate-governance">https://www.grasim.com/investors/corporate-governance</a>
CSR Policy and Projects:	<a href="https://www.grasim.com/investors/policies-and-code-of-conduct">https://www.grasim.com/investors/policies-and-code-of-conduct</a>

#### 4. Provide the Executive Summary along with web-link(s) of Impact Assessment of CSR projects carried out in pursuance of Sub-rule (3) of Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable:

The Company had appointed independent agency to undertake impact assessment for eligible CSR projects of the Company.

The detailed reports of impact assessment carried out in pursuance of Rule 8(3) of the Companies (Corporate Social Responsibility Policy) Rules, 2014 by the independent agency can be accessed on the Company's website at <https://www.grasim.com/sustainability/corporate-social-responsibility>. Executive Summary of the aforesaid impact assessment reports are attached as Annexure to this Report.



## Board's Report (Contd.)

### Annexure 'E' to the Board's Report (Contd.)

5.	(a)	Average net profit of the Company as per Sub-section (5) of Section 135:	₹ 1,795.12 crore
	(b)	Two percent of average net profit of the Company as per sub-section (5) of Section 135:	₹ 35.90 crore
	(c)	Surplus arising out of the CSR Projects or programmes or activities of the previous financial years:	Nil
	(d)	Amount required to be set-off for the Financial Year, if any:	Nil
	(e)	Total CSR obligation for the Financial Year [(b)+(c)-(d)]:	₹ 35.90 crore
6.	(a)	Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project):	₹ 87.31 crore*
	(b)	Amount spent in Administrative Overheads:	₹ 1.11 crore
	(c)	Amount spent on Impact Assessment, if applicable:	₹ 0.12 crore
	(d)	Total amount spent for the Financial Year [(a)+(b)+(c)]: *Including ₹ 20.62 crore spent towards voluntary CSR activities.	₹ 88.54 crore
	(e)	CSR amount spent or unspent for the Financial Year:	
			Amount Unspent
Total Amount Spent for the Financial Year			Total Amount transferred to Unspent CSR Account as per sub-section (6) of Section 135#
The Company has spent ₹ 67.80* crore towards obligatory CSR activities and additionally ₹ 20.62 crore as voluntary CSR activities (including of administrative overheads).			Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of Section 135
			NIL

\*Excluding ₹ 0.12 crore spent on study of Impact Assessment.

#The Company has spent over the obligatory requirement of two percent of average net profit of the Company as per Section 135(5).

(f) Excess amount for set-off, if any:

Sl. No.	Particulars	Amount (₹ in crore)
ii.	Two percent of average net profit of the Company as per sub-section (5) of Section 135	35.90
iii.	Total amount spent for the Financial Year*	88.42
iv.	Excess amount spent for the Financial Year [(ii)-(i)]#	52.52
v.	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	Nil
vi.	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	Nil

\*excluding ₹ 0.12 crore spent on study of Impact Assessment.

#The Company shall not utilise the excess CSR amount spent in FY2024-25 towards set-off of CSR expenses in succeeding three financial years.



## 7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years:

(₹ in crore)

1	2	3	4	5	6	7	8
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub-section (6) of Section 135	Balance Amount in Unspent CSR Account under subsection (6) of Section 135	Amount spent in the Financial Year	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of Section 135, if any	Amount remaining to be spent in succeeding Financial Years	Deficiency, if any
					Amount (₹ in crore)	Date of Transfer	
1.	FY – 1 [2023-24]	-	-	-	-	-	-
2.	FY – 2 [2022-23]*	4.50	-	4.50	-	-	-
3.	FY – 3 [2021-22]*	4.75	-	4.75	-	-	-
<b>Total</b>		<b>9.25</b>		<b>9.25</b>			

\*The Company has spent over the obligatory requirement of two percent of average net profit of the Company as per Section 135(5) in FY 2022-23 and FY 2021-22.

## 8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year (Yes/ No): None

If Yes, enter the number of Capital Assets created/ acquired: Not applicable

## 9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per Sub-section (5) of Section 135 – Not Applicable

Place: Mumbai  
Date: 22<sup>nd</sup> May 2025

**Himanshu Kapania**  
Managing Director  
DIN: 03387441

**Rajashree Birla**  
Chairperson, CSR Committee  
DIN: 00022995

## EXECUTIVE SUMMARY OF IMPACT ASSESSMENT REPORT

Grasim Industries Limited, part of the Aditya Birla Group, is one of India's leading companies. Founded in 1947 as a textile maker, Grasim operates in diverse sectors including Cellulosic Fibres, Chemicals, Decorative Paints and Textiles. Its CSR efforts, channelised through the Aditya Birla Centre for Community Initiatives and Rural Development, focus on human development. Through programmes in education, healthcare, livelihoods, and infrastructure, Grasim is improving lives in rural and tribal areas, while also extending its support to urban localities wherever necessary.

Grasim's CSR strategy focuses on holistic human development through education, healthcare, and rural empowerment. It goes beyond infrastructure to support quality learning through teacher training, digital access and scholarships especially for girls and underprivileged students and providing mental health support. In healthcare, Grasim addresses both medical needs and social determinants like sanitation, nutrition, and awareness. For rural development, it promotes sustainable livelihoods, supports Self Help Groups (SHGs) and Farmer Producer Organisations (FPOs), and empowers women, tribal, and economically weaker communities through skill-building and entrepreneurship. Grasim's Aadyam initiative focuses on conservation of traditional art and heritage by supporting weavers.

MMJC has undertaken the impact assessment of Grasim's CSR projects for the FY 2022-23. This assessment process helps measure the effectiveness, relevance and sustainability of interventions, offering valuable insights for continuous improvements.

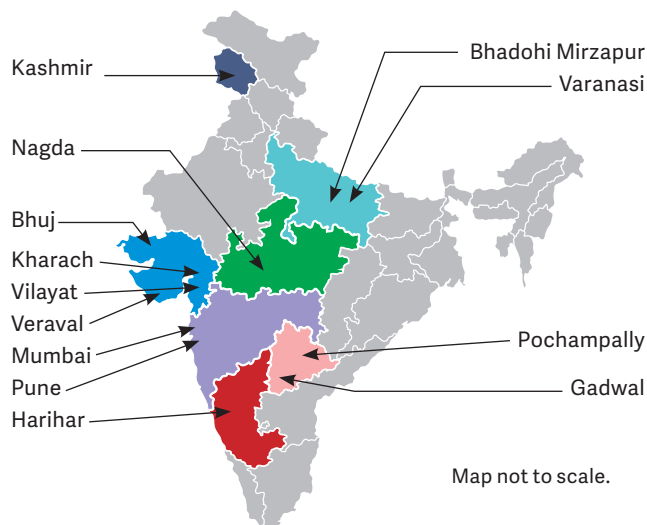
### Methodology of the Assessment study:

An evaluation research study was conducted using mixed methods design to assess the effectiveness and impact of Grasim's education, healthcare and rural development programmes. Primary Data was collected from a variety of direct and indirect stakeholders through a combination of qualitative and quantitative research methods.

### Evaluation Framework:

The impact assessment of Grasim's education, healthcare and rural development CSR programmes used an integrated evaluation framework OECD-DAC criteria inclusiveness, relevance, coherence, effectiveness, efficiency, impact, sustainability.

### Grasim CSR Outreach



■ Kharach (GJ)	■ Veraval (GJ)	■ Vilayat (GJ)
■ Bhuj (GJ)	■ Nagda (MP)	■ Harihar (KA)
■ Varanasi (UP)	■ Bhadohi Mirzapur (UP)	■ Kashmir (J&K)
■ Gadwal (TG)	■ Pochampally (TG)	
■ Pune (MH)	■ Mumbai (MH)	

### Education

The Company's education initiatives aim to foster inclusive and quality learning environments across Nagda (MP), Kharach, Vilayat, Veraval (GJ), Mumbai (MH) and Harihar (KA). In FY 2022-23, Grasim supported ~6,910 students through various initiatives, including scholarships for 127 eligible girls and assistance to 410 girls from KGBV (Kasturba Gandhi Balika Vidyalaya). Additionally, 192 students benefited from access to sports equipment, 84 students completed computer training courses and 216 students received education kits as part of merit awards. Beyond this, Grasim has also extended its support to over 28 Anganwadis and more than 184 primary schools, strengthening the foundations of education in rural India.

In FY 2022-23, Grasim CSR expenditure on education was ₹ 17.32 crore.

### Grasim's Education Initiatives

**Early Childhood Education** - Strengthened early learning by supporting Anganwadi centres with educational materials, toys, and improved infrastructure. Innovative methods



like BaLa (Building as Learning Aid) and visual curriculum enhancements were introduced, creating engaging and child-friendly environments for foundational education.

**Education for the Girl Child** - Multiple initiatives focused on empowering girls through health awareness, anaemia check-ups, and infrastructure support in schools. Scholarship programmes recognised academic excellence, while efforts like enrolment under savings schemes and distribution of educational materials to vulnerable children provided holistic support.

**Science and Computer Education** - STEM (Science, Technology, Engineering and Mathematics) education was promoted through fairs, educational tours, and science-themed visual aids. Students benefited from hands-on exposure to science labs, models, and certified computer training, enhancing their curiosity and technical skills.

**Teaching Learning Materials (TLMs)** - Essential learning tools such as school bags, stationery, notebooks, and uniforms were distributed to support students in both primary and secondary education. These materials helped to improve school readiness and attendance across multiple schools and communities.

**Scholarships and Performance Awards** - Meritorious students were encouraged through financial scholarships, awards, and recognition programmes. Initiatives such as "Star Topper of the Year" and merit-based support schemes rewarded high-achieving students and motivated academic excellence.

**Aditya Birla School (ABS)** - Provided quality education from Montessori to Class XII in both English and regional mediums of instruction. These institutions educate children from local communities, offering inclusive and quality education. Substantial improvements were made to school infrastructure, including the installation of smart boards, new classroom buildings, sanitation facilities, and educational wall art. These efforts enhanced the overall learning environment, ensuring safety, accessibility, and better academic engagement.

**Sports Promotion** - Physical education was encouraged through the distribution of sports kits, tracksuits, and support for local teams. Special initiatives promote team spirit, physical fitness, and extracurricular engagement among school-going children.

**Mpower** - Mpower Foundation is committed to making mental health care accessible and inclusive, especially for underprivileged communities, particularly students and youth from low-income settings. Through initiatives like Project Saksham, it supports individuals facing trauma and psychosocial challenges. Grasim's collaboration with Mpower strengthens its CSR efforts in mental health awareness and social inclusion, reinforcing its commitment to holistic community development.

A key focus of this partnership is the support extended to government schools, where Mpower conducts mental health sensitisation sessions, counselling, and capacity-building programmes for students. These efforts address emotional well-being highlighting Mpower's strong contribution under the Education.

### OECD-DAC criteria

**INCLUSIVENESS:** Grasim's education programme addressed the needs of diverse groups by strengthening early childhood education through Anganwadi support and promoting girl child education via scholarships and health initiatives. It also focused on the distribution of teaching-learning materials, improving access to tech-enabled education. As part of the programme review, 484 students from ABS participated in a survey, including 266 females and 218 males.

Mpower Foundation added depth by focusing on mental health awareness, skill development, and professional guidance creating a safe and inclusive space, especially for individuals from vulnerable and underserved backgrounds.

**RELEVANCE:** Grasim's education programme is highly relevant in addressing critical gaps in school infrastructure, early childhood education, and student centric learning environments. By providing smart boards, science models, educational kits, STEM aids, and computer training facilities, the programme responded directly to challenges identified by students, such as lack of access to technology and poor classroom conditions.

80% of respondents were satisfied with the school infrastructure but emphasised the need for improvement in infrastructure.

**COHERENCE:** Grasim's education initiatives align with the National Education Policy by promoting holistic, inclusive, and skill-based learning through infrastructure development, digital tools, and early education support.

## Board's Report (Contd.)

### Executive Summary (Contd.)

They contribute to SDG 4 by improving access to quality education, SDG 5 by promoting gender equality through scholarships and hygiene facilities, and SDG 10 by reducing inequalities via outreach to rural and tribal students. Integration with government programmes like Samagra Shiksha Abhiyan and KGBVs further supports localisation of the SDGs.

**EFFECTIVENESS:** Grasim successfully met its education-related goals through teacher training, infrastructure upgrades, and the provision of essential learning resources. 80% respondents said the support helped reduce school-related expenses and improved their focus. Recognition programmes like "Star Topper of the Year" celebrated academic excellence, with 73% of students scoring above 80%. Additionally, 85% of ABS teachers reported that their teaching methods had improved after training, and over half of the students rated school facilities and cleanliness positively.

98% respondents of ABS confirmed access to a library and adequate infrastructure.

At Anganwadi centres, teachers acknowledged vital support in infrastructure and materials.

**EFFECIENCY:** Grasim's CSR initiatives enhanced educational quality and student well-being. Projects are identified and planned by the CSR team in alignment with Grasim's values and programmatic focus areas. In alignment with the Company policy of prioritising the communities in and around its factory locations, projects are implemented within a radius of 15-20 km from Grasim factories. During interviews with respondents, including community leaders, school leaders, and local administration, strong relationships and collaboration were observed. Respondents shared positive feedback on the CSR team's responsiveness to queries and requests, their good conduct, and friendly approach—indicating Grasim CSR's strong grassroots connect and hands-on engagement.

**IMPACT:** Grasim's efforts fostered inclusive learning and better academic outcomes, with many students performing above average. Skill development and digital integration support lifelong learning for students and teachers alike. Over 40% of parents reported positive behavioural changes in children, reflecting improved well-being.

Mother's Committee (Mata Samiti) has fostered greater parental engagement by encouraging mothers to take an active role in the educational journey of their children, leading to improved attendance, hygiene practices, and learning continuity at home. Simultaneously, the Anandaghar Shikshika initiative has empowered local women by training them as early childhood educators, creating a nurturing and familiar learning environment for young children. These efforts have enhanced foundational learning outcomes and also built local ownership and accountability, making education a collective community responsibility.

Mpower's mental health support helped reduce stress for students and trauma, contributing to better performance, decision-making, and community engagement.

**SUSTAINABILITLY:** Grasim's education initiatives are sustainable in the long term, focusing on teacher training, infrastructure, and resource provision. These efforts ensure ongoing access to quality education and create a lasting foundation for continuous improvement, benefiting both students and educators.

### Findings of the Study

The analysis covers respondents who benefitted from education projects implemented across the six locations -Nagda (MP), Kharach, Vilayat, Veraval (GJ), Mumbai (MH) and Harihar (KA).

90%	Respondents agreed that the Anganwadi Centres (AWCs) are now well- ventilated and receive adequate natural light.
69%	Respondents confirmed that the Anganwadi Centres (AWCs) are adequately protected from water seepage and rain. In some centres however, respondents expressed that there is scope for improvement in infrastructure.
90%	Respondents agreed that Mother's Committee (Mata Samiti) plays a valuable role in maintaining a feedback mechanism that enhances learning, encouraging other parents to support positive changes, improving student attendance, reducing dropouts, and inspiring new initiatives.
100%	Respondents at Aditya Birla School rated the facilities—including blackboards, benches, and sanitary pad vending machines—from good to excellent, reflecting high levels of satisfaction with the infrastructure provided.
85%	Respondents from ABS rated the science and computer facilities between excellent to good, reflecting a high level of satisfaction with the available resources and learning environment.





95%	Respondents agreed that participating in the Math and Science competition has increased their interest and enthusiasm in Math and Science.
85%	Respondents rated the school uniform, slate and slate pen box, notebooks, school bags, water bottles, pencils, erasers, and sharpeners as being of good quality.
95%	Respondents confirmed that they had received a scholarship.
80%	Respondents, including those who somewhat agreed, acknowledged that the education and related resources provided have helped reduce their family's school-related expenses and allowed them to stay more focused on their studies.
80%	Respondents rated the school facilities from good to excellent. The facilities include audio-visual facilities, improved classroom attentiveness, teacher competencies, library, digital boards, drinking water, washrooms and toilets, playground and sports amenities, and ramps for differently abled students and overall student development
70%	Respondents agreed that school health camps enabled early diagnosis, and students developed good habits, showing increased enthusiasm and self-motivation.
60%	Respondents observed positive changes in students, including improved academic performance, active participation in classroom activities, better communication skills, greater interest in extracurricular pursuits, and increased confidence and self-expression.

## Healthcare

In the area of healthcare, the Company is committed to delivering quality services in rural areas of Nagda, Ujjain (MP) and Kharach, Veraval and Vilayat (GJ) through hospitals, health centres, and special programmes for mothers and children, adolescents, and the differently abled. It emphasises preventive care with initiatives focused on health seeking behaviour and awareness of good health practices-on malnutrition, immunisation, non-communicable diseases, hygiene, sanitation, and safe drinking water. In FY 2022-23, it supported more than ~2 lakh persons through CSR funding of ₹ 8.6 crore.

Grasim's healthcare initiatives span across primary, secondary and tertiary services and include projects across the care continuum:

- **Preventive Healthcare:** Programmes include HIV/AIDS awareness, immunisation drives for diseases like polio and hepatitis, a malnutrition control initiative in Anganwadis reproductive and child health awareness and disease control through fogging machines to combat malaria.

- **Diagnostic Healthcare:** Grasim organises school health screening camps, blood grouping, hemoglobin testing and Thalassemia screening in collaboration with local institutions and healthcare services partners.
- **Curative Healthcare:** Services include specialised medical camps for chronic and general ailments, mobile medical units (MMUs) providing doorstep services, and four hospitals offering multispecialty care and supporting a blood bank. Additionally, tuberculosis (TB) patients are supported with six-month nutrition kits to aid recovery.

### OECD-DAC criteria

**INCLUSIVENESS:** Grasim's healthcare programme ensures inclusiveness by serving diverse groups, including women, children, the elderly, and persons with disabilities. Notably, 56% of those attending medical camps were above 60 years of age, highlighting the programme's strong outreach to elderly beneficiaries.

**RELEVANCE:** 100% of respondents reported challenges like poor healthcare access, limited guidance, and financial constraints. Grasim's programme addressed these structural issues by providing doorstep services along with secondary and tertiary care services at lower than market rates for the vulnerable communities.

**COHERENCE:** Grasim's healthcare initiatives are aligned with the National Health Mission. Grasim's projects account for the changing healthcare need context by organising healthcare services, focusing on noncommunicable diseases, infectious diseases, preventing treatment induced poverty, promotion of good health and access to technologies. The programme also contributes to SDG 2 (Zero Hunger) and SDG 3 (Good Health and Well-being), reflecting its commitment to sustainable and inclusive development.

**EFFECTIVENESS:** Grasim provided effective healthcare services through medical camps, mobile vans, and hospital support. 63% of respondents rated the quality of care and treatment as "Very Good" to "Excellent," reflecting strong satisfaction, though improvements in hospital infrastructure and resources were suggested.

**EFFECIENCY:** Grasim's healthcare programme ensured affordability through free camps and low-cost hospital services, reducing financial barriers for underserved communities. 100% of respondents reported that they had adopted the health practices recommended, over 70% gave positive ratings for doctors, treatment quality,

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ambulance services, and food at Indubhai Parekh Memorial Hospital, highlighting the programme's efficiency.

**IMPACT:** Grasim's healthcare programme has impacted almost 2 lakh people by improving health outcomes and awareness, especially through mobile health camps in underserved areas. 96% of respondents reported better access to healthcare, 91% saw improvements in vision, and 100% acknowledged increased awareness in maternal health, vaccination, and child nutrition. The initiative has also fostered better health practices, reduced stigma around TB, and encouraged proactive healthcare seeking in the community.

**SUSTAINABILITY:** 100% of respondents who attended the health camps agreed that the health camps have successfully built awareness and capacity within the community to manage their health in the long term. During the interview they mentioned they are following the practices mentioned during the health camps.

#### Findings of the Study

The analysis covers respondent demographics and categorises healthcare projects into preventive, curative, and diagnostic types, detailing activities across five locations:

56%	Respondents among the users of Mobile Medical Units (MMUs) were above 60 years of age, it suggests that many senior citizens, who often face mobility challenges, are benefiting from these doorstep services.
87%	Respondents have an annual family income below ₹ 1,00,000 highlighting that the camps primarily benefit economically disadvantaged communities, aligning with national priorities for low-income healthcare access.
96%	Respondents acknowledged early detection and timely treatment of health issues through the MMU services.
50%	Respondents showed greater participation in specialised health camps, especially for Polio, Hepatitis B, and Tetanus. This suggests Grasim should focus more on specialised camps to maximise impact and community response.
100%	Reported ensuring regular immunisation for their children.
88%	Respondents now seek regular health checkups indicating improved health seeking behaviour.
76%	Respondents acknowledged an increase in awareness about HIV/AIDS within the community.
100%	Respondents of the maternal and child health (MCH) awareness programme positively responded that there has been a noticeable reduction in the occurrence of diseases among children post the MCH vaccination programme.

97%	Respondents found the thalassemia counselling sessions highly effective in improving their understanding of the condition and addressing concerns.
90%	Respondents revealed they had no prior knowledge of tuberculosis and are now informed and take precautions post the TB awareness and diagnosis programme.
84%	Respondents rated the cleanliness of Nagda Hospital between excellent to good, while over 70% gave positive ratings for doctors, treatment quality, infrastructure, ambulance services, and food.

### Rural Development

The Company's rural development initiatives are designed to promote sustainable livelihoods and enhance the quality of life across Nagda (MP), Kharach, Vilayat, Veraval, Bhuj (GJ), Harihar (KA), Varanasi, Bhadohi Mirzapur (UP), Pochampally, Gadwal (TG), Kashmir (J&K) through integrated programmes in sustainable agriculture, artificial insemination, plantation, promotion of Farmer Producer Organisations (FPOs), strengthening Self Help Groups (SHGs), skill development initiatives, infrastructure improvement and conservation of traditional art and heritage. These initiatives empower rural communities to achieve self-reliance. Efforts in water conservation, the installation of RO plants for safe drinking water, and environmental sustainability further ensure resilience and ecological balance.

In FY 2022-23, it supported more than ~1.20 lakh beneficiaries through CSR funding of ₹ 16.29 crore.

#### Grasim's Rural Development Initiatives:

##### Sustainable Agriculture - Wadi Project, Agricultural Development Practices, Capacity Building and Afforestation

Sustainable Agriculture Programme aimed at enhancing the livelihoods of farming communities promoting ecological balance. Key projects include the Wadi Project which supports farming on small plots to ensure long-term income generation for farmers.

Agricultural Development Practices promote modern techniques such as soil health management, integrated nutrient management, integrated pest management, seed treatment, nutritional gardening, high-value crops, crop diversification, and water-efficient systems to improve farm productivity. Capacity Building involves training and awareness sessions to empower farmers with the knowledge and tools required for sustainable agriculture.



Afforestation contributes to environmental conservation and soil preservation through large-scale plantation drives. Additionally, the Grasim Van initiative complements these efforts by creating green spaces through afforestation. In one such effort, Grasim developed a Miyawaki forest near its Vilayat facility in Gujarat.

#### **Animal Husbandry - Artificial Insemination, Cattle Breed Improvement, Cattle Drinking Water Tanks**

Grasim's artificial insemination and cattle breed improvement programme focuses on enhancing the quality and productivity of local cattle. By facilitating access to advanced breeding services, veterinary care and awareness sessions, the initiative helps farmers to improve milk yields, strengthen cattle health, and boost their household income.

#### **Skill Development Programme - Vocational Training Centre, Women Empowerment, Entrepreneurship Development**

The skill development programmes at Grasim focus on enhancing the employability of rural youth and women through vocational training and capacity-building initiatives. By offering courses aligned to local industry demands and entrepreneurial opportunities, Grasim equips participants with practical skills, opening pathways for employment, self-employment and socio-economic upliftment. Self Help Groups (SHGs) are trained and supported in activities like tailoring, agarbatti making and goat rearing to promote income generation and self-reliance.

Under the Kaushalya Vardhan initiative, Grasim facilitates advanced skill training tailored to local needs, aiming to bridge the gap between education and employability.

#### **Infrastructure Development - RO Plant, CCTV Camera, LED Street Light, RCC Benches**

As part of its infrastructure enhancement efforts, Grasim supports the installation of RO plants to provide access to safe drinking water, CCTV cameras to improve community security, LED street lighting for better public safety and RCC benches to create comfortable public spaces. These initiatives collectively enhance the quality of life and well-being of rural communities.

#### **Aadyam Handwoven – Conservation of Traditional Art and Heritage**

Grasim's Aadyam initiative focuses on conserving traditional crafts while empowering rural artisans, especially women through skill training, design development and market linkage helping them earn sustainable livelihoods. An important aspect is that the Company also cares about the health challenges faced by artisans and has addressed them by taking preventive measures such as conducting eye check-up camps.

#### **OECD-DAC criteria**

**INCLUSIVENESS:** Grasim's CSR programme successfully included women, marginalised groups and disadvantaged families with initiatives like Kaushalya Vardhan, Self-Help Groups, and Computer Training engaging a majority of female participants.

**RELEVANCE:** Grasim's rural development efforts focused on income generation and community infrastructure. Initiatives like Wadi Project and Kaushalya Vardhan boosted while RO plants and Artificial Insemination (AI) services improved water access and livestock productivity.

88% of respondents rely on animal husbandry and have used AI services for over three years. 90% respondents agreed that inter-cropping introduced new income streams. Aadyam addresses the challenges to conserve traditional handloom art while enhancing artisan livelihoods.

**COHERENCE:** Grasim's rural development initiatives are well-aligned with key government schemes. Its agricultural and livestock programmes support PM-KISAN and the National Livestock Mission. Infrastructure projects align with Pradhan Mantri Gram Sadak Yojana (PMGSY), Swachh Bharat Mission (SBM), and the Jal Jeevan Mission. Environmental efforts like Miyawaki forests support the National Afforestation Programme (NAP), while skill development initiatives complement National Rural Livelihoods Mission (NRLM) creating strong coherence with national priorities.

Grasim's initiatives support SDG 1 by boosting rural incomes through Wadi Project, Farmer Producer Organisations (FPOs), skill development, and Self-Help Groups (SHGs). They address SDG 2 by promoting crop diversification and livestock productivity, enhancing food security. RO plants and health drives contribute to SDG 3 by improving hygiene and well-being. Efforts under

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**SDG 6** ensure clean water access and promote water conservation in rural communities.

**EFFECTIVENESS:** Grasim's rural development programme has significantly improved quality of life in rural areas through Artificial Insemination (AI) services, Wadi Project, skill training, and water infrastructure. Beneficiaries reported reduced expenses, healthier livestock, increased cattle numbers, better incomes, and improved access to clean water.

100% of respondents said AI services reduced cattle costs and increased size, while over 85% saw improved livestock health. More than 90% of Farmer Producer Organisations (FPOs) members expressed strong satisfaction with the Company's support. Aadyam initiative successfully connects weavers to premium markets through design support and marketing channels.

**EFFECIENCY:** Grasim prioritised key community needs sustainable agricultural and skill development for youth and women. By addressing specific gaps, the Company ensured efficient, cost-effective implementation with a strong focus on impact.

The installation of RO plants significantly improved public health, with 100% of respondents reporting a decline in waterborne illnesses like diarrhoea, typhoid, and cholera. Skill development programmes in tailoring, agarbatti making, computer training, and livestock rearing empowered participants, with over 65% reporting increased income post-training.

**IMPACT:** Grasim's programme brought measurable improvements in income, livelihood and rural infrastructure. Support for home construction, RO plants, check dams, roads, and sanitation upgraded living conditions and community facilities.

The formation of Farmer Producer Organisations (FPOs) is, in itself, an impact of the support provided by Grasim to farmers in adopting sustainable agricultural practices, intercropping and other techniques that have led to increased production. These FPOs have been established to ensure fair pricing for crops like papaya and oranges, improve market linkages, and promote farmer self-reliance and sustainable growth.

Communities experienced better access to clean water, improved health, more livelihood options, digital literacy,

and greater resilience. Over 98% of respondents reported improved quality of life and higher income, while over 70% said Self Help Groups (SHGs) boosted their confidence and positively impacted community well-being.

Aadyam has established a continuous flow of income for artisans, resulting in the continued practice of traditional crafts and the preservation and promotion of cultural heritage.

**SUSTAINABILITY:** Grasim initiatives are designed for long-term sustainability through a focus on skill-building, livelihood promotion, and durable infrastructure. Training for farmers, youth, and women's Self-Help Groups (SHGs), along with income-generating activities and support for community assets, ensures continued benefits beyond the programme period. These steps help ensure that the community takes ownership, and the impact lasts even after the programme ends.

By building long-term market demand and supporting generational skill transfer, Aadyam aims for a self-sustaining ecosystem.

### Findings of the Study

The findings highlight the impact of Grasim's CSR initiatives in advancing rural development, with a strong focus on sustainable agriculture, skill development, the Aadyam Handwoven initiative, infrastructure enhancement, and animal husbandry.

90%	Respondents acknowledged the positive impact of the rural development initiatives. They shared that sustainable farming training led to increased yields, while selling sustainable produce improved profit margins.
90%	Respondents agreed that Farmer Producer Organisations (FPOs) helped them access wider markets and check dams enabled year-round farming.
90%	Respondents agreed that intercropping introduced new income streams.
60%	Respondents reported challenges related to pest control and adverse weather conditions.
69%	Respondents rated sustainable farming at the highest level of satisfaction, giving it a score of 5 on a scale of 1 to 5 reflecting the strong acceptance and positive perception of sustainable farming practices among the farmers supported by the initiative.
85%	Respondents agreed that tailoring has enabled them to become earning members of their families. This financial independence has brought them greater respect and a sense of empowerment within their communities. They also shared that their family's financial condition has improved, and their journey has inspired other women in the village to pursue self-employment.





60%	Interaction with respondents revealed that before the introduction of Artificial Insemination (AI) only 22% owned more than three cattle; however, after the implementation of AI practices, this number rose significantly, with over 60% of respondents reporting ownership of more than three cattle.
55%	During interactions with respondents, approximately 55% rated the overall effectiveness of the programme as "excellent," while 36% rated it as "good."
90%	Respondents agreed that AI facilities are useful and affordable.
90%	Respondents agreed that the SHG has strengthened their role in the community and enhanced their influence in decision-making. They also expressed increased confidence in starting their own businesses.
94%	Respondents agreed that before the installation of the RO plant, the drinking water was unsafe and unhygienic. Post-installation, families reported drinking clean water, experiencing relief from health issues, and noticing overall health improvements. Additionally, respondents mentioned reduced water expenditure and an improvement in the taste and smell of the water.
99%	Respondents agreed that the initiatives undertaken by the Company have led to a significant increase in farmers' incomes.
65%	Respondents agreed that the streetlights are consistently operational and well-maintained.
80%	Respondents rated the services provided by Pashu Vikas Kendra (PVK) between excellent and good. They shared that the expenditure for availing these services was reasonable and that the available expertise was of high quality.
60%	Respondents acknowledged that the mineral mixture provided through the rural development project helped improve livestock productivity and that green fodder served as a cost-effective source of nutrition for their cattle.

## Alignment of CSR initiatives with Sustainable Development Goals (SDGs)

	Grasim boosts rural incomes by promoting smart farming, animal husbandry, and Farmer Producer Organisations (FPOs) for small farmers, while supporting non-farm livelihoods like tailoring and handicrafts through Self Help Groups (SHGs). Aadyam generates income for rural artisans.
	Grasim's malnutrition control programme and nutrition kits for Tuberculosis (TB) patients enhance children's nutrition. It promotes sustainable farming, quality seeds, organic practices, and smart agriculture, helping small farmers boost yields, incomes, and food security.

	Grasim advances SDG 3 through reproductive health initiatives, anemia check-ups, and health sessions for schoolgirls, enhancing health and education outcomes. It conducts campaigns on HIV/AIDS, TB, mental health, provides healthcare via mobile vans and Aditya Birla Hospitals. Also, ensures clean water and sanitation to combat waterborne diseases.
	Grasim's CSR initiatives advance equitable access to quality education for all, by upgrading school infrastructure and Building as learning aid (BaLa) embedded Anganwadis for quality learning spaces.
	Grasim supports SDG 5 by offering scholarships for girls, enrolling them in savings schemes like Sukanya Samridhi, and developing gender-sensitised school infrastructure. It empowers women through Self Help Groups (SHGs), skill training, and leadership opportunities, fostering economic independence and community participation.
	Grasim has set up RO plants for clean drinking water, constructed water tanks, and promoted sanitation through toilet construction and awareness programmes to improve hygiene and public health.
	Grasim fosters entrepreneurship and job creation through skill development and promotes non-farm activities like tailoring and handicrafts for sustainable livelihoods and local economic growth.
	By building sustainable infrastructure like solar lamps, and water harvesting structures, improving connectivity and access to essential services in rural areas.
	Grasim's CSR initiatives reduce inequity in rural and marginalised communities by supporting under-resourced schools and promoting the inclusion of tribal and disadvantaged students. Scholarships empower academic and personal growth, bridging opportunity gaps and fostering a more inclusive society.
	Aadyam preserves India's traditional crafts and cultural heritage through artisan empowerment creating sustainable communities.
	By promoting sustainable farming, water conservation and Miyawaki forests, helping rural communities build resilience to climate-related hazards.
	Grasim's CSR initiatives align with SDG 17 by collaborating with local schools, Anganwadi's, and government education schemes, and integrating with national programmes like Sukanya Samridhi Yojana and Kasturba Gandhi Balika Vidyalayas (KGBVs).

### Recommendation:

- The Company's initiatives in the areas of Quality Education, Sustainable Farming, and Self Help Group (SHG) have made significant impact on the community. These initiatives benefit children, farmers, youth, and women, touching various strata of society and creating an integrated development model. These best practices can be extended in other CSR outreach areas after reassessing community needs.



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## Annexure 'F' to the Board's Report

**Grasim Industries Limited, an Aditya Birla Group Company, has adopted the Executive Remuneration Philosophy / Policy as applicable across the group companies. This Philosophy/Policy is detailed below:**

### **Aditya Birla Group: Executive Remuneration Philosophy/Policy**

At the Aditya Birla Group, we expect our executive team to foster a culture of growth and entrepreneurial risk-taking. Our Executive Remuneration Philosophy/Policy supports the design of programmes that align executive rewards - including incentive programmes, retirement benefit programmes, promotion and advancement opportunities - with the long-term success of our stakeholders.

#### **Our Business and Organisational Model**

Our Group is a conglomerate and organised in a manner such that there is sharing of resources and infrastructure. This results in uniformity of business processes and systems thereby promoting synergies and exemplary customer experiences.

#### **I. Objectives of the Executive Remuneration Programme:**

Our executive remuneration programme is designed to attract, retain, and reward talented executives, who will contribute to our long-term success, and thereby build value for our shareholders.

Our executive remuneration programme is intended to:

1. Provide for monetary and non-monetary remuneration elements to our executives on a holistic basis; and
2. Emphasise "Pay for Performance" by aligning incentives with business strategies to reward executives, who achieve or exceed the Group business and individual goals.

#### **II. Executives**

Our Executive Remuneration Philosophy/Policy applies to the following:

1. Directors of the Company;
2. Key Managerial Personnel: Chief Executive Officer and equivalent e.g., Deputy Managing Director, Chief Financial Officer and Company Secretary; and
3. Senior Management.

#### **III. Business and Talent Competitors**

We benchmark our executive pay practices and levels against peer companies in similar industries, geographies and of similar size. In addition, we look at secondary reference (internal and external) benchmarks in order to ensure that the pay policies and levels across the Group are broadly equitable and support the Group's global mobility objectives for executive talent. Secondary reference points bring to the table, the executive pay practices and pay levels in other markets and industries, to appreciate the differences in levels and medium of pay, and build in as appropriate for decision-making.

#### **IV. Executive Pay Positioning**

We aim to provide competitive remuneration opportunities to our executives by positioning target total remuneration (including perks and benefits, annual incentive pay-outs, long-term incentive pay outs at target performance) and target the total cash compensation (including annual incentive pay-outs) at target performance directionally between median and top quartile of the primary talent market. We recognise the size and scope of the role and the market standing, skills and experience of incumbents while positioning our executives.

We use secondary market data only as a reference point for determining the types and amount of remuneration while principally believing that the target total remuneration packages should reflect the typical cost of comparable executive talent available in the sector.

#### **V. Executive Pay-Mix**

Our executive pay-mix aims to strike the appropriate balance between key components: (i) Fixed Cash Compensation (Basic Salary+Allowances) (ii) Annual Incentive Plan (iii) Long-Term Incentives (iv) Perks and Benefits.



### Annual Incentive Plan:

We tie annual incentive plan pay-outs of our executives to the relevant financial and operational metrics achievement, ESG performance and their individual performance. We annually align the financial and operational metrics with priorities/ focus areas for the business.

### Long-Term Incentive:

Our long-term incentive plans incentivise stretch performance, link executive remuneration to sustained long-term growth and act as a retention and reward tool.

We use stock options as the primary long-term incentive vehicles for our executives as we believe that they best align executive incentives with stockholder interests.

We grant performance stock units as a secondary long-term incentive vehicle, to motivate and retain our executives.

## VI. Performance Goal Setting

We aim to ensure that, for both annual incentive plans and long-term incentive plans, the target performance goals shall be achievable and realistic.

Threshold performance (the point at which incentive plans are paid out at their minimum, but non-zero, level) shall reflect a base-line level of performance, reflecting an estimated 90% probability of achievement.

Target performance is the expected level of performance at the beginning of the performance cycle, taking into account all known relevant facts likely to impact measured performance.

Maximum performance (the point at which the maximum plan pay-out is made) shall be based on an exceptional level of achievement, reflecting no more than an estimated 10% probability of achievement.

## VII. Executive Benefits and Perquisites

Our executives are eligible to participate in our broad-based retirement, health and welfare, and other employee benefits plans. In addition to these broad-based plans, they are eligible for perquisites

and benefits plans commensurate with their roles. These benefits are designed to encourage long-term careers with the Group.

### Other Remuneration Elements:

Each of our executives is subject to an employment agreement. Each such agreement generally provides for a total remuneration package for our executives, including continuity of service across the Group Companies.

We limit other remuneration elements, for example, Change in Control (CIC) agreements, severance agreements, to instances of compelling business need or competitive rationale, and generally do not provide for any tax gross-ups for our executives.

### Risk and Compliance:

We aim to ensure that the Group's remuneration programmes do not encourage excessive risk taking. We review our remuneration programmes for factors, such as remuneration mix overly weighted towards annual incentives, uncapped pay-outs, unreasonable goals or thresholds, steep pay-out cliffs at certain performance levels that may encourage short-term decisions to meet pay-out thresholds.

### Clawback Clause:

In an incident of restatement of financial statements, due to fraud or non-compliance with any requirement of the Companies Act, 2013, and the rules made thereafter, we shall recover from our executives, the remuneration received in excess, of what would be payable to him/her as per restatement of financial statements, pertaining to the relevant performance year.

### Implementation:

The Group and Business Centre of Expertise teams will assist the Nomination and Remuneration Committee in adopting, interpreting and implementing the Executive Remuneration Philosophy/Policy. These services will be established through "arm's-length", agreements entered into as needs arise in the normal course of business.

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### Annexure 'G' to the Board's Report

#### **Details pertaining to remuneration as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.**

- a. The ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the FY 2024-25 and percentage increase / decrease in remuneration of each Director, Chief Financial Officer and Company Secretary during the FY 2024-25 are as under:

Sr. No.	Name of the Director / Key Managerial Personnel ('KMP')	Designation	Ratio of remuneration of each Director to the median remuneration of employees for the FY 2024-25	% increase/ (decrease) in remuneration in the FY 2024-25
1	Mr. Kumar Mangalam Birla	Chairman, Non-executive Director	-	-
2	Smt. Rajashree Birla <sup>i</sup>	Non-executive Director	11.10	(63%)
3	Ms. Ananyashree Birla	Non-executive Director	2.09	(20%)
4	Mr. Aryaman Vikram Birla	Non-executive Director	2.51	(20%)
5	Ms. Anita Ramachandran	Independent Director	5.03	(4%)
6	Mr. N. Mohan Raj	Independent Director	5.45	(16%)
7	Mr. Yazdi Piroj Dandiwal	Independent Director	4.40	11%
8	Mr. V. Chandrasekaran	Independent Director	6.70	(9%)
9	Mr. Adesh Kumar Gupta	Independent Director	4.61	(15%)
10	Dr. Thomas M. Connelly, Jr. <sup>ii</sup>	Independent Director	2.09	Not Applicable
11	Mr. Cyril Shroff <sup>ii</sup>	Independent Director	0.84	Not Applicable
12	Mr. Ashvin Dhirajlal Parekh <sup>iii</sup>	Independent Director	1.89	Not Applicable
13	Mr. Haigreve Khaitan <sup>iv</sup>	Independent Director	1.05	Not Applicable
14	Mr. Raj Kumar <sup>va</sup> / Mr. Mukkavilli Jagannath <sup>vb</sup>	Non-executive Director	2.09	(33%)
15	Mr. Sushil Agarwal <sup>vi</sup>	Non-executive Director	2.51	Not Applicable
16	Mr. Harikrishna Agarwal <sup>vii</sup>	Managing Director	213.26	37%
17	Mr. Pavan Kumar Jain <sup>viii</sup>	Chief Financial Officer	Not Applicable	16%
18	Mr. Sailesh Kumar Daga <sup>ix</sup>	Company Secretary and Compliance Officer	Not Applicable	21%

**Notes:**

- i Smt. Rajashree Birla, leads the entire CSR initiatives and monitors its implementation for the Company. She is deeply involved in identifying and planning the areas of social impact and closely monitors the progress of such CSR activities. For her exemplary contribution, she has won many awards and accolades. The most outstanding is the "Padma Bhushan" Award bestowed on her by the Government of India in 2011 in the area of **"Social Work"**.
- ii Ceased to be an Independent Director w.e.f. 22<sup>nd</sup> August 2024. Remuneration was paid for part of the financial year i.e. 2024-25, hence, percentage increase/(decrease) in remuneration is not comparable.
- iii Appointed as an Independent Director w.e.f. 23<sup>rd</sup> August 2024. Remuneration was paid for part of the financial year i.e. 2024-25, hence, percentage increase/(decrease) in remuneration is not comparable.
- iv Appointed as an Independent Director w.e.f. 26<sup>th</sup> September 2024. Remuneration was paid for part of the financial year i.e. 2024-25, hence, percentage increase/(decrease) in remuneration is not comparable.
- va Retired by rotation as a non-executive Director w.e.f. 20<sup>th</sup> August 2024. Remuneration for the FY 2024-25 shall be payable to LIC of India
- vb Appointed as a non-executive Director w.e.f. 26<sup>th</sup> September 2024. Remuneration for the FY 2024-25 shall be payable to LIC of India
- vi Appointed as non-executive Director w.e.f. 8<sup>th</sup> February 2024. Hence, percentage increase/(decrease) in remuneration is not comparable.
- vii For determining the ratio of the remuneration to the median remuneration of the employees of the Company for the FY 2024-25 and percentage increase in remuneration during the FY 2024-2025, deferred compensation, Retiral payouts, Leave Travel Allowance claimed, one time payout and perquisites under Employee Stock options Scheme are excluded for FY 2024-2025 as well as FY 2023-24.
- viii For determining the percentage increase in remuneration during the FY 2024-25, one time payout and perquisites under Employee Stock options Scheme are excluded for FY 2024-2025 as well as FY 2023-24
- ix For determining the percentage increase in remuneration during the FY 2024-25, leave encashment, one time payouts incl. Award and perquisites under Employee Stock options Scheme are excluded for FY 2024-2025 as well as FY 2023-24
- b. Sitting fees paid to Directors is not included in the remuneration.
- c. The percentage increase in the median remuneration of the employees in the FY 2024-25 stands at 2.59%
- d. There were 27,327 permanent employees on the rolls of the Company as on 31<sup>st</sup> March 2025.
- e. Average percentage increase in the salaries of employees, other than the managerial personnel for the FY 2024-25, was 5.4%. The average percentage increase in the salaries of the key managerial personnel for the FY 2024-25 was 30%.
- f. It is hereby affirmed that the remuneration paid is as per the Remuneration Philosophy / Policy of the Company.

# Report on Corporate Governance

## Company's Philosophy on Corporate Governance

Aditya Birla Group ("Group" / "ABG") is committed towards the adoption of the best Corporate Governance practices and its adherence in the true spirit, at all times. As a part of the Group, at Grasim Industries Limited ('Our Company' / 'the Company' / 'Grasim') we feel proud to belong to a Group whose visionary founders laid the foundation stone for good governance long back and made it an integral principle of the business. These are demonstrated in our Group Chairman's Vision, Group's purpose and values as mentioned below:



'At the core, good governance is about ensuring fair outcomes. The pre-requisite to achieving a fair outcome in the eyes of all stakeholders, is to first build trust. **Trust is the foundation of corporate governance.**'

**MR. KUMAR MANGALAM BIRLA**  
Chairman, Aditya Birla Group

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

### ABG Group Purpose

'Our Company is defined and driven by its unique set of 'Power of Five' values. These values-based approach is part of our Company's culture and ethics, which helps to pursue its purpose and achieve excellence in corporate governance.'

The Power of Five Values are encapsulated as:



Acting and taking decisions in a manner that is fair and honest. Following the highest standards of professionalism and being recognised for doing so. Integrity for us means not only financial and intellectual integrity, but encompasses all other forms as are generally understood.



On the foundation of integrity, doing all that is needed to deliver value to all stakeholders. In the process, being accountable for our own actions and decisions, those of our team and those on the part of the organisation for which we are responsible.



An energetic, intuitive zeal that arises from emotional engagement with the organisation that makes work joyful and inspires each one to give his or her best. A voluntary, spontaneous and relentless pursuit of goals and objectives with the highest level of energy and enthusiasm.



Thinking and working together across functional groups, hierarchies, businesses and geographies. Leveraging diverse competencies and perspectives to garner the benefits of synergy while promoting organisational unity through sharing and collaborative efforts.



Responding to internal and external customers with a sense of urgency. Continuously striving to finish before deadlines and choosing the best rhythm to optimise organisational efficiencies.

Corporate Governance refers to a set of laws, regulations and good practices that enables an organisation to perform its business efficiently and ethically to generate long-term wealth and create value for all its stakeholders. The essence of Corporate Governance lies in promoting and maintaining integrity, transparency, accountability, sustainability and safety across all business practices. Good Corporate Governance emerges from the application of the best and sound management practices and compliance with the laws coupled with adherence to the highest standards of transparency and business ethics.





Corporate Governance has always been intrinsic to the management of the business affairs of our Company. In line with the above philosophy, our Company continuously strives for excellence and focuses on enhancement of long-term stakeholder value through adoption of best governance and disclosure practices.

Our Company's governance rests on the highest standards of business ethics and corporate governance. The governance philosophy of the Group and our Company rests on following basic tenets viz.

#### Accountability and Interests:

Our practices ensure accountability towards all stakeholders, and protection of minority interests and rights.

#### Monitoring:

Effective monitoring and reviewing the risk management framework and associated practices is ensured.

#### Control:

Effective control systems are maintained to ensure efficient conduct of business and discharge of responsibilities.

#### Ethics:

Our practices ensure that we maintain high standards of ethics.

#### Transparency and Disclosures:

Transparency, integrity and disclosures are keys to corporate governance practices. Our practices ensure that we make timely and accurate disclosures.

#### Review:

Regular review of processes and management systems for improvement are ensured.

Our Company confirms compliance with the Corporate Governance requirements as stipulated in the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time ('Listing Regulations'), the details of which are as set out hereunder:

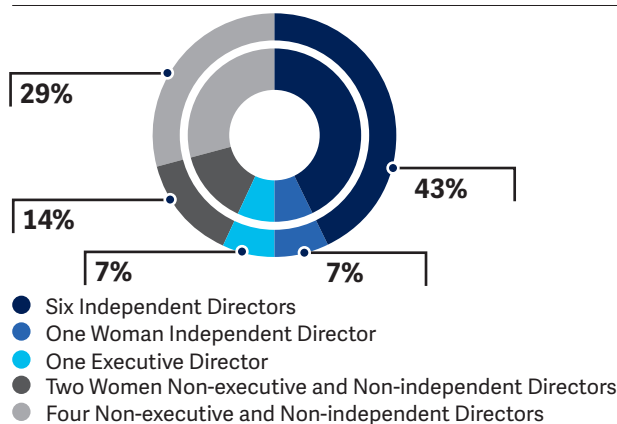
## BOARD OF DIRECTORS

### Composition of Board of Directors ('Board')

Our Company comprises of eminent and distinguished personalities with proficiency and vast experience in diversified sectors with an optimum mix of management and financial experts thereby ensuring the best interest of its stakeholders. Our Company has a balanced and diverse Board, which includes independent professionals and confirms to the provisions of the Companies Act, 2013 ('the Act') and the Listing Regulations. The Directors possess requisite qualification, experience and expertise in their respective functional areas, which enable them to discharge their responsibilities and provide effective leadership to the management. In designing the Board composition, number of factors are considered, which include educational background, professional experience, gender, skills and knowledge among others.

Our Company's Board comprises of 14 (Fourteen) Directors, 7 (Seven) are Independent Directors, 6 (Six) Non-executive Directors and 1 (One) Executive Director. Our Company's Board comprises of 3 (Three) Women Directors, out of which 1 (One) is an Independent Director. The position of Chairman and Managing Director are held by different individuals, where Chairman of the Board is a Non-executive Chairman.

### Board Structure (%) - As on 31<sup>st</sup> March 2025



None of the Directors of our Company, is on the Board of more than 10 public limited companies or acts as an Independent Director in more than 7 (Seven) listed entities. None of the Director on the Board, who is a Whole Time Director / Managing Director serves as an Independent Director in more than 3 (Three) listed entities. Further, none of the Director of our Company is a member of more than 10 (Ten) Committees or Chairperson of more than 5 (Five) Committees, across all public companies in which he/she is a Director. The composition of the Board and its Committee(s) are in conformity with the requirements of the Act and the Listing Regulations.

## Report on Corporate Governance (Contd.)

Brief profile of the Board of our Company including their area of expertise, other directorships, committee positions and shareholding in the Company as on 31<sup>st</sup> March 2025 are as under:

### MR. KUMAR MANGALAM BIRLA

Chairman, Non-executive and Non-independent Director



DIN: 00012813

Age: 58 years

Date of Appointment: 14<sup>th</sup> October 1992

Term ending date: Liable to retire by rotation

Tenure : ~33 years

Shareholding: 14,94,989\*

Board Memberships - Indian listed companies

1. Aditya Birla Capital Limited: **Non-executive Director**
2. Aditya Birla Fashion and Retail Limited: **Non-executive Director**
3. Aditya Birla Real Estate Limited: **Non-executive Director<sup>#</sup>**
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.

<sup>#</sup>Formerly known as Century Textiles and Industries Limited.

### Profile –

Mr. Kumar Mangalam Birla is the Chairman of the Board of Directors of your Company and the Chairman of Aditya Birla Group ("Group"), which operates in 41 countries across six continents. He is a Chartered Accountant and holds an MBA degree from the London Business School.

Mr. Birla chairs the Boards of all major Group Companies in India and globally. In the 30 years that he has been at the helm of the Group, he has accelerated growth, built meritocracy, and enhanced stakeholder value. In the process he has raised the Group's turnover by over 30 times.

He has been the architect of over 60 acquisitions in India and globally, among the highest by any Indian multinational. Under his stewardship, the Group enjoys a position of leadership in all the major sectors in which it operates, from cement to chemicals, metals to textiles, fashion to financial services and real estate to renewables. Over the years, Mr. Birla has built a highly successful meritocratic organisation, anchored by an extraordinary force of over 185,000 employees.

Outside the Group, Mr. Birla has held several key positions on various regulatory and professional Boards. He was a Director on the Central Board of Directors of the Reserve Bank of India. He was Chairman of the Advisory Committee constituted by the Ministry of Company Affairs and also served on the Prime Minister of India's Advisory Council on Trade and Industry. As the Chairman of the Securities Exchange Board of India Committee on Corporate Governance, he framed the first-ever governance code for Corporate India.

Over the years, Mr. Birla has been conferred several prestigious awards. In 2023, he was conferred the prestigious Padma Bhushan, among India's highest civilian honours. India's leading business publication, The Economic Times, has honoured him three times with the 'Business Leader of the Year' award, most recently in 2025—making him the only industrialist to receive this distinction. He was also conferred the prestigious Business Leader of the Decade award by the All-India Management Association (AIMA). In 2021, he received the TiE Global Entrepreneurship Award for Business Transformation, the first Indian business leader to receive this honour. He is also the first Indian Industrialist to be conferred an Honorary degree by the Institute of Company Secretaries of India.

Mr. Birla is deeply engaged with Educational Institutions. He is the Chancellor of the Birla Institute of Technology & Science with campuses in Pilani, Goa, Hyderabad, Dubai and Mumbai. He has also been the Chairman of the Indian Institute of Management, Ahmedabad and Indian Institute of Technology, Delhi.

On the global arena, Mr. Birla is an Honorary Fellow of the London Business School. In 2019, Mr. Birla constituted a £15mn scholarship programme at the London Business School in memory of his grandfather, Mr. B. K. Birla, marking the largest ever endowed scholarship gift to a European Business School. A firm practitioner of the trusteeship concept, Mr. Birla has institutionalised the concept of caring and giving at the Group. With his mandate, the Group is involved in meaningful welfare driven activities that distinctively enrich the lives of millions.

**SMT. RAJASHREE BIRLA**Non-executive and  
Non-independent DirectorDIN: **00022995**Age: **80 years**Date of Appointment: **14<sup>th</sup> March 1996**Term ending date: **Liable to retire by rotation**Tenure : **~29 years**Shareholding: **5,74,829**

Board Memberships - Indian listed companies

1. Aditya Birla Real Estate Limited: **Non-executive Director<sup>#</sup>**
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,<br>Legal & Compliance | Industry Knowledge |
| General Management                          | Sustainability     |
| Human Resource<br>Development               |                    |

<sup>#</sup>Formerly known as Century Textiles and Industries Limited.**Profile –**

Smt. Rajashree Birla is an exemplar in the area of community initiatives and rural development. Smt. Birla chairs the Aditya Birla Centre for Community Initiatives and Rural Development, the Group's apex body responsible for development projects. She oversees the social and welfare driven work across all the Group's major companies. The footprint of the Centre's work straddles over 9,000 villages, reaching out to 11 million people. The Group runs 24 hospitals. The Group reaches out to well over 100,000 students through its network of 54 formal schools and non-formal educational institutes. Of these, girls constitute 50%. Both its hospitals as well as schools are 'Not for Profit' institutions.

Smt. Birla is a member of the Advisory Board, Columbia Global Centre, Mumbai. She is the Chairperson of Xynteo's Vikaasa Advisory Board. She chairs FICCI – Aditya Birla CSR Centre for Excellence. Smt. Rajashree Birla serves as the Chairperson on the Habitat for Humanity India's IndiaBuilds Advisory Committee. She is also an active member at the Habitat for Humanity Asia Pacific Development Council and serves as a member at the Habitat for Humanity International Global Council.

She is the Chairperson of FICCI's first ever Expert Committee on CSR and is on the Board of BAIF Development Research Foundation, Pune, a Trustee of the Gujarat Vidyapith as well as Breach Candy Hospital Trust.

As a patron of arts and culture, she is the President of the "Sangit Kala Kendra", a Centre for performing arts, as well as the INT-ABCPA (Indian National Theatre-Aditya Birla Centre for Performing Arts).

In recognition of the exemplary work done by Smt. Rajashree Birla, leading national and international organisations have showered accolades upon her. Among these the most outstanding one has been that of the Government of India who bestowed the 'Padma Bhushan Award' in 2011 on Smt. Rajashree Birla in the area of 'Social Work'.

Most recently she was named the recipient of the 'Lal Bahadur Shastri Award for Excellence 2024'. At the G20 EMPOWER Meet in Ahmedabad, the 'G20 EMPOWER Award for 'Lifetime Achievement' was conferred upon Smt. Birla by Smt. Smriti Irani, the erstwhile Minister of Women and Child Development / Minority Affairs, Government of India. Furthermore, Smt. Birla was named as an exemplar in Rotary International's healthcare programmes by the Hon'ble President, Smt. Droupadi Murmu. Yet another prestigious award accorded to Smt. Birla is BRICS 'Living Legend and Icon for Community Excellence and Lifetime Achievement Award', at the hands of the then President of India, Mr. Ram Nath Kovind.

Additionally, for Smt. Birla's unrelenting endeavours towards polio eradication, she was given the much coveted 'Polio Eradication Champion Award' by the Government of India. Likewise, the 'Global Golden Peacock Award for CSR' was bestowed upon her by Dr. Ola Ullsten, the Former Prime Minister of Sweden in Portugal. Among other distinctive awards conferred upon Smt. Birla include - the All-India Management Association's 'Corporate Citizen of the Year Award', the IOD's 'Distinguished Fellowship Award' and the 'FICCI FLO Golden Laurel Award'. Under her exemplary leadership, the Economic Times' prestigious 'Corporate Citizen of the Year Award' was presented twice to the Group in 2002 and 2012, received by Smt. Birla.

## Report on Corporate Governance (Contd.)

### MS. ANANYASHREE BIRLA

Non-executive and  
Non-independent Director



DIN: 06625036

Age: 30 years

Date of Appointment: 6<sup>th</sup> February 2023

Term ending date: **Liable to retire by rotation**

Tenure : ~2 years

Shareholding: 36,800

Board Memberships - Indian listed companies

1. Aditya Birla Fashion and Retail Limited: **Non-executive Director**
2. Hindalco Industries Limited: **Non-executive Director**

Directorship(s) in public companies: 3

Committee position: **Chairperson — Nil    Member — 1**

#### Area of expertise

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

### Profile –

Ananya is a businesswoman and an artist.

Named as one of Business Today's Most Powerful Women 2023, Ananya started Svatantra Microfin, the youngest and fastest growing microfinance company in India, at the age of 17. In one of the largest deals in the industry, Ananya Birla's Svatantra has acquired Chaitanya India Fin Credit, making Svatantra the second largest microfinance organisation in the industry. With a team strength of over 19,500 and an AUM of over 16,000 crore, Svatantra is financing entrepreneurs who are powering India's growth story. Recently, Svatantra secured the largest PE investment deal in the microfinance sector, amounting to a whopping ₹ 1,930 crore. (\$230 million), with investments from Advent International and Multiples. Svatantra has been a first mover and shaper of the industry by being the first end-to-end cashless organisation, and also the first to roll out an extensive customer facing app that is conducive to client social behaviours.

The AA- graded organisation (highest rating in the sector) was awarded the best microfinance organisation of the year and has been placed in the top 25 best places to work in its segment by globally recognised Great Places To Work 2020. In addition, Svatantra MHFC, her micro housing arm, is the only housing institution to focus on the EWS/LIG segment, and to have a completely branchless model.

Listed in the Fortune 40 Under 40 cohort, Ananya was also voted one of GQ's Most Influential Young Indians and featured in Miss Vogue's '28 Geniuses Under 28'. She has graced the cover of Forbes Women to Watch, been named Financial Express Newsmaker of the Year, and was honoured as one of Economic Times' Most Promising Women Business Leaders of 2022. Selected among Fortune's 100 Most Powerful Women, she was also featured in the 2024 edition of Economic Times' 40 Under Forty.

In 2024, she forayed in the beauty and personal care space with the launch of Birla Cosmetics. As part of this venture, she introduced her own fragrance brand, Contraband, followed by Lovetec, a performance-driven, homegrown colour cosmetics line crafted to global standards.

Ms. Ananya Birla's efforts in her entrepreneurial ventures have been recognised and felicitated by various Government entities such as the Hon'ble Prime Minister of India, Shri Narendra Modi at Champions of Change, an event organised by the National Institution for Transforming India (NITI Aayog). Ms. Ananya Birla was also conferred by the Hon'ble Chief Minister of Maharashtra, Shri Devendra Fadnavis, for her role in empowering rural Indian women and pioneering 100% cashless disbursement since inception. She was presented with Kamala Rising Star Award by the Hon'ble Governor of Maharashtra, Shri Bhagat Singh Koshiyari, in April 2022.

An alumnus of Oxford University, she is also the founder of Ananya Birla Foundation which promotes global understanding and supports programs that build a kinder, happier, equal, stigma-free world, where no conversation is taboo, and all people are connected to the support they need to lead a fulfilling life. One of the key imperatives of the foundation is to make mental health mainstream. The Foundation has been committed to working with exemplary community-first non-profit organisations from India to be a part of the solution to pressing societal challenges primarily through grant-making.

In May 2020, the Foundation made its' first grant to Save The Children India targeting 1,00,000 individuals, and several grants thereafter in different areas of need, such as, surgeries for acid attack survivors and menstrual hygiene. The foundation is currently doing pioneering work in research and intervention designs for mental health in rural India. The findings of Project Blank Slate were translated into published papers at Cambridge, offering comprehensive insights into mental health resources, barriers, intervention needs, and perspectives among rural women in Maharashtra.

The Foundation's impact in numbers in 2024-25 showcases meaningful change across people, communities, and animals. Project UNLEARN educated 300 incarcerated men in Dehradun Prisons on gender equality, consent, and positive masculinity. In partnership with World For All, 2,568 critically ill canines were treated and rehabilitated, and over 4,000 stray dogs received medical care with a 90% survival and recovery rate. Through the Poribortonor Bij Amar program, implemented with Gram Panchayats and district authorities, 120 women across 30 Gram Panchayats were trained in solid waste management, data reporting, and financial literacy to operate sustainable SHG-led businesses. The MannSafar campaign reached 5,000 adolescents and youth in Mumbai colleges, while CIF (Children of India Foundation) enhanced mental health awareness and access to services for 2,000 EMGs across Karnataka.



An ardent advocate for mental health, Ananya is also a National Alliance on Mental Illness (NAMI) ambassador. She is also the co-founder of Mpower, a foundation that provides mental health awareness across the country.

Ananya was recently appointed on the board of Aditya Birla Management Corporation Pvt. Ltd., Aditya Birla Fashion & Retail, Hindalco, and Grasim. Ananya is involved in various Aditya Birla Group businesses driving key strategy across industries, both in India and overseas.

With over 500 million streams, Ananya is also India's biggest selling English language global popstar, and has scaled the charts at home, in India, as well as overseas. With three back-to-back double platinum selling singles and two platinum selling singles, Ananya is unstoppable. The MTV EMA nominee began her musical journey at the age of 9 with the santoor, an Indian instrument.

### MR. ARYAMAN VIKRAM BIRLA

Non-executive and  
Non-independent Director



DIN: **08456879**

Age: **27 years**

Date of Appointment: **6<sup>th</sup> February, 2023**

Term ending date: **Liable to retire by rotation**

Tenure : **~2 years**

Shareholding: **36,800**

Board Memberships - Indian listed companies

1. Aditya Birla Fashion and Retail Limited: **Non-executive Director**
2. Hindalco Industries Limited: **Non-executive Director**

Directorship(s) in public companies: **3**

Committee position: **Chairman — Nil** **Member — Nil**

#### Area of expertise

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

### Profile –

Aryaman Vikram Birla has held leadership roles across multiple businesses of the Aditya Birla Group, including fashion, paints, and real estate. He serves on the board of the Group's apex body, Aditya Birla Management Corporation, as well as on the boards of several key Group companies, including Grasim Industries, Aditya Birla Fashion & Retail (ABFRL), Hindalco Industries, and the Group's digital-first fashion platform, TMRW.

He is the founder of Aditya Birla New Age Hospitality, the Group's fast-growing hospitality platform, and Aditya Birla Ventures, its venture capital arm focused on investing in high-growth start-ups across emerging sectors.

Aryaman holds an MBA with Honors from Harvard Business School, a Master's degree in Global Finance from Bayes Business School, and a Bachelor's degree in Commerce from the University of Mumbai.



## Report on Corporate Governance (Contd.)

### MS. ANITA RAMACHANDRAN

Independent Director



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.

DIN: 00118188

Age: 70 years

Date of Appointment: 14<sup>th</sup> August 2018

Term ending date: 13<sup>th</sup> August 2028\*

Tenure : ~7 years

Shareholding: Nil

Board Memberships - Indian listed companies

1. Aditya Birla Sun Life AMC Limited: Independent Director
2. Blue Star Limited: Independent Director
3. FSN E-Commerce Ventures Limited: Independent Director
4. Happiest Minds Technologies Limited: Independent Director
5. Ujjivan Small Finance Bank Limited: Independent Director
6. UltraTech Cement Limited: Independent Director

Directorship(s) in public companies: 8

Committee position: Chairperson — 2 Member — 6

#### Area of expertise

- |  |  |
|--|--|
|  Corporate Governance, Legal & Compliance |  Human Resource Development |
|  General Management                       |  Industry Knowledge         |

\*Reappointed for a second term of 5 years w.e.f. 14<sup>th</sup> August 2023.

#### Profile –

Ms. Anita Ramachandran holds a Master's Degree in Management Studies from Jamnalal Bajaj Institute of Management. She is a renowned Human Resource professional with deep knowledge and experience of about 40 years as a management consultant. She is also one of the first generation of women professionals to become an entrepreneur and run a highly successful HR consulting and services organisation.

Ms. Ramachandran began her career with AF Ferguson & 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

### MR. N. MOHAN RAJ

Independent Director



DIN: 00181969

Age: 71 years

Date of Appointment: 12<sup>th</sup> July 2019

Term ending date: 11<sup>th</sup> July 2029\*

Tenure : ~6 years

Shareholding: Nil




Board Memberships - Indian listed companies

Nil

Directorship(s) in public companies: Nil

Committee position: Chairman — Nil Member — Nil

#### Area of expertise

- |  |   |
|--|---|
|  Corporate Governance, Legal & Compliance |  Marketing           |
|  Financial Literacy                       |  Risk Management     |
|  General Management                       |  Strategic Expertise |
|  Industry Knowledge                       |  Sustainability      |

\*Reappointed for a second term of 5 years w.e.f. 12<sup>th</sup> July 2024.

#### Profile –

Mr. N Mohan Raj holds a Master's Degree in Arts (Economics). He is the former Executive Director of Life Insurance Corporation of India and has rich experience in the field of Administration, Marketing of Life Insurance, Mutual Fund, Finance and Investments.

**MR. YAZDI PIROJ DANDIWALA**

Independent Director

DIN: **01055000**Age: **74 years**Date of Appointment: **6<sup>th</sup> February 2023**Term ending date: **5<sup>th</sup> February 2028**Tenure : **~2 years**Shareholding: **Nil**

Board Memberships - Indian listed companies

1. Hindalco Industries Limited: **Independent Director**
2. Pilani Investment and Industries Corporation Limited: **Independent Director**
3. Rashi Peripherals Limited: **Independent Director**

Directorship(s) in public companies: **4**Committee position: **Chairman — Nil      Member — 4****Area of expertise**

Corporate Governance, Legal & Compliance	Risk Management
Financial Literacy	Strategic Expertise
General Management	Sustainability
Industry Knowledge	

**Profile –**

Mr. Yazdi Piroj Dandiwalla 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. Dandiwalla 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. Dandiwalla serves as a Director on the Board of various companies like Duville Estates Private Limited, Access Trusteeship Company Private Limited, Pilani Investment and Industries Corporation Limited, Hindalco Industries Limited, Hindalco-Almex Aerospace Limited and Rashi Peripherals Limited.

He was a member and for a few years the Chairman of the local advisory committee of Bank of Nova Scotia. He is also a member of the Managing Committee of the Bombay Incorporated Law Society

**MR. V. CHANDRASEKARAN**

Independent Director

DIN: **03126243**Age: **67 years**Date of Appointment: **24<sup>th</sup> May 2021**Term ending date: **23<sup>rd</sup> May 2026**Tenure : **~4 years**Shareholding: **85**

Board Memberships - Indian listed companies

1. Care Ratings Limited: **Independent Director**
2. Tata Investment Corporation Limited: **Independent Director**

Directorship(s) in public companies: **5**Committee position: **Chairman — 3      Member — 3****Area of expertise**

Corporate Governance, Legal & Compliance	Risk Management
Financial Literacy	Strategic Expertise
General Management	
Industry Knowledge	

**Profile –**

Mr. V. Chandrasekaran is a qualified Chartered Accountant and retired Executive Director (Investment) of LIC of India. He has more than 3 decades of experience in Life Insurance Finance, Housing Finance and Mutual Fund Investment, with adequate exposure to a gamut of Investments. He is involved in Investment decision making processes, Investment Monitoring & Accounting and Investment Research and Risk Management. He serves as an Independent Director on the Board of various companies like Aditya Birla Housing Finance Limited, Aditya Birla Renewables SPV 1 Limited, CARE Ratings Limited, Tata Investment Corporation Limited, Aseem Infrastructure Finance Limited, LIC (International) Bahrain, etc.

## Report on Corporate Governance (Contd.)

### MR. ADESH KUMAR GUPTA

Independent Director



DIN: 00020403

Age: 68 years

Date of Appointment: 24<sup>th</sup> May 2021

Term ending date: 23<sup>rd</sup> May 2026

Tenure : ~4 years

Shareholding: 72,204\*

Board Memberships - Indian listed companies

1. India Pesticides Limited: **Independent Director**
2. Krsnaa Diagnostics Limited: **Independent Director**

Directorship(s) in public companies: 3

Committee position: **Chairman — 1** **Member — 4**

#### Area of expertise

- |  |                     |
|--|---------------------|
| Corporate Governance, Legal & Compliance | Risk Management     |
| Financial Literacy                       | Industry Knowledge  |
| General Management                       | Strategic Expertise |
| Human Resource Development               | Sustainability      |

\*Including 856 shares held as Karta of Adesh Kumar Gupta HUF.

### Profile –

Mr. Adesh Kumar Gupta is a qualified Chartered Accountant, Company Secretary and has completed Advanced Management Programme from Harvard University. He has more than 4 decades of vast experience in the field of finance and general management. He has sound knowledge and expertise in the field of finance, strategy and corporate law in various industries. He serves as an Independent Director on the Board of various companies like India Pesticides Limited, Krsnaa Diagnostics Limited and Anand Rath Financial Services Limited. He was the Whole Time Director and CFO of the Company till 30<sup>th</sup> June 2015. He was recognised as Best CFO by the Institute of Chartered Accountants of India, IMA, Business Today. He is Ex-Member of National Advisory Committee on Accounting Standards ('NACAS') as representative of FICCI. NACAS was a statutory organisation constituted by Government of India for setting up Accounting Standards.

### MR. ASHVIN DHIRAJLAL PAREKH

Independent Director



DIN: 06559989

Age: 71 years

Date of Appointment: 23<sup>rd</sup> August 2024

Term ending date: 22<sup>nd</sup> August 2029

Tenure : ~7 months

Shareholding: Nil

Board Memberships - Indian listed companies

1. Nippon Life India Asset Management Limited: **Independent Director**

Directorship(s) in public companies: 4

Committee position: **Chairman — 2** **Member — Nil**

#### Area of expertise

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

### Profile –

Mr. Parekh has set up the advisory service company – Ashvin Parekh Advisory Services LLP (APAS) in the areas of providing services to the Boards and the management of the financial services sector companies, in June 2013. Mr. Parekh retired as a Senior Partner from Ernst & Young in June 2013, he was with EY for 8 years. Post retirement, he was Partner in EY, associated with EY as a Senior Expert – Advisor till April 2014. Earlier he was the Executive Director of Deloitte Touche Tohmatsu India Pvt. Ltd. from July 2002 till June 2005. He was also holding senior positions in Arthur Anderson, Price Waterhouse Coopers, KPMG India, KPMG UK, KPMG Dubai and Hindustan Lever Ltd. He has worked in the United Kingdom, Dubai, Australia, Germany and the US on Partner secondment programs for about 11 years outside of India.

After returning to India, 20 years ago Ashvin has been working closely with all the major global and Indian clients in the banking, insurance, and capital markets areas.



Mr. Parekh has done more than 700 projects with the large firms. In 1999–2000, during the reforms in the insurance sector he was closely involved with the government and the regulator in the formation of the regulatory authority and also assisted the regulators office in preparing the regulations for the sector. Since then, he has assisted more than 40 + joint ventures in the life, general and health insurance areas. He has assisted these companies from the preparation of business plans till assisting them in seeking regulatory approvals for licensing / registering these companies. He has assisted one of the old private sector banks in selling their stake with a life insurance major. He was retained by 6 major global Re-insurance players for providing the regulatory support with regards setting up of their branches in India keeping with The Insurance Laws (Amendment) Bill, 2008 and filing of application for setting up such branches in India.

Mr. Parekh has been working closely with the Government of India. In the last 10 years, he has been on 9 committees set up by the finance minister / Ministry of Finance. He has been assisting all the regulators in the finance sector namely the banking, insurance, pension and capital markets with new reforms.

He has been a member of several committees set up by the RBI, IRDAI and SEBI. Mr. Parekh was also selected Expert Committee of RBI (K V Kamath committee) for Resolution Framework for Covid-19 related Stress.

Mr. Parekh is on the boards of reputed BFSI and listed entities as an Independent Director. Earlier he was the Chairman on the Board of National Pension Scheme (NPS) in India from 2017 to 2020. Prior to that he was a Trustee of the NPS from 2015. He was on the board of ICICI Lombard GIC Limited as an Independent Director for 10 years till April 2024. Presently, he is on board of ICICI Securities Limited, ICICI Securities Primary Dealership Limited (Completing 10 years in March 2025), Nippon Life India Asset Management Limited, Aditya Birla Sun Life Insurance Company Limited and Grasim Industries Limited.

Mr. Parekh is very active on the media both television and print on discussions on the Indian economy, the fiscal and monetary policies and the new reform initiatives.

### MR. HAIGREVE KHAITAN

Independent Director



DIN: 00005290

Age: 54 years

Date of Appointment: 26<sup>th</sup> September 2024

Term ending date: 25<sup>th</sup> September 2029

Tenure : ~6 Months

Shareholding: Nil

Board Memberships - Indian listed companies

1. Dalmia Bharat Limited: **Independent Director**
2. JSW Steel Limited: **Independent Director**
3. Reliance Industries Limited: **Independent Director**
4. Tech Mahindra Limited: **Independent Director**

Directorship(s) in public companies: 5

Committee position: **Chairman — 1** **Member — 3**

#### Area of expertise

- |  |                                       |
|--|---------------------------------------|
| Corporate Governance, Legal & Compliance | Technology, Digitisation & Innovation |
| Financial Literacy                       | Strategic Expertise                   |
| General Management                       | Sustainability                        |
| Industry Knowledge                       |                                       |

### Profile –

Mr. Haigreve Khaitan is the Senior Partner of Khaitan & Co.

Khaitan & Co has grown to become India's largest full-service law firm and the most advanced professional legal institution in the country.

With more than 30 years of professional experience, he has led some of the most high-profile and challenging matters and transactions in India across industries, be it for companies, financial institutions or boards of directors.

As a strategic advisor, he is often brought onboard to devise innovative commercial solutions to solve complex legal and regulatory matters, including mergers and acquisitions, restructurings and insolvencies, structured financing as well as critical disputes, governance challenges and white-collar crime matters.

He regularly participates in high-level policy-making bodies, including recently as a member of the Competition Commission of India's Committee for the Digital Competition Act, a member of the Securities and Exchange Board of India's Committee on Fair Market Conduct, and a member of the Industry Standard Forums (FICCI, CII, ASSOCHAM) for setting implementation standards for the provisions of SEBI Listing Regulations, member of the CII Governance Council.

## Report on Corporate Governance (Contd.)

He has been consistently recommended by the world's leading accreditation bodies as one of the most prominent lawyers in the country, describing him as an "outstanding lawyer" who is "extremely good and very sharp when it comes to large transactions".

His recognitions include:

- Chambers and Partners as an "Eminent Practitioner" for Corporate M&A and Private Equity and "Band 1 Lawyer" for Private Wealth Law;
- Legal 500 ranked in "Hall of Fame" for Corporate and M&A and Recommended Lawyer for Private Client practice and Private Equity and Investment Funds;
- Who's Who Legal 2023 - Global Elite Thought Leader for M&A;
- Recognised as Elite practitioner by Asialaw Leading Lawyers;
- Recognised as Market Leader for Banking and M&A by IFLR;
- A - List lawyer by India Business Law Journal;
- Asian Legal Business as one of the top 15 M&A lawyers in Asia.

### MR. MUKKAVILLI JAGANNATH

Non-executive Director and  
Non-independent Director



DIN: **10090437**

Age: **62 years**

Date of Appointment: **26<sup>th</sup> September 2024**

Term ending date: **Liable to retire by rotation**

Tenure : **~6 months**

Shareholding: **Nil**







Board Memberships - Indian listed companies

1. BSE Limited: **Non-Independent Director**
2. Life Insurance Corporation of India: **Executive Director**
3. LIC Housing Finance Limited: **Director**

Directorship(s) in public companies: **4\***

Committee position: **Chairman — 1    Member — 2\***

#### Area of expertise

- |   |   |
|---|---|
|  Corporate Governance,<br>Legal & Compliance |  Industry Knowledge  |
|  Financial Literacy                          |  Strategic Expertise |
|  General Management                          |  Sustainability      |

\*Including Life Insurance Corporation of India

### Profile –

Mr. Jagannath is the Managing Director of Life Insurance Corporation of India with effect from 13<sup>th</sup> March 2023.

Mr. Jagannath joined LIC in the year 1988 as a Direct Recruit Officer, Mr. Jagannath brings with him rich experience of over three decades across various functions of the Corporation. Before taking charge of the current assignment, he was the Zonal Manager (In Charge) of South Central Zone, where he led the Zone's transformation by driving performance on vital metrics. Under his stewardship, the Zone scripted newer heights in New Business growth by nurturing a performance-oriented culture and driving a consumer-centric service model. Earlier, he was Head of Bancassurance for the South Central Zone and thereafter, the Regional Manager (Marketing) of the same Zone at Hyderabad and Bangalore locations. He also held the helm of Ernakulam, Dharwad and Bangalore-I Divisions in his earlier role as Senior Divisional Manager. Mr. Jagannath's international experience comes from his tenure as Chief Executive Officer and Manager Director of LIC (Lanka) Ltd., Colombo, Sri Lanka between 2009 and 2013.

Mr. Jagannath is a Commerce graduate with CA (inter) and holds a Post-Graduate Diploma in Marketing, International Post-Graduate Diploma in Life Insurance, General Insurance & Risk Management from the Institute of Insurance and Risk Management (IIRM), Hyderabad. He is an Associate of the Insurance Institute of India, Mumbai.





### MR. SUSHIL AGARWAL

Non-executive Director and  
Non-independent Director



DIN: **00060017**

Age: **61 years**

Date of Appointment: **8<sup>th</sup> February 2024**

Term ending date: **Liable to retire by rotation**

Tenure : **~1.2 years**

Shareholding: **2,09,007**

Board Memberships - Indian listed companies

- Aditya Birla Capital Limited: **Non-executive Director**
- Hindalco Industries Limited: **Non-executive Director**
- Vodafone Idea Limited: **Non-executive Director**

Directorship(s) in public companies: **6**

Committee position: **Chairman — Nil      Member — 5**

#### Area of expertise

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

### Profile –

Mr. Sushil Agarwal is currently the Group Chief Financial Officer and Director, Aditya Birla Management Corporation Private Limited, the Group's apex management body. He serves as a Non-executive Director on the Board of several Group Companies including Hindalco Industries Limited, Grasim Industries Limited, Vodafone Idea Limited, Aditya Birla Capital Limited and Novel Jewels Limited. Mr. Agarwal is a member of the Business Review Council of the Group. In 2021, he was also appointed as a nominee Director at Zand Bank PJSC – a Dubai based first of its kind Digital Bank.

Mr. Agarwal has been with the Group for over 36 years and has the unique distinction of working closely with the former Chairman Late Mr. Aditya Vikram Birla and current Chairman Mr. Kumar Mangalam Birla. He has led various strategic initiatives of the Group, including M&A and restructurings. A strong advocate of corporate governance and trusteeship, he is widely acknowledged for his financial acumen and analytical skills.

In 2018, he was awarded as “India’s Greatest CFO” at the Asia One India’s Greatest Brands and Leaders Awards and as the “Business Leader Corporate CFO” at the 11<sup>th</sup> ICAI Awards. He has been recognised as one of the ‘Top 10 Global CFO’s – 2023’ by CEO Insights Magazine. In 2024, he was also awarded the Life Time Achievement Award at Financial Express ‘CFO’ Award.

He was honoured with the ‘Exceptional Contributor Award’ in 2000 and ‘Outstanding Leadership Award’ in 2014 by the Chairman of Aditya Birla Group.

Mr. Sushil Agarwal is a qualified Chartered Accountant and holds a Master’s Degree in Commerce.

### MR. HARIKRISHNA AGARWAL

Executive Director, Managing Director



DIN: **09288720**

Age: **65 years**

Date of Appointment: **1<sup>st</sup> December 2021**

Term ending date: **30<sup>th</sup> November 2025\***

Tenure : **~3.5 years**

Shareholding: **66,470**

Board Memberships - Indian listed companies  
**Nil**

Directorship(s) in public companies: **Nil**

Committee position: **Chairman — Nil      Member — Nil**

#### Area of expertise

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

\*Sought early retirement effective from the close of business hours of 31<sup>st</sup> March 2025.

### Profile –

Mr. Hari Krishna Agarwal is an accomplished industry veteran with over 4 decades of deep experience spanning diverse sectors. He served as Managing Director of Grasim Industries, the flagship Company of the Aditya Birla Group (ABG) and was also the Business Director of the Group's global Cellulosic Fibre business “Birla Cellulose” till 31<sup>st</sup> March 2025.

## Report on Corporate Governance (Contd.)

Mr. Agarwal has also served as a Director of Aditya Birla Management Corp. Pvt. Ltd., the apex body steering the Group's corporate strategy. Throughout his career, he has held leadership positions in Cement, Chemicals, Advanced Materials, and Cellulosic Fibre sectors, becoming a key figure in driving industry discussions and innovation.

A Chartered Accountant with an all-India rank, Mr. Agarwal, has completed a number of national and international management and leadership development programmes, including an Executive MBA from Sasin, Chulalongkorn University in Bangkok, and an AMP at Harvard. He received the Chairman's "Outstanding Leader Award" in 2012 and the "Certificate of Excellence" in 2021 for his outstanding contribution to Grasim's growth. He is passionate crusader for sustainability and circularity.

### Notes:

1. Independent Directors are Non-executive Directors as defined under Regulation 16(1)(b) of the Listing Regulations and Section 149(6) of the Act.
2. In terms of Regulation 26(1) of the Listing Regulations:
  - Foreign companies, private limited companies and companies under section 8 of the Act are excluded for the purpose of considering the limit of directorship(s) and Committee membership(s).
  - The Committees considered for the purpose are Audit Committee and Stakeholders' Relationship Committee.
  - None of the Directors held Directorship in more than ten public limited companies and were members of more than ten committees or chairperson of more than five committees across all public limited companies in which they were Directors.
3. The number of directorship and committee positions is excluding our Company.
4. No Director is related to any other Director on the Board, except for:
  - i. Mr. Kumar Mangalam Birla and Smt. Rajashree Birla, who are related to each other as son and mother respectively.
  - ii. Ms. Ananyashree Birla is grand-daughter of Smt. Rajashree Birla, daughter of Mr. Kumar Mangalam Birla and elder sister of Mr. Aryaman Vikram Birla.
  - iii. Mr. Aryaman Vikram Birla is grand-son of Smt. Rajashree Birla, son of Mr. Kumar Mangalam Birla and brother of Ms. Ananyashree Birla.

5. None of the Directors hold any convertible instruments of your Company.
6. Committees membership excludes chairmanship.
7. No Non-executive Director has attained the age of 75 years, except Smt. Rajashree Birla, for which the approval of the Members has been obtained by way of special resolution at the Annual General Meeting held on 20<sup>th</sup> August 2024.
8. List of core skills, expertise and competencies of the Board of Directors of the Company are forming part of this Integrated Report.

### Role of the Board of Directors

Our Company's Board plays a primary role in ensuring good governance; smooth functioning of the Company and in the creation of stakeholders' value.

The Board's role, functions, responsibility and accountability are clearly defined. As the Board's primary role is fiduciary in nature, it is responsible for ensuring that the Company runs on sound ethical business practices and that the resources of the Company are utilised in a manner so as to create sustainable growth and value for the Company's members and the other stakeholders and also fulfil the aspirations of the society and the communities in which it operates.

The Board is duly supported by the Management in ensuring effective functioning of the Company. The Board monitors the Company's overall performance, directs and guides the activities of the Management towards the set goals and seeks accountability. The Board also sets standards of corporate behaviour, ensures transparency in corporate dealings and compliance with the laws and regulations. As a part of its function, the Board periodically reviews all the relevant information, which is required to be placed before it, pursuant to the Act and Listing Regulations and in particular, reviews and approves financial statements, corporate strategies, business plans, annual budgets, projects (including CSR projects) and capital expenditure.

### Board Meetings and Procedures

The Board meets at regular intervals to discuss and decide on Company/business policy and strategy apart from other Board businesses. The Board/Committee Meetings are pre-scheduled and a tentative annual calendar of the Board and Committee Meetings is circulated to the Directors well in advance to facilitate them to plan their schedule and to ensure meaningful participation in the meetings. However, in case of a special and urgent business need, the Board's approval is taken by passing resolutions through circulation, as permitted by the Act, which are noted and confirmed in the subsequent Board Meeting.



### The business deliberated and considered at the meetings of the Board and Committees generally include:

- quarterly and annual financial results;
- oversight of the performance of the business;
- declaration of dividend;
- development and approval of overall business strategy;
- annual operating and capital expenditure budget;
- review of the functioning of the Committees; and
- other strategic, transactional and governance matters as required under the Act, Listing Regulations and other applicable legislations.

The notice of the Board / Committee Meetings is given well in advance to all the Directors. Usually, Meetings of the Board / Committees are held in Mumbai. The Agenda of the Board / Committee Meetings is set by the Company Secretary in consultation with the Chairman and Managing Director of the Company and it is circulated a week prior to the date of the Meeting. The Board Agenda includes an Action Taken Report comprising of actions emanating from the previous Board Meetings and status updates thereof. The Agenda for the Board and Committee Meetings includes detailed notes on the items to be discussed at the Meeting to enable the Directors to take an informed decision and also covers items set out as per the guidelines in Listing Regulations to the extent it is relevant and applicable. Audio-Visual

means are also used to facilitate those Directors who are travelling or located at other locations to participate in the Meetings. Prior approval from the Board is obtained for circulating the agenda items with shorter notice for matters that are considered to be in the nature of Unpublished Price Sensitive Information ('UPSI').

The Company Secretary attends all the Meetings of the Board and its Committees. The Company Secretary advises/ assures the Board and its Committees on Compliance and Governance principles and ensures appropriate recording of minutes of the Meetings.

The draft minutes of each Board/ Committee meetings are circulated to all Directors/ Members for their comments within 15 days from the date of the conclusion of the meeting. The Company Secretary, after incorporating comments, if any, received from the Directors/ Members, records the minutes of each Board/ Committee meeting within 30 days from conclusion of the meeting. The important decisions taken at the Board/ Committee meetings are communicated to the concerned departments promptly.

During the year, the Board met 6 (Six) times on 4<sup>th</sup> April 2024, 22<sup>nd</sup> May 2024, 9<sup>th</sup> August 2024, 27<sup>th</sup> August 2024, 14<sup>th</sup> November 2024 and 10<sup>th</sup> February 2025. The maximum interval between any two meetings held during the year did not exceed 120 days.

Details of attendance of Directors at the Board Meetings and at the last Annual General Meeting ('AGM') held during the year are as under:

Name of the Directors	Number of Board Meetings held during the tenure	Number of Board Meetings attended	Attended last AGM held on 20 <sup>th</sup> August 2024
Mr. Kumar Mangalam Birla	6	5	Yes
Smt. Rajashree Birla	6	5	Yes
Ms. Ananyashree Birla	6	5	Yes
Mr. Aryaman Vikram Birla	6	6	Yes
Ms. Anita Ramachandran	6	6	Yes
Mr. N. Mohan Raj	6	6	Yes
Mr. Yazdi Piroj Dandiwal	6	5	Yes
Mr. Ashvin Dhirajlal Parekh <sup>1</sup>	3	3	NA
Mr. V. Chandrasekaran	6	6	Yes
Mr. Adesh Kumar Gupta	6	6	Yes
Mr. Haigreve Khaitan <sup>2</sup>	2	2	NA
Mr. Mukkavilli Jagannath <sup>3</sup>	2	2	NA
Mr. Sushil Agarwal	6	6	Yes
Mr. Harikrishna Agarwal	6	6	Yes
Dr. Thomas M. Connelly, Jr. <sup>4</sup>	3	3	Yes
Mr. Cyril Shroff <sup>4</sup>	3	1	No
Mr. Raj Kumar <sup>5</sup>	3	3	No

1. Appointed as an Independent Director w.e.f. 23<sup>rd</sup> August 2024.
2. Appointed as an Independent Director w.e.f. 26<sup>th</sup> September 2024.
3. Appointed as a Non-executive Director w.e.f. 26<sup>th</sup> September 2024
4. Ceased to be an Independent Director w.e.f. 22<sup>nd</sup> August 2024.
5. Mr. Raj Kumar, who retired by rotation at 77<sup>th</sup> Annual General Meeting of the Company did not offer himself for re-appointment.

## Report on Corporate Governance (Contd.)

### Meeting of Independent Directors

A separate meeting of Independent Directors of the Company was held on 17<sup>th</sup> March 2025, without the presence of Non-independent Directors and the management, *inter alia*, to discuss:

- Evaluation of the performance of Non-independent Directors and the Board of Directors as a whole;
- Evaluation of the performance of the Chairman of the Company, taking into account the views of the Executive and Non-executive Directors; and
- Evaluation of the quality, quantity and timelines of flow of information between the Management and the Board, that is necessary for the Board to effectively and reasonably perform its duties.

The Independent Directors expressed satisfaction on the overall performance of the Directors and the Board as a whole. The Independent Directors also expressed satisfaction on the Board's freedom to express views on matters transacted at meetings and the manner in which the management discusses various subject matters specified in the agenda of meetings. Suggestions made by the Independent Directors were discussed at the Board meeting and are being implemented.

All Independent Directors are free from any business or other relationship that could materially influence their judgement. The Company has received declarations from all the Independent Directors confirming that they meet the criteria of independence as specified under Regulation 16(1)(b) of the Listing Regulations and Section 149(6) of the Act and they are qualified to act as Independent Directors. Independent Directors have also confirmed their registration with the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs in compliance with requirements of the Companies (Appointment and Qualification of Directors) Rules, 2014.

In terms of Regulation 25(8) of the Listing Regulations, Independent Directors have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective of independent judgement and without any external influence. In the opinion of the Board, the Independent Directors fulfil the conditions specified in the Listing Regulations and are independent of the management

Appointment/Re-appointment of Directors is subject to the members' approval. Directors hold office in accordance with the provisions of the law and the policy laid down by the Board from time-to-time. The Independent Directors are usually appointed for a fixed term of five years, subject to a maximum of 2 terms of five years and are not liable

to retire by rotation. The Executive Director is appointed as per the provisions of the Act and serve in accordance with the terms of his contract of service with the Company. Non-executive Directors (except Independent Directors) are liable to retire by rotation and are eligible for re-appointment.

### Retirement/Resignation of Non-executive/Independent Directors

During the year, Mr. Cyril Shroff (DIN: 00018979) and Dr. Thomas M. Connelly, Jr (DIN: 03083495), Independent Directors of the Company, completed their second term of 5 years from close of business hours of 22<sup>nd</sup> August 2024. Also, Mr. Raj Kumar (DIN: 06627311), Non-Executive Director retired by rotation from the Board of Directors of the Company at the Annual General Meeting held on 20<sup>th</sup> August 2024.

### Succession Planning

Our Company has an effective mechanism for succession planning which focuses on orderly succession of the Board and Senior Management team. The Nomination and Remuneration Committee implements this mechanism in concurrence with the Board. In addition, promoting Senior Management within the organisation fuels the ambitions of the talent force to earn future leadership roles.

### Support of the Board

The Company Secretary plays a key role in ensuring that the Board (including Committees thereof) procedures are followed and regularly reviewed. The Company Secretary ensures that all relevant information, details and documents are made available to the Directors and Senior Management for effective decision-making at the meetings. The Company Secretary is primarily responsible to assist the Board in the conduct of affairs of the Company, to ensure compliance with applicable statutory requirements and to facilitate convening of meetings. The Company Secretary interfaces between the management and regulatory Authorities for governance matters and is also the Compliance Officer of the Company.

### Code of Conduct

The Board of Directors has laid down a 'Code of Conduct for the Board Members and Senior Management' of our Company, which is available on the Company's website at <https://www.grasim.com/upload/pdf/code-of-conduct.pdf>. All Board Members and Senior Management Personnel have confirmed compliance with the Code of Conduct for the Board and Senior Management. A declaration to that effect signed by the Managing Director forms part of this Report.



### Training, Induction and Familiarisation Programme

Letter of appointment, stipulating the terms of appointment, role, rights and responsibilities, are issued to the Independent Directors at the time of their appointment. In terms of the Listing Regulations, the terms and conditions of appointment of Independent Director are placed on the Company's website [https://www.grasim.com/upload/pdf/terms\\_conditions\\_independent\\_director.pdf](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.



# Report on Corporate Governance (Contd.)

## Committees of the Board

The Board has constituted various Committees with specific terms of reference in line with the provisions of the Listing Regulations and the Act. The Board Committees play a vital role in improving the Board effectiveness in the areas where more focuses and extensive discussions are required.

The composition of the following Committees of the Board as on 31<sup>st</sup> March 2025 are as under:

Committees of the Board		
<b>Audit Committee</b> <ul style="list-style-type: none"> <li>●  <b>Mr. N. Mohan Raj</b></li> <li>●  Mr. Yazdi Piroj Dandiwala</li> <li>●  Mr. V. Chandrasekaran</li> <li>●  Mr. Harikrishna Agarwal*</li> <li>●  Mr. Himanshu Kapania#</li> </ul>	<b>Nomination and Remuneration Committee</b> <ul style="list-style-type: none"> <li>●  <b>Ms. Anita Ramachandran</b></li> <li>○  Mr. Kumar Mangalam Birla</li> <li>●  Mr. Haigreve Khaitan</li> <li>●  Mr. Adesh Kumar Gupta</li> </ul>	<b>Stakeholders' Relationship Committee</b> <ul style="list-style-type: none"> <li>●  <b>Ms. Anita Ramachandran</b></li> <li>●  Mr. Yazdi Piroj Dandiwala</li> <li>●  Mr. Harikrishna Agarwal*</li> <li>●  Mr. Himanshu Kapania#</li> </ul>
<b>Corporate Social Responsibility Committee</b> <ul style="list-style-type: none"> <li>○  <b>Smt. Rajashree Birla</b></li> <li>●  Ms. Anita Ramachandran</li> <li>●  Mr. Harikrishna Agarwal*</li> <li>●  Mr. Himanshu Kapania#</li> </ul>	<b>Risk Management and Sustainability Committee</b> <ul style="list-style-type: none"> <li>●  <b>Mr. N. Mohan Raj</b></li> <li>●  Mr. V. Chandrasekaran</li> <li>●  Mr. Ashvin Parekh</li> <li>●  Mr. Harikrishna Agarwal*</li> <li>●  Mr. Himanshu Kapania#</li> <li>○  Mr. Jayant V. Dhobley</li> <li>○  Mr. Kapil Agarwal</li> <li>○  Mr. Rakshit Hargave*</li> </ul>	<b>Finance Committee</b> <ul style="list-style-type: none"> <li>●  <b>Mr. Harikrishna Agarwal*</b></li> <li>○  Mr. Sushil Agarwal#</li> <li>●  Mr. Adesh Kumar Gupta</li> <li>●  Mr. V. Chandrasekaran</li> </ul>
<b>PIT Regulation Committee</b> <ul style="list-style-type: none"> <li>●  <b>Mr. V. Chandrasekaran</b></li> <li>●  Mr. Yazdi Piroj Dandiwala</li> <li>●  Mr. Harikrishna Agarwal*</li> <li>●  Mr. Himanshu Kapania#</li> </ul>	<b>Rights Issue Committee – 2023<sup>§</sup></b> <ul style="list-style-type: none"> <li>●  Mr. V. Chandrasekaran</li> <li>●  Mr. Adesh Kumar Gupta</li> <li>●  Mr. Harikrishna Agarwal</li> </ul>	
Chairperson     Member    ● Independent Director    ● Executive Director    ○ Non-executive Director		

\*Ceases to be the member of the Committee w.e.f 31<sup>st</sup> March 2025.

#Appointed as the member of the Committee w.e.f. 1<sup>st</sup> April 2025.

§ Dissolved w.e.f. 31<sup>st</sup> March 2025



## 1. Audit Committee

### Composition, Meetings and Attendance

The Audit Committee of the Board comprises of 3 Independent Directors and 1 Executive Director. The members of the Audit Committee are financially literate and have accounting or related financial management expertise. The composition of the Audit Committee complies with the requirements of the Listing Regulations and the Act.

During the year, 6 (Six) Audit Committee meetings were held on 22<sup>nd</sup> May 2024, 9<sup>th</sup> August 2024, 22<sup>nd</sup> October 2024, 14<sup>th</sup> November 2024, 10<sup>th</sup> February 2025 and 27<sup>th</sup> March 2025.

The details of composition and attendance as of the members at the Audit Committee meetings held during the financial year ended 31<sup>st</sup> March 2025 are as given below:

#### Name of the Members and Attendance

**MR. N.  
MOHAN RAJ**  
Independent Director  
Chairman



**DR. THOMAS M.  
CONNELLY, JR.\***  
Independent Director



**MR. YAZDI PIROJ  
DANDIWALA#**  
Independent Director



**MR. V.  
CHANDRASEKARAN**  
Independent Director



**MR. HARIKRISHNA  
AGARWAL§**  
Executive Director



#### No. of Meetings

- Held during the tenure
- Attended

During the year, the Audit Committee was reconstituted on 9<sup>th</sup> August 2024 and 10<sup>th</sup> February 2025.

The Chief Financial Officer of the Company and Chief Information Officer, Cellulosic Fibres are permanent invitees to the Audit Committee meetings. The Joint Statutory Auditors, the Internal Auditors and senior executives as it considers appropriate are also invited to the Audit Committee meetings. Cost Auditors are invited to the Audit Committee meetings, whenever matters relating to the Cost Audit are considered.

Mr. N. Mohan Raj, Chairman of the Audit Committee was present at the last AGM of the Company held on 20<sup>th</sup> August 2024.

The Audit Committee acts as a link between the management, the Statutory and Internal Auditors and the Board.

The Audit Committee monitors and effectively supervises the Company's financial reporting process with a view to provide accurate, timely and proper disclosure, maintain the integrity and quality of financial reporting. The Audit Committee, *inter alia*, also reviews, from time to time, the audit and internal control procedures, the accounting policies of the Company, annual compliances under SEBI (Prohibition of Insider Trading) Regulations, 2015, reviewing complaints under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and reviewing complaints received under Whistle-Blower Policy of the Company. The Committee also oversees the performance of the Internal and Statutory Auditors and recommends their appointment and remuneration to the Board.

The minutes of the Audit Committee Meetings were noted by the Board. The Chairman of the Audit Committee Meeting briefs the Board on the discussions held during the Audit Committee Meetings.

All the recommendations of the Audit Committee have been accepted by the Board.

### Brief Description of the Terms of Reference

1. Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible;
2. Recommendation for appointment, remuneration and terms of appointment of Auditors of the Company;
3. Approval of payment to Statutory Auditors for any other services rendered by the Statutory Auditors;
4. Reviewing, with the management, the annual financial statements and auditors' report thereon before submission to the Board for approval, with particular reference to:

\*Ceased to be the member of the Committee w.e.f. 22<sup>nd</sup> August 2024

#Appointed as member of the Committee w.e.f. 23<sup>rd</sup> August 2024

§Ceased to be the member of the Committee w.e.f. 31<sup>st</sup> March 2025

## Report on Corporate Governance (Contd.)

- a) matters required to be included in the Directors' Responsibility Statements to be included in the Board's Report in terms of clause (c) of sub-section (3) of Section 134 of the Act;
  - b) changes, if any, in accounting policies and practices and reasons for the same;
  - c) major accounting entries involving estimates based on the exercise of judgement by the management;
  - d) significant adjustments made in the financial statements arising out of audit findings;
  - e) compliance with listing and other legal requirements relating to the financial statements;
  - f) disclosure of any related party transactions; and
  - g) modified opinion(s) in the draft audit report.
5. Reviewing, with the management, the quarterly financial statements before submission to the Board for approval;
  6. Reviewing, with the management, the statement of uses/application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilised for the purposes other than those stated in the offer document/prospectus/notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue or preferential issue or qualified institutions placement, and making appropriate recommendations to the Board to take up steps in this matter;
  7. Reviewing and monitoring the auditors' independence and performance, and effectiveness of audit process;
  8. Approval or any subsequent modification of transactions of the Company with related parties;
  9. Scrutiny of inter-corporate loans and investments;
  10. Reviewing the utilisation of loans and / or advances from / investment by the holding Company in the subsidiary exceeding ₹ 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans/ advances/ investments existing as on the date of coming into force of this provision;
  11. Valuation of undertakings or assets of the Company, wherever it is necessary;
  12. Evaluation of internal financial controls and risk management systems;
  13. Monitoring the end use of funds raised through public offers and related matters;
  14. Reviewing, with the management, performance of statutory and Internal Auditors, adequacy of the internal control systems;
  15. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
  16. Discussion with Internal Auditors of any significant findings and follow up thereon;
  17. Reviewing the findings of any internal investigations by the Internal Auditors into the matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;
  18. Discussion with Statutory Auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
  19. To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
  20. To review the functioning of the Whistle-Blower Mechanism;
  21. In consultation with the Internal Auditors, formulate the scope, functioning, periodicity and methodology for conducting the internal audit;
  22. Approval of appointment of CFO after assessing the qualifications, experience and background, etc. of the candidate; and
  23. Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation, etc., on the Company and its shareholders; and
  24. Carrying out any other function as is mentioned in the terms of reference of the Audit Committee.
- The Audit Committee mandatorily reviews the following information:
1. Management Discussion and Analysis of financial condition and results of operations;
  2. Financial statements, in particular, the investments made by the unlisted subsidiary companies;
  3. Statement of significant related party transactions (as defined by the Audit Committee), submitted by the management;



4. Management letters / letters of internal control weaknesses issued by the Statutory Auditors;
5. Internal audit reports relating to internal control weaknesses;
6. Appointment, removal and terms of remuneration of the Internal Auditors;
7. Statement of deviations:
  - a) quarterly statement of deviation(s), including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Listing Regulation;
  - b) annual statement of funds utilised for the purposes other than those stated in the offer document / prospectus / notice in terms of Listing Regulation.
8. Any show cause, demand, prosecution and penalty notices against the Company or its Directors which are materially important, including any correspondence with regulators or government agencies and any published reports which raise material issues regarding the Company's financial statements or accounting policies;
9. Any material default in financial obligations by the Company; and
10. Any significant or important matters affecting the business of the Company.

#### **Vigil Mechanism / Whistle-Blower Policy:**

Our Company has adopted Whistle-Blower Policy that provides a formal vigil mechanism for Directors and Employees to report genuine concerns about the unethical behaviour, actual or suspected frauds of violation of the Company's Code of Conduct or Ethics Policy. The said mechanism also provides for direct access to the Chairman of the Audit Committee in appropriate or exceptional cases. No personnel has been denied access to the Audit Committee. The policy provides for adequate safeguards against victimisation and all personnel have access to the Audit Committee. The Whistle-Blower Policy is available on the Company's website at [https://www.grasim.com/upload/pdf/whistle\\_blower\\_policy.pdf](https://www.grasim.com/upload/pdf/whistle_blower_policy.pdf). The Policy is in line with the Company's Code of Conduct, Vision and Values.

## **2. Nomination and Remuneration Committee**

### **Composition, Meetings and Attendance**

The Nomination and Remuneration Committee ('NRC') comprises of 3 Independent Directors and 1 Non-executive Director. The composition of the NRC complies with the requirements of the Listing Regulations and the Act.

During the year, 4 (Four) NRC meetings were held on 22<sup>nd</sup> May 2024, 9<sup>th</sup> August 2024, 27<sup>th</sup> August 2024 and 10<sup>th</sup> February 2025.

All the recommendations of the NRC have been accepted by the Board.

The details of composition and attendance of the members at the NRC meetings held during the financial year ended 31<sup>st</sup> March 2025 are as given below:

#### **Name of the Members and Attendance**

##### **MS. ANITA RAMACHANDRAN**

Independent Director  
Chairperson



##### **MR. KUMAR MANGALAM BIRLA**

Non-Executive Director



##### **MR. CYRIL SHROFF\***

Independent Director



##### **MR. HAIGREVE KHAITAN#**

Independent Director



##### **MR. ADESH KUMAR GUPTA**

Independent Director



#### **No. of Meetings**

- Held during the tenure
- Attended

\*Ceased to be the member of the Committee w.e.f. 22<sup>nd</sup> August 2024

#Appointed as member of the Committee w.e.f. 26<sup>th</sup> September 2024

During the year, the NRC was reconstituted on 9<sup>th</sup> August 2024.

## Report on Corporate Governance (Contd.)

### Brief Description of the Terms of Reference

1. Formulate the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board a policy relating to, the remuneration of the Directors, Key Managerial Personnel and other employees;
2. Formulate the criteria for effective evaluation of performance of the Board, its Committees and individual Directors and review its implementation and compliance;
3. Devise a policy on diversity of the Board;
4. Identify persons who are qualified to become Directors and who may be appointed in Senior Management in accordance with the criteria laid down, and recommend to the Board their appointment and removal;
5. To consider whether to extend or continue the term of appointment of Independent Directors, on the basis of the report of performance evaluation of Independent Directors;
6. Set the level and composition of remuneration which is reasonable and sufficient to attract, retain and motivate Directors and Senior Management of the quality required to run the Company successfully;
7. Set the relationship of remuneration to performance;
8. Check whether the remuneration provided to Directors, Key Managerial Personnel and Senior Management includes a balance between fixed and incentives pay reflecting short-term and long-term performance objectives appropriate to the working of the Company and its goals;
9. Review and implement succession plans for Managing Director, Executive Directors and Senior Management;
10. Review and make recommendations to the Board with respect to any incentive-based compensation and equity-based plans that are subject to the Board or shareholder approval (including broad-based plans); and
11. Recommend to the Board, all remuneration, in whatever form, payable to Senior Management.

### Performance Evaluation

The Board carries out annual performance evaluation of its own performance, the Directors individually, as well as the evaluation of the working of its Committees as mandated under the Act, the Listing Regulations and the Executive Remuneration Policy of the Company, as amended from time to time. The performance evaluation of

Non-independent Directors and the Board as a whole was carried out by the Independent Directors. The performance of the Chairman of the Board was also reviewed, taking into account the views of the Executive, Non-executive and Independent Directors.

The evaluation is based on criteria which includes, among others, attendance and preparedness for the meetings, participation in deliberations, understanding the Company's business and that of the industry and guiding the Company in decisions affecting the business and additionally based on the roles and responsibilities as specified in Schedule IV of the Act.

Structured questionnaires were circulated to the Directors for providing feedback on functioning of the Board, Committees and the Chairman of the Board. Based on the inputs received, action plans are drawn up in consultation with the Directors to encourage greater participation and deliberations at the meetings and bringing to the table their experience and guidance in further improving the performance of your Company.

The performance of the Independent Directors is evaluated, with emphasis on:

- Time invested in understanding our Company and its unique requirements;
- External knowledge and perspective;
- Views expressed on the issues discussed at the Board; and
- Keeping updated on areas and issues that are likely to be discussed at the Board.

### Remuneration Policy

The Board has, on the recommendation of the NRC, framed a policy on Remuneration of Directors and Senior Management Personnels, which is available on the Company's website at <https://www.grasim.com/upload/pdf/ABG-executive-remuneration-philosophy-policy.pdf>. Performance Review System is primarily based on competencies and values. The Company closely monitors growth and development of top talent in the Company to align personal aspiration with the organisation's goal.

### Remuneration of Directors and Others

Our Company's executive remuneration philosophy supports the design of programmes that align executive rewards including incentive programmes, retirement benefit programmes promotion and advancement opportunities, with the long term success of our Company's stakeholders.

The executive remuneration policy is designed to attract, retain, and reward talented executives who contribute to our Company's long-term success and thereby build value





for stakeholders. It is intended to provide for monetary and non-monetary remuneration elements on a holistic basis; emphasise “pay for performance” by aligning incentives with business strategies to reward executives who achieve or exceed business and individual goals.

Executive pay practices and levels are dynamically tracked and aligned with peer companies in similar industries, geographies, size and function. Our Company aims to provide competitive remuneration opportunities to its executives by positioning target total remuneration (including perks and benefits, annual incentive pay-outs, long-term incentive payouts at target performance) and target total cash compensation (including annual incentive pay-outs) at target performance directionally between median and top quartile of the primary talent market. It recognises the size and scope of the role and the market standing, skills and experience of incumbents while positioning its executives. Our Company uses secondary market data only as a reference point for determining the types and amount of remuneration while principally believing that target total remuneration packages should reflect the typical cost of comparable executive talent available in the sector.

The remuneration involves a balance between fixed and incentive pay, reflecting short and long-term performance objectives appropriate to the working of our Company and its goals. A material proportion of compensation for Senior Management is performance based - 25% to 40% of compensation. It increases as the employee grows in the organisation and takes up roles of higher responsibility. The more senior the role, the weightage of business performance on the variable pay also increases in comparison to unit performance and individual performance. This ensures a competitive pay-mix which aims to strike the appropriate balance between key components: (i) Fixed Cash compensation (Basic Salary + Allowances) (ii) Annual Incentive Plan (iii) Long-Term Incentives (iv) Perks and Benefits.

Annual incentive plan pay-outs of executives are linked to relevant financial and operational metrics achievement, ESG performance and their individual performance. Financial and operational metrics are annually aligned with priorities / focus areas for the business. Long-term incentive plans incentivise stretch performance, link executive remuneration to sustained long term growth

and act as a retention and reward tool. Stock options are used as the primary long-term incentive vehicles as our Company believes that they best align executive incentives with stakeholder interests. Our Company also grants performance stock units as a secondary long-term incentive vehicle, to motivate and retain its executives. The ratio of stock options and performance stock units is generally 75:25.

Our Company has integrated climate change and sustainability targets in the key responsibility areas (“KRAs”) of the Executive Director and Senior Management Personnel. Thus, emission reduction targets and other improvement targets related to climate change are also linked with the incentives provided.

### Non-executive Directors’ Remuneration

Based on the recommendation of the NRC Committee, all decisions relating to remuneration of Directors are taken by our Company’s Board in accordance with the shareholder’s approval, wherever necessary.

Sitting fees are paid as under:

Board/Committee	Sitting Fee Per Meeting (₹)
Board	50,000/-
Audit Committee and Rights Issue Committee 2023	25,000/-
All other Committees	20,000/-

In addition to the sitting fees, our Company also pays commission to the Non-executive Directors of an amount not exceeding 1% per annum of the net profit of our Company. The amount of commission payable is determined after assigning weightage to various factors, which, *inter alia*, include providing strategic perspective, Chairmanship and contributions made by the Directors, type of meeting and responsibilities under various statutes, performance evaluation, etc. Based on the performance evaluation of each Director and the remuneration policy, the Board has recommended an amount of ₹ 250 lakh as commission to be paid to the Non-executive Directors for the financial year 2024-25.

## Report on Corporate Governance (Contd.)

Details of remuneration paid / to be paid to the Non-executive Directors for FY 2024-25 are as under:

(₹ in lakh)		
Name of the Directors	Commission	Sitting Fees (for Board and the Committees)
Mr. Kumar Mangalam Birla	-	3.30
Smt. Rajashree Birla <sup>1</sup>	53	2.90
Ms. Ananyashree Birla	10	2.50
Mr. Aryaman Vikram Birla	12	3.00
Ms. Anita Ramachandran	24	4.60
Mr. N. Mohan Raj	26	5.10
Mr. Yazdi Piroj Dandiwalā	21	4.05
Mr. Ashvin Dhirajlal Parekh <sup>2</sup>	9	1.90
Mr. V. Chandrasekaran	32	6.85
Mr. Adesh Kumar Gupta	22	5.15
Mr. Haigreve Khaitan <sup>3</sup>	5	1.20
Mr. Mukkavilli Jagannath <sup>4</sup>	4 <sup>\$</sup>	1.00 <sup>\$</sup>
Mr. Sushil Agarwal	12	3.00
Dr. Thomas M. Connelly, Jr. <sup>5</sup>	10	2.20
Mr. Cyril Shroff <sup>5</sup>	4	0.70
Mr. Raj Kumar <sup>6</sup>	6 <sup>*</sup>	1.50 <sup>*</sup>
<b>Total</b>	<b>250</b>	<b>48.95</b>

<sup>1</sup> 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.

<sup>2</sup> Appointed as an Independent Director w.e.f. 23<sup>rd</sup> August 2024.

<sup>3</sup> Appointed as an Independent Director w.e.f. 26<sup>th</sup> September 2024.

<sup>4</sup> Appointed as Non-executive Director w.e.f. 26<sup>th</sup> September 2024.

<sup>5</sup> Ceased to be an Independent Director w.e.f. 22<sup>nd</sup> August 2024.

<sup>6</sup> Mr. Raj Kumar, who was liable to retire by rotation at the 77<sup>th</sup> Annual General Meeting of the Company did not offer himself for re-appointment.

<sup>\$</sup> Sitting fees of ₹ 1 lakh and commission for 2024-25 will be paid to LIC.

<sup>\*</sup> Sitting fees of ₹ 1.50 lakh paid to Mr Raj Kumar and commission for FY 2024-25 will be paid to LIC.

### Notes:

There were no pecuniary relationships or transactions between our Company and its Non-executive / Independent Directors during the year.

### Remuneration to Executive Directors

The NRC Committee while recommending to the Board the remuneration of Executive Director, considers the performance of the business, individual performance, practices followed in other similar sized companies, among

others, while also ensuring that the remuneration is in compliance with the terms and conditions of appointment as approved by the Members. All decisions relating to the remuneration of Executive Director are taken by the Board based on the remuneration policy and in terms of the resolution passed by the Members of our Company.

### The details of remuneration paid to the Executive Director are as follows:

Name of the Executive Director	Salary, Benefits, Bonus, Pension, etc., paid during the Year (₹ in lakh)	Performance-linked Incentive paid during the Year <sup>1</sup> (₹ in lakh)	Perquisite value of stock options/RSUs exercised during the year (₹ in lakh)
Mr. Hari Krishna Agarwal, Managing Director	1,010.39	375.06	89.05

- The Board has approved payment of performance - linked variable pay for the FY 2023-24 as aforesaid to the Managing Director on achievement of the target.
- 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.
- During the period under review, in terms of the Company's Employee Stock Option and Performance Stock Unit ('PSU') Scheme 2022 (ESOS 2022), Mr. Hari Krishna Agarwal has been granted 42,788 Options and 5,211 PSUs. No Options and Restricted Stock Units ('RSUs') have lapsed in terms of the Company's Employee Stock Option Scheme 2018 (ESOS 2018). In terms of the Company's ESOS 2018, Mr. Hari Krishna Agarwal has exercised 4,743 Options.

### Employee Stock Options Scheme (ESOS)

#### a) ESOS-2013

During the year, the Stakeholders' Relationship Committee of the Board allotted 30,440 equity shares of ₹ 2 each of the Company to Stock Option Grantees, pursuant to the exercise of the Stock Options and RSUs under ESOS-2013. During the year, ESOS-2013 has been completed.

#### b) ESOS- 2018

During the year, 3,62,685 equity shares were transferred from the Grasim Employees' Welfare Trust ('Trust') account to the employees account due to exercise of Stock Options and RSUs by the grantees under ESOS-2018.



### c) ESOS 2022

During the year, the NRC of the Board approved grant of 3,54,938 Stock Options and 98,137 PSUs to the eligible employees, including Managing Director of the Company, under ESOS-2022.

During the year, 11,703 equity shares were transferred from the Trust account to the employees account due to exercise of Stock Options and RSUs by the grantees under ESOS-2022.

The ESOS-2018 and ESOS-2022 are being administered through the Trust.

The details of Stock Options and RSUs granted pursuant to ESOS-2013 and ESOS-2018 and Stock Options and PSUs granted pursuant to ESOS-2022, and the other disclosures in compliance with the provisions of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, are available on our Company's website at <https://www.grasim.com/Upload/PDF/esos-disclosure-2024.pdf>.

A certificate from the Secretarial Auditor, with respect to implementation of our Company's ESOS, will be available at the ensuing AGM for inspection by the Members.

#### Directors and Officers Insurance:

In line with the requirements of Regulation 25(10) of the Listing Regulations, the Company has in place a Directors and Officers Insurance Policy ('D&O') for all its Directors (including Independent Directors) and Members of the Senior Management for such quantum and for such risks as determined by the Board.

## 3. Stakeholders' Relationship Committee

#### Composition, Meeting and Attendance

The Stakeholders' Relationship Committee ('SRC') comprises of 2 Independent Director and 1 Executive Director. The composition of the SRC complies with the requirements of the Listing Regulations and the Act.

During the year, 2 (Two) SRC meetings were held on 22<sup>nd</sup> October 2024 and 18<sup>th</sup> March 2025.

The details of composition and attendance of the members at the SRC meetings held during the financial year ended 31<sup>st</sup> March 2025 are as given below:

#### Name of the Members and Attendance

**MS. ANITA RAMACHANDRAN**  
Independent Director  
Chairperson

● ●  
● ●

**MR. YAZDI PIROJ DANDIWALA**  
Non-executive Director

● ●  
● ●

**MR. HARIKRISHNA AGARWAL\***  
Executive Director

● ●  
●

#### No. of Meetings

● Held during the tenure

● Attended

\*Ceased to be the member of the Committee w.e.f. 31<sup>st</sup> March 2025

During the year, the SRC was reconstituted on 10<sup>th</sup> February 2025.

#### Brief Description of the Terms of Reference

- 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;
- 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;
- To approve requests for transposition, deletion, consolidation, sub-division, change of name, dematerialisation, rematerialisation, etc. of shares, debentures and other securities;
- 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;
- 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;

## Report on Corporate Governance (Contd.)

6. To monitor and expedite the status and process of dematerialisation and rematerialisation of shares, debentures and other securities of the Company;
7. To give directions for monitoring the stock of blank stationery and for printing of stationery required by the Secretarial Department of the Company from time to time for issuance of share certificates, debenture certificates, allotment letters, dividend warrants, pay orders, cheques and other related stationery;
8. To review the measures taken to reduce the quantum of unclaimed dividend / interest and ensuring timely receipt of dividend warrants/ Annual Reports/ statutory notices by the shareholders of the Company;
9. To resolve grievances of security holders including complaints related to transfers / transmission of shares, non-receipt of Annual Report, non-receipt of dividends, issue of new / duplicate certificates, general meetings, etc.;
10. To review measures taken for effective exercise of voting rights by shareholders;
11. To review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Transfer Agent; and
12. To perform such other acts, deeds, and things as may be delegated to the Committee by the Board from time to time.

### Shareholders' Complaints

The number of shareholders' complaints received and resolved as on 31<sup>st</sup> March 2025 is given in the 'Shareholders' Information' section, which forms an integral part of this Annual Report.

### Compliance Officer

Mr. Sailesh Kumar Daga, Company Secretary acts as the Compliance Officer of the Company. The Compliance Officer briefs the SRC on the grievances / queries of the investors and the steps taken by the Company for redressing their grievances. The Compliance Officer can be contacted at: Grasim Industries Limited, Aditya Birla Centre, 'A' Wing, 2<sup>nd</sup> Floor, S. K. Ahire Marg, Worli, Mumbai – 400 030 Tel: +91-22-66525000, +91-22-24995000, E-mail: [grasim.secretarial@adityabirla.com](mailto:grasim.secretarial@adityabirla.com)

## 4. Corporate Social Responsibility Committee

### Composition, Meeting and Attendance

The Corporate Social Responsibility Committee ('CSR Committee') comprises of 1 Non-executive Director, 1 Independent Director and 1 Executive Director. The Composition of the CSR Committee complies with the requirements of the Act. The CSR Committee recommends to the Board the CSR activities to be undertaken during the year and the amount to be spent on these activities and monitor its progress.

During the year, 2 (Two) CSR Committee meetings were held on 14<sup>th</sup> November 2024 and 19<sup>th</sup> March 2025.

The CSR Report forms an integral part of this Annual Report.

All the recommendations of the CSR Committee have been accepted by the Board.

The details of composition and attendance of the members at the CSR Committee meetings held during the financial year ended 31<sup>st</sup> March 2025 are as given below:

#### Name of the Members and Attendance

**SMT. RAJASHREE  
BIRLA**

Non-executive Director  
Chairperson

**MS. ANITA  
RAMACHANDRAN**

Independent Director

**MR. HARIKRISHNA  
AGARWAL\***

Executive Director

#### No. of Meetings

- Held during the tenure
- Attended

\*Ceased to be the member of the Committee w.e.f. 31<sup>st</sup> March 2025

During the year, the CSR Committee was reconstituted on 10<sup>th</sup> February 2025.

Dr. Pragnya Ram, Group Executive President, CSR is a permanent invitee to the CSR Committee meetings.



## 5. Risk Management and Sustainability Committee

### Composition, Meeting and Attendance

The Risk Management and Sustainability Committee ('RMSC') comprises of 3 Independent Directors, 1 Executive Director and 3 Senior Executives of the Company. The Composition of RMSC complies with the requirements of the Listing Regulations.

During the year, 3 (Three) meetings of the RMSC were held on 27<sup>th</sup> June 2024, 16<sup>th</sup> October 2024 and 17<sup>th</sup> March 2025.

The Board's Report and Management Discussion and Analysis Report set out the risks identified and mitigation plans thereof.

The details of composition and attendance of the members at the RMSC meetings held during the financial year ended 31<sup>st</sup> March 2025 are as given below:

#### Name of the Members and Attendance

<b>MR. N. MOHAN RAJ</b> Independent Director Chairman	● ● ● ● ● ●
<b>DR. THOMAS M. CONNELLY, JR.*</b> Independent Director	● ●
<b>MR. ASHVIN PAREKH#</b> Independent Director	● ● ● ●
<b>MR. V. CHANDRASEKARAN</b> Independent Director	● ● ● ● ● ●
<b>MR. HARIKRISHNA AGARWAL\$</b> Executive Director	● ● ● ● ● ●
<b>MR. JAYANT V. DHOBLEY</b> Business Head - CFI	● ● ● ● ● ●
<b>MR. RAKSHIT HARGAVE\$</b> CEO - Paints	● ● ● ● ● ●
<b>MR. KAPIL AGARWAL</b> Business Head - Textile	● ● ● ● ● ●

#### No. of Meetings

- Held during the tenure
- Attended

\*Ceased to be the member of the Committee w.e.f. 22<sup>nd</sup> August 2024

#Appointed as the member of the Committee w.e.f. 23<sup>rd</sup> August 2024

\$Ceased to be the member of the Committee w.e.f. 31<sup>st</sup> March 2025

During the year, the RMSC was reconstituted on 9<sup>th</sup> August 2024 and 10<sup>th</sup> February 2025.

The Chief Financial Officer and Chief Sustainability Officer are the Permanent Invitees to the RMSC Meetings.

Recommendations, if any, of the RMSC have been accepted by the Board.



## Report on Corporate Governance (Contd.)

### Brief Description of the Terms of Reference

1. To formulate Risk Management Policy and implement Risk Management Framework for identifying, assessing, monitoring, reviewing and devising mitigation plans in respect of the internal and external risks associated with the Company including financial, operational, sectoral, sustainability, cyber security risks, or any other risk;
2. To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
3. To review Risk Management Policy from time to time;
4. Overseeing the Company's sustainability performance and ensuring adequacy of the Company's sustainability framework;
5. Advising the Board on sustainability policies and management systems;
6. Ensuring effective implementation of governance, advocacy and public relation mechanisms and practices related to Sustainability;
7. Evaluating emerging sustainability risks in terms of intensity and impact, in turn, guiding the management on reasonable avoidance of adversities likely to pose a threat to sustained growth; and
8. Advising the Board to enable it to discharge its responsibilities, having regard to the law and the expected international standards of sustainability and stakeholder governance.

## 6. Finance Committee

### Composition, Meetings and Attendance

The Finance Committee of the Board of Directors comprises of 2 Independent Director and 1 Executive Director.

During the year, 3 (Three) Finance Committee meetings were held on 9<sup>th</sup> October 2024, 11<sup>th</sup> December 2024 and 18<sup>th</sup> March 2025.

The details of composition and attendance of the members at the Finance Committee meetings held during the financial year ended 31<sup>st</sup> March 2025 are as given below:

#### Name of the Members and Attendance

**MR. HARIKRISHNA  
AGARWAL\***  
Executive Director  
Chairman

● ● ●  
● ●

**MR. ADESH KUMAR  
GUPTA**  
Independent Director

● ● ●  
● ● ●

**MR. V  
CHANDRASEKARAN**  
Independent Director

● ● ●  
● ● ●

#### No. of Meetings

- Held during the tenure  
● Attended

\*Ceased to be the member of the Committee w.e.f. 31<sup>st</sup> March 2025

During the year, the Finance Committee was reconstituted on 10<sup>th</sup> February 2025.

The Finance Committee is authorised to exercise all powers and discharge all functions relating to working capital management, foreign currency contracts, operation of bank accounts and authorising officers of the Company to deal in matters relating to GST, Income Tax, Customs and any other matters as delegated by the Board from time to time.



## 7. PIT Regulation Committee

### Composition, Meetings and Attendance

The PIT Regulation Committee comprises of 2 Independent Directors and 1 Executive Director.

During the year, 2 (Two) PIT Regulation Committee Meetings were held on 22<sup>nd</sup> October 2024 and 18<sup>th</sup> March 2025.

The details of composition and attendance of the members at the PIT Regulation Committee Meetings held during the financial year ended 31<sup>st</sup> March 2025 are as given below:

#### Name of the Members and Attendance

**MR. V.  
CHANDRASEKARAN**  
Independent Director  
Chairman



**MR. YAZDI PIROJ  
DANDIWALA**  
Independent Director



**MR. HARIKRISHNA  
AGARWAL\***  
Executive Director



#### No. of Meetings

- Held during the tenure
- Attended

\*Ceased to be the member of the Committee w.e.f. 31<sup>st</sup> March 2025

During the year, the PIT Regulation Committee was reconstituted on 10<sup>th</sup> February 2025.

## 8. Rights Issue Committee

### Composition, Meetings and Attendance

The Rights Issue Committee – 2023 (“RIC”) comprises of 2 Independent Directors and 1 Executive Director.

During the year, 3 (Three) RIC Meetings were held on 9<sup>th</sup> August 2024, 14<sup>th</sup> November 2024 and 6<sup>th</sup> February 2025.

The details of composition and attendance of the members at the RIC meetings held during the financial year ended 31<sup>st</sup> March 2025 are as given below:

#### Name of the Members and Attendance

**MR. V.  
CHANDRASEKARAN**  
Independent Director



**MR. ADESH KUMAR  
GUPTA**  
Independent Director



**MR. HARIKRISHNA  
AGARWAL\***  
Executive Director



#### No. of Meetings

- Held during the tenure
- Attended

\*Ceased to be the member of the Committee w.e.f. 31<sup>st</sup> March 2025

The RIC was dissolved w.e.f. 31<sup>st</sup> March 2025.

The Company Secretary acts as the Secretary to all the above mentioned Committees.

## Report on Corporate Governance (Contd.)

### Details of Key Managerial Personnel and Senior Management, including changes during the year:

Sr No	Name	Designation
<b>Key Managerial Personnel</b>		
1	Mr. Pavan Kumar Jain	Chief Financial Officer
2	Mr. Sailesh Kumar Daga	Company Secretary & Compliance Officer
<b>Senior Management*</b>		
3	Mr. Kapil Agrawal	Business Head - Textiles
4	Mr. Rajesh Balakrishnan	Chief Executive Officer – Specialty Chemicals
5	Mr. Saugata Chakravarty	Chief Legal Officer
6	Mr. Omprakash Chitlange (Till 27 <sup>th</sup> January 2025)	Chief Executive Officer – Cellulosic Fashion Yarn
7	Mr. Jayant V Dhobley	Business Head – Chemicals, Cellulosic Fashion Yarn and Insulators
8	Mr. Jayant Dua	Business Head – Solar & Textiles
9	Mr. Satyaki Ghosh (w.e.f. 28 <sup>th</sup> January 2025)	Chief Executive Officer – Cellulosic Fashion Yarn
10	Mr. Rakshit Hargave	Chief Executive Officer – Paints
11	Mr. Himanshu Kapania	Business Head - Paints
12	Mr. Manoj Kedia	Chief Financial Officer – Chemicals, Cellulosic Fashion Yarn and Insulators
13	Mr. Suresh Kodali	Chief Operating Officer – Cellulosic Fibre
14	Mr. Sandeep Komaravelly	Chief Executive Officer – Birla Pivot (B2B E-Commerce)
15	Mr. Vadiraj Kulkarni (w.e.f. 1 <sup>st</sup> October 2024)	Business Head – Cellulosic Fibre
16	Mr. Ashok Machher	Chief Financial Officer – Textiles
17	Ms. Anupama Mohan	Chief Human Resource Officer – Cellulosic Fibre
18	Mr. Anindya Mukherjee	Chief Information Officer – Cellulosic Fibre
19	Dr. Aspi Patel	Chief Technology Officer – Cellulosic Fibre
20	Mr. Anil Rustogi	Chief Financial Officer – Cellulosic Fibre
21	Mr. Manmohan Singh	Chief Marketing Officer – Cellulosic Fibre
22	Mr. Surya Valluri	Chief Sustainability Officer
23	Mr. Sanjay Kumar Verma	Unit Head – Cellulosic Fibre, Kharach and Vilayat

\*In alphabetical order.

### Subsidiary Companies

UltraTech Cement Limited ('UTCL') and Aditya Birla Capital Limited ('ABCL') are the material listed subsidiaries of the Company. The Company does not have any material unlisted Indian subsidiary Company as defined under the Listing Regulations. The Company has formulated a Policy for Determining Material Subsidiaries, which is available on the Company's website at [https://www.grasim.com/upload/pdf/Grasim\\_Policy\\_Material\\_Subsiary\\_Cos.pdf](https://www.grasim.com/upload/pdf/Grasim_Policy_Material_Subsiary_Cos.pdf).

The Audit Committee reviews the financial statements of the subsidiary companies and, in particular, the investments made by the unlisted subsidiary companies. The minutes of the Board meetings as well as statements of all significant transactions of the unlisted subsidiary companies are placed before the Board of the Company for its review.



## General Body Meetings

Details of the General Meetings of the Company held during the last 3 years are as follows:

Financial Year/Type of Meeting	Date and Time	Location	Particulars of Special Resolution
2021-22 NCLT Convened Meeting	16 <sup>th</sup> April 2021, 3:00 p.m. (Equity Shareholders) 4:00 p.m. (Secured Creditors) 5:00 p.m. [Unsecured Creditors (including unsecured debenture holders)]	Through Video Conference/ Other Audio-Visual Means	<ul style="list-style-type: none"> <li>Approval of the Scheme of Arrangement between Grasim Industries Limited and Indorama India Private Limited and their respective shareholders and creditors.</li> </ul>
2021-22 75 <sup>th</sup> Annual General Meeting	29 <sup>th</sup> August 2022, 11:30 a.m.	Through Video Conference/ Other Audio-Visual Means	<ul style="list-style-type: none"> <li>Continuation of Smt. Rajashree Birla as a Non-executive Director of the Company.</li> <li>Continuation of Mr. Shailendra K. Jain as a Non-executive Director of the Company.</li> <li>Appointment of Ms. Anita Ramachandran as an Independent Director for a second term.</li> <li>Adoption of the Grasim Industries Limited Employee Stock Option and Performance Stock Unit Scheme 2022.</li> <li>Extending the benefits of the Grasim Industries Limited Employee Stock Option and Performance Stock Unit Scheme 2022 to the employees of the Group companies, including subsidiary and associate companies of the Company.</li> <li>Approval of (a) the use of the trust route for the implementation of the Grasim Industries Limited Employee Stock Option and Performance Stock Unit Scheme 2022 (the Scheme 2022); (b) secondary acquisition of the equity shares of the Company by the trust; and (c) grant of financial assistance/ provision of money by the Company to the trust to fund the acquisition of its equity shares, in terms of the Scheme 2022.</li> </ul>
2022-23 76 <sup>th</sup> Annual General Meeting	25 <sup>th</sup> August 2023 11:30 a.m.	Through Video Conference/ Other Audio-Visual Means	-
2023-24 77 <sup>th</sup> Annual General Meeting	20 <sup>th</sup> August 2024 11:00 a.m.	Through Video Conference/ Other Audio-Visual Means	<ul style="list-style-type: none"> <li>Continuation of Smt. Rajashree Birla (DIN: 00022995) as a Non-executive Director of the Company.</li> <li>Appointment of Mr. Haigreve Khatian (DIN: 00005290) as an Independent Director of the Company.</li> <li>Appointment of Mr. Ashvin Dhirajlal Parekh (DIN: 06559989) as an Independent Director of the Company.</li> </ul>

# Report on Corporate Governance (Contd.)

## Postal Ballot

### i. Details of special resolutions passed by Postal ballot:

The Company has conducted a postal ballot dated 15<sup>th</sup> March 2024 for appointment of Mr. N. Mohan Raj as an Independent Director of the Company for a second term, results of which were announced on 17<sup>th</sup> April 2024.

### ii. Details of Voting Pattern:

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of Votes	% of Votes	No. of Votes	% of Votes
E-Voting	66,18,57,651	48,23,54,585	42,74,66,337	88.62	5,48,88,248	11.38

### iii. Person who conducted the aforesaid postal ballot exercise:

Ms. Shivangini Gohel, Practicing Company Secretary (ACS 25740 & C.P. No. 9205) conducted the aforesaid postal ballot exercise in a fair and transparent manner.

### iv. Whether any special resolution is proposed to be conducted through postal ballot:

The following Special Resolutions are proposed to be passed by way of Postal Ballot:

- Appointment of Mr. Himanshu Kapania (DIN: 03387441) as a Managing Director of the Company.
- Payment of remuneration to Mr. Harikrishna Agarwal (DIN:09288720), former Managing Director of the Company.

### v. Procedure followed for Postal Ballot:

The postal ballot was carried out as per the provisions of Sections 108 and 110 and other applicable provisions of the Act, read with the Rules framed thereunder and Regulation 44 of the Listing Regulations, Secretarial Standard-2 on General Meetings ('SS-2') read with the Rules framed thereunder and read with the General Circular nos. 14/2020 dated 8<sup>th</sup> April 2020, 17/2020 dated 13<sup>th</sup> April 2020 and subsequent circulars issued in this regard, the latest being 9/2024 dated 25<sup>th</sup> September 2023, respectively issued by the Ministry of Corporate Affairs.

Results are displayed on the Company's website at <https://www.grasim.com/investors/results-reports-and-presentations> and at [www.adityabirla.com](http://www.adityabirla.com)

- After the quarterly Financial Results approved the Company organises earnings call with the analysts and investors and the transcripts of the same are thereafter uploaded on the website at <https://www.grasim.com/investors/results-reports-and-presentations>.
- Disclosures pursuant to various provisions of the Listing Regulations, as applicable, are promptly communicated to the Stock Exchanges where the securities of the Company are listed, and are also displayed on the Company's website at <https://www.grasim.com/investors/results-reports-and-presentations>.
- The Company has engaged KFin Technologies Limited to enable Members to attend the AGM through video conference ('VC')/other audio-visual means ('OAVM') or view the live webcast of the AGM at <https://emeetings.kfintech.com>.

## Disclosures

### (i) Details of materially significant Related Party Transactions that may have a potential conflict with the interest of the Company at large

During the year, no material transactions with any related party as defined under the Act and the Listing Regulations have been entered into, which have a potential conflict with the interest of the Company at large. All contracts/ arrangements/ transactions entered into by the Company with its related parties were on an arm's-length basis and in the ordinary course of business. All related party transactions have prior approval of the Audit Committee and are reviewed by the Audit Committee on a quarterly basis. Attention of the members is drawn to Note No.4.5 of the Standalone Financial Statements, forming part of this Integrated Annual Report, which sets out the related party disclosures.

## 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](http://www.grasim.com) and the Group's website at [www.adityabirla.com](http://www.adityabirla.com).
- Quarterly Results: Results are generally published in:

Newspaper	Cities of Publication
Business Standard	All Editions
Nai Dunia	Indore Edition





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](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

The details of fees paid to Statutory Auditors are as under:

Placement as specified under Regulation 32(7A) of the Listing Regulations.

The funds raised by the Company through Rights Issue, have been utilised towards object of the Issue as stated in the Letter of Offer dated 4<sup>th</sup> 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 31<sup>st</sup> March 2025, our Company and its subsidiaries have paid a consolidated sum of ₹ 17.31 crore to the statutory auditors and all entities in the network firm / network entity of which the statutory auditor is a part.

				₹ in crore
Sr. No	Entity Name	KKC & Associates LLP and its affiliates	BSR & Co. LLP and its affiliates	Total
1	Grasim Industries Limited			
	Audit	2.50	2.50	5.00*
	Others	0.02	0.07	0.09
	<b>Total</b>	<b>2.52</b>	<b>2.57</b>	<b>5.09</b>
	<b>Subsidiaries</b>			
2	UltraTech Cement Limited	3.68	4.87	8.55
3	Aditya Birla Capital Limited	0.14	0.42	0.56
4	Other Subsidiaries	3.11	NIL	3.11
	<b>Grand Total</b>	<b>9.45</b>	<b>7.86</b>	<b>17.31</b>

\*excluding ₹ 0.10 crore paid to Branch Auditor, Singhi and Co.

## Report on Corporate Governance (Contd.)

### (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:

- Number of complaints at the beginning of the financial year: 1
- Number of complaints filed during the financial year: 12
- Number of complaints disposed of during the financial year: 11
- Number of complaints pending as at end of the financial year: 2

### (x) Loans and advances in the nature of loans to firms/companies in which directors are interested by name and amount

There have been no loans or advances extended by the Company or its subsidiaries, which bear resemblance to loans, to any firms or companies where the Directors of the Company hold an interest.

### (xi) Details of material subsidiaries of the listed entity

Sr. No.	Name of the material subsidiary	Date of Incorporation	Place of Incorporation	Name of Statutory Auditor(s)	Date of appointment of Statutory Auditor(s)
1	Aditya Birla Capital Limited	15/10/2007	Veraval, Gujarat	M/s. M. M. Nissim & Co LLP, Chartered Accountants	16 <sup>th</sup> August 2024
2	UltraTech Cement Limited	24/08/2000	Mumbai, Maharashtra	M/s. BSR & Co. LLP, Chartered Accountants, M/s. KKC & Associates LLP, Chartered Accountants	12 <sup>th</sup> August 2020 18 <sup>th</sup> August 2021

### (xii) Disclosure of certain types of agreements binding listed entities

There are no agreements that require disclosure under clause 5A of paragraph A of Part A of Schedule III of the SEBI Listing Regulations.

### (xiii) CEO / CFO Certification

In terms of provisions of Regulation 17(8) of the Listing Regulations, certificate from Managing Director and Chief Financial Officer of the Company is appended as an Annexure to this Report.

### (xiv) Website

Our Company's website at [www.grasim.com](http://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 31<sup>st</sup> March 2025.
- d) The position of the Chairman of the Board and the Managing Director is separate and the Chairman is a Non-executive Director and not related to Managing Director of the Company.
- e) The Internal Auditors have direct access to the Audit Committee and their representative participates in the Audit Committee meetings and present their observations to the Audit Committee when the internal audit matter is discussed.

**Report on Corporate Governance**

This Report on Corporate Governance forms an integral part of this Integrated Annual Report. The Company is fully compliant with all the provisions of the Listing Regulations, as applicable to the Company.

**Compliances**

1. The Company confirms the compliances with Corporate Governance requirements as specified in the Listing Regulations.
2. A Certificate from the Statutory Auditor, confirming compliance with all the conditions of Corporate Governance as stipulated in the Listing Regulations, is given as '**Annexure B**' to the Board's Report and forms part of this Integrated Annual Report.
3. There is a separate section for General Shareholder Information, which forms an integral part of this Integrated Annual Report.
4. Name and Designation of Compliance Officer: Mr. Sailesh Kumar Daga, Company Secretary.
5. During the year, all recommendations of the Committees of the Board, have been accepted by the Board.

# Report on Corporate Governance (Contd.)

## 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 31<sup>st</sup> March 2025.

Place: Mumbai  
Date: 22<sup>nd</sup> May 2025

**Himanshu Kapania**  
Managing Director  
DIN: 03387441

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## 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 31<sup>st</sup> March 2025 and to the best of our knowledge and belief:
- (1) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
  - (2) these statements together present a true and fair view of the Company's affairs and are in compliance with the existing accounting standards, applicable laws and regulations.
- B. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's Code of Conduct.
- C. We are responsible for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of the internal control systems of the Company pertaining to financial reporting. We have disclosed to the Company's Auditors and the Audit Committee of the Company's Board of Directors deficiencies in the design or operation of internal controls, if any, of which we are aware and the steps taken or proposed to be taken to rectify the deficiencies.
- D. We have indicated to the Auditors and the Audit Committee:
- (1) significant changes in the internal control over financial reporting during the year;
  - (2) significant changes in accounting policies during the year, if any, and that the same have been disclosed in the Notes to the Financial Statements;
  - (3) instances of significant fraud of which we have become aware and the involvement therein, if any, of the Management or other employee having a significant role in the Company's internal control system over financial reporting.

Place: Mumbai  
Date: 22<sup>nd</sup> May 2025

**Himanshu Kapania**  
Managing Director  
DIN: 03387441

**Pavan Kumar Jain**  
Chief Financial Officer



## CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

**(Pursuant to Regulation 34(3) and Schedule V Para C clause (10) (i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)**

To,  
**The Members of,**  
**Grasim Industries Limited**  
P.O. Birlagram, Nagda,  
Ujjain - 456331, Madhya Pradesh-

We, BNP & Associates have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Grasim Industries Limited having CIN: L17124MP1947PLC000410** and having its registered office at P.O. Birlagram, Nagda, Ujjain Madhya Pradesh 456331 (hereinafter referred to as '**the Company**'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications [including verification of Directors Identification Number (DIN) status] in terms of the portal of Ministry of Corporate Affairs Government of India (MCA) [www.mca.gov.in](http://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 31<sup>st</sup> March 2025 have been debarred or disqualified from appointment or continuing as Directors of the Company by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or by any other statutory regulatory authority.

Sr. No.	DIN	Name of the Directors	Designation	Date of Appointment*
1.	00012813	Mr. Kumar Mangalam Birla	Chairman; Non-executive - Non-independent Director	14/10/1992
2.	00022995	Smt. Rajashree Birla	Non-executive - Non-independent Director	14/03/1996
3.	06625036	Ms. Ananyashree Birla	Non-executive - Non-independent Director	06/02/2023
4.	08456879	Mr. Aryaman Vikram Birla	Non-executive - Non-independent Director	06/02/2023
5.	00118188	Ms. Anita Ramachandran	Non-executive - Independent Director	14/08/2018
6.	00181969	Mr. Mohanraj Narendranathan Nair	Non-executive - Independent Director	12/07/2019
7.	01055000	Mr. Yazdi Piroj Dandiwal	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. Haigreave Khaitan	Non-executive - Independent Director	26/09/2024
12.	10090437	Mr. Mukkavilli Jagannath	Non-executive - Non-independent Director	26/09/2024
13.	00060017	Mr. Sushil Agarwal	Non-executive - Non-independent Director	08/02/2024
14.	09288720	Mr. Harikrishna Agarwal	Executive Director, Managing Director	01/12/2021**

\*Date of appointment of Directors are as appearing on MCA Portal.

\*\*Early retirement of Mr. Harikrishna Agarwal as Managing Director and Key Managerial Personnel as well as Member of the Board of Directors of the Company with effect from the close of business hours of 31<sup>st</sup> March 2025;

Ensuring the eligibility of every director for appointment/continuity on the Board is the responsibility of the Management of the Company. We further state that this certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the Management of the Company has conducted the affairs of the Company.

For **BNP & Associates**

Company Secretaries

[Firm Regn. No. P2014MH037400]

PR No.: - 6316 /2024

**Avinash Bagul**

Partner

FCS No.: 5578

COP No.:19862

Place: Mumbai

Date: 22<sup>nd</sup> May 2025

UDIN: F005578G000405439



## Shareholder Information

01	L17124MP1947PLC000410	02	P.O. Birlagram, Nagda, Dist. Ujjain, Madhya Pradesh, India - 456331 Tel: (07366) 246766	03	<a href="mailto:grasim.secretarial@adityabirla.com">grasim.secretarial@adityabirla.com</a>	04	<a href="http://www.grasim.com">www.grasim.com</a>
Corporate Identification Number (CIN)		Registered Office		Email ID		Website	

### 1. ANNUAL GENERAL MEETING

01	Tuesday, 26 <sup>th</sup> August 2025 at 11.30 a.m. (IST) through Video conferencing (VC)/ Other Audio Visual Means (OAVM)	02	<a href="https://emeetings.kfintech.com">https://emeetings.kfintech.com</a>	03	<b>Registered Office:</b> P.O. Birlagram, Nagda Dist. Ujjain Madhya Pradesh, India – 456331	04	Thursday, 21 <sup>st</sup> August 2025 to Monday, 25 <sup>th</sup> August 2025
Day, Date, Time and Venue		Participation through VC/ OAVM for Annual General Meeting ('AGM')/ Webcast		Deemed Venue		E-voting Dates	

### 2. DIVIDEND

01	Tuesday, 12 <sup>th</sup> August 2025	02	Wednesday, 13 <sup>th</sup> August 2025 to Tuesday, 26 <sup>th</sup> August 2025 (inclusive of both days)	03	On or after Friday, 29 <sup>th</sup> August 2025
Record Date		Dates of Book Closure		Dividend Payment Date	

### 3. FINANCIAL CALENDAR FOR REPORTING

The Company's financial year begins on 1<sup>st</sup> April and ends on 31<sup>st</sup> March. Our tentative calendar for declaration of financial results and 79<sup>th</sup> Annual General Meeting of the Company for the Financial Year 2025-26 are as follows:

01	30 <sup>th</sup> June 2025   30 <sup>th</sup> September 2025   31 <sup>st</sup> December 2025   31 <sup>st</sup> March 2026	Quarter ending
02	On or before 14 <sup>th</sup> August 2025   On or before 14 <sup>th</sup> November 2025   On or before 14 <sup>th</sup> February 2026   On or before 30 <sup>th</sup> May 2026	Board Meeting Dates
03	On or before 31 <sup>st</sup> August 2026	AGM for the Year ending 31 <sup>st</sup> March 2026



## 4. LISTING DETAILS

### (a) Equity Shares, Non-Convertible Debentures, Commercial Papers and Global Depository Receipts ('GDRs'):

Equity Shares and Non-Convertible Debentures*	Commercial Paper	GDRs
<b>BSE Limited ('BSE')</b> Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai - 400001  <b>National Stock Exchange of India Limited ('NSE')</b> Exchange Plaza, 5 <sup>th</sup> Floor, Plot No. C/1, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai - 400051	<b>BSE Limited ('BSE')</b> Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai - 400001	<b>Luxembourg Stock Exchange ('LSE')</b> 35A Boulevard Joseph II L-1840 Luxembourg

\*The details of listing of Non-convertible Debentures are forming part of this Report.

**Note:** Annual Listing Fee for the Financial Year 2025-26 has been paid to all Stock Exchanges and no amount is outstanding.

<b>(b) Name and address of Trustees for the Debenture holders</b>	<b>IDBI Trusteeship Services Limited</b> Asian Building, Ground floor 17, R. Kamani Marg, Ballard Estate, Mumbai - 400001 Tel: 022 40807000 E-mail: <a href="mailto:itsl@idbitrustee.com">itsl@idbitrustee.com</a>  <b>Axis Trustee Services Limited</b> The Ruby, 2 <sup>nd</sup> Floor 29, Senapati Bapat Marg, Dadar (West), Mumbai - 400028 Tel: 022 62300451 E-mail: <a href="mailto:debenturetrustee@axistrustee.in">debenturetrustee@axistrustee.in</a>
<b>(c) Overseas Depository for GDRs:</b>	<b>Citibank N.A.</b> Depository Receipt Services 390 Greenwich Street, 4 <sup>th</sup> Floor, New York, NY - 10013 Tel: +212-723-4483; Fax: +212-723-8023
<b>(d) Domestic Custodian of GDRs:</b>	<b>Citibank N.A.</b> Custodial Services FIFC, 9 <sup>th</sup> Floor, C 54 & 55, G Block, Bandra Kurla Complex, Bandra (East), Mumbai - 400098

### (e) Non-Convertible Debentures

The Company issued Unsecured, Redeemable, Non-Convertible Debentures ('NCDs'). The details of outstanding NCDs as on 31<sup>st</sup> March 2025 are as under:

Series	Date of Issue	ISIN	Principal Amount (₹ in crore)	Maturity Date	Listed on	Debenture Trustee
Series 1920/I 7.85% GIL2024	2 <sup>nd</sup> April 2019	INE047A08141 <sup>\$</sup>	500	15 <sup>th</sup> April 2024	BSE and NSE	IDBI Trusteeship Services Limited
Series 1920/II 7.60% GIL2024	4 <sup>th</sup> June 2019	INE047A08158 <sup>\$</sup>	750	4 <sup>th</sup> June 2024		
Series 21-22 I 6.99% GIL 2031	5 <sup>th</sup> April 2021	INE047A08182	1,000	4 <sup>th</sup> April 2031		
Series 22-23 ₹ 7.50% GIL 2027	10 <sup>th</sup> June 2022	INE047A08190	1,000	10 <sup>th</sup> June 2027		
Series 22-23 II 7.63% GIL 2027	1 <sup>st</sup> December 2022	INE047A08208	1,000	1 <sup>st</sup> December 2027		
Series 23-24 I 7.35% GIL 2026	1 <sup>st</sup> August 2023	INE047A08216 <sup>#</sup>	1,000	31 <sup>st</sup> July 2026	BSE	Axis Trustee Services Limited
Series 7.21% GIL 2034, Series I	19 <sup>th</sup> December 2024	INE047A08232	2,000	19 <sup>th</sup> December 2034	BSE	
Series 23-24 II 7.25% GIL 2034	22 <sup>nd</sup> March 2024	INE047A08224	1,250	22 <sup>nd</sup> March 2034	Unlisted	

#### Notes:

<sup>\$</sup>Series 1920/I 7.85% GIL2024 (₹ 500 crore) and 1920/II 7.60% GIL 2024 (₹ 750 crore) were redeemed on 15<sup>th</sup> April 2024 and 4<sup>th</sup> June 2024 respectively.

<sup>#</sup>Series 23-24 I 7.35% GIL 2026 (₹ 1,000 crore) was redeemed on 27<sup>th</sup> December 2024, due to exercise of call option as per the Placement Memorandum dated 24<sup>th</sup> July 2023.

## Shareholder Information (Contd.)

### (f) Commercial Paper

In terms of Securities and Exchange Board of India ('SEBI') Circular No. SEBI/HO/DDHS/P/CIR/2021/613 dated 10<sup>th</sup> August 2021, as amended from time to time, the details of outstanding Commercial Papers as on 31<sup>st</sup> March 2025 are as under:

Series	Date of Issue	ISIN	Principal Amount (₹ in crore)	Maturity Date	Listed on
GIL-15-4-25-CP	28 <sup>th</sup> February 2025	INE047A14AF5	250	15 <sup>th</sup> April 2025	BSE

During the year, the following Commercial Papers were redeemed.

Series	Principal Amount (₹ in crore)	Maturity Date
GIL-29-5-24-CP	100.00	29 <sup>th</sup> May 2024
GIL-6-6-24-CP	650.00	6 <sup>th</sup> June 2024
GIL-11-10-24-CP	500.00	11 <sup>th</sup> October 2024
GIL-28-8-24-CP	100.00	28 <sup>th</sup> August 2024
GIL-14-8-24-CP	1,000.00	14 <sup>th</sup> August 2024
GIL-3-12-24-CP	400.00	3 <sup>rd</sup> December 2024
GIL-26-11-24-CP	100.00	26 <sup>th</sup> November 2024
GIL-10-12-24-CP	500.00	10 <sup>th</sup> December 2024
GIL-10-1-25-CP	500.00	10 <sup>th</sup> January 2025
GIL-16-01-25-CP	500.00	16 <sup>th</sup> January 2025
GIL-14-2-25-CP	600.00	14 <sup>th</sup> February 2025
GIL-25-02-25-CP	400.00	25 <sup>th</sup> February 2025
GIL-28-2-25-CP	500.00	28 <sup>th</sup> February 2025
GIL-27-3-25-CP	500.00	27 <sup>th</sup> March 2025

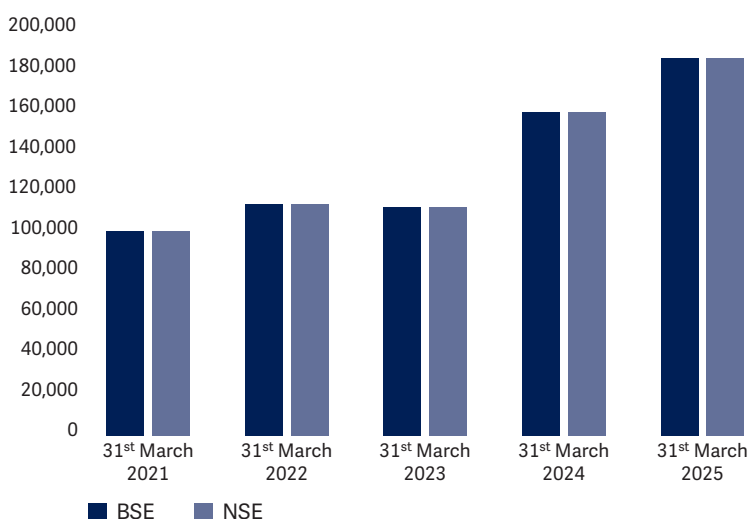
## 5. STOCK CODE

	Stock Code	Reuters	Bloomberg
BSE	500300	GRAS.BO	GRASIM IB Equity
NSE	GRASIM	GRAS.NS	GRASIM IS Equity
LSE	-	GRAS.LU	GRAS LX
ISIN of Equity Shares	INE047A01021	-	-
ISIN of GDRs	US3887061030 US3887064000	-	-

## 6. MARKET CAPITALISATION

Financial Year Ended	(₹ in crore)	
	BSE	NSE
31 <sup>st</sup> March 2021	95,555	95,453
31 <sup>st</sup> March 2022	1,09,590	1,09,540
31 <sup>st</sup> March 2023	1,07,489	1,07,502
31 <sup>st</sup> March 2024	1,52,956	1,52,876
31 <sup>st</sup> March 2025	1,77,870	1,77,710

### Market Capitalisation (₹ in crore)





## 7. DISTRIBUTION OF SHAREHOLDING AND DEMATERIALISATION OF SHARES AND LIQUIDITY AS ON 31<sup>ST</sup> MARCH 2025

### (a) Fully paid-up equity shares:

No. of Equity Shares held	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Shareholding
1-100	1,94,076	72.97	45,74,533	0.67
101-200	26,377	9.92	40,11,993	0.59
201-500	24,314	9.14	78,75,529	1.16
501-1,000	10,398	3.91	73,89,374	1.09
1,001-5,000	8,587	3.23	1,72,71,888	2.54
5,001-10,000	953	0.36	66,07,864	0.97
10,001 & above	1,277	0.48	63,27,47,951	92.99
<b>Total</b>	<b>2,65,982*</b>	<b>100.00</b>	<b>68,04,79,132</b>	<b>100.00</b>

### (b) Partly paid-up equity shares (₹ 0.5 paid-up)

No. of Equity Shares held	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Shareholding
1-100	1,903	97.09	17,077	49.24
101-200	37	1.90	5,411	15.60
201-500	14	0.71	5,078	14.64
501-1,000	3	0.15	2,716	7.83
1,001-5,000	3	0.15	4,402	12.69
<b>Total</b>	<b>1,960*</b>	<b>100.00</b>	<b>34,684</b>	<b>100.00</b>

### (c) Partly paid-up equity shares: (₹ 1.00 paid-up)

No. of Equity Shares held	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Shareholding
1-100	2,692	97.33	30,622	45.88
101-200	43	1.55	6,217	9.31
201-500	23	0.83	7,846	11.75
501-1,000	5	0.18	3,807	5.70
1,001-5,000	2	0.07	4,268	6.39
5,001 & above	1	0.04	14,000	20.97
<b>Total</b>	<b>2,766*</b>	<b>100.00</b>	<b>66,760</b>	<b>100.00</b>

\*Folio based.

## Shareholder Information (Contd.)

### 8. CATEGORIES OF SHAREHOLDING AS ON 31<sup>ST</sup> MARCH 2025

Categories	No. of Shareholders	% of Shareholders	No. of Fully paid-up Shares Held	No. of Partly paid-up Shares	Total No. of shares	% of Shareholding
Promoter and Promoter Group*	26	0.01%	29,34,11,523	0	29,34,11,523	43.11%
Mutual Fund and Alternate Investment Fund	70	0.03%	5,07,02,210	0	5,07,02,210	7.45%
Banks, Financial Institution, NBFC & Insurance Companies	126	0.05%	6,97,00,857	0	6,97,00,857	10.24%
FII's	585	0.23%	9,15,21,205	2,430	9,15,23,635	13.45%
GDRs <sup>#</sup>	1	0.00%	1,43,09,408	0	1,43,09,408	2.10%
NRIs/OCBs/Foreign Nationals	8,673	3.40%	1,81,34,964	1,920	1,81,36,884	2.67%
Central Government/ State Government(s)/	7	0.00%	10,288	0	10,288	0.00%
Bodies Corporate/ Trust/ Clearing Member, etc.	5,716	2.24%	6,61,69,143	14,077	6,61,83,220	9.72%
Qualified Institutional Buyer	3	0.00%	15,47,019	0	15,47,019	0.23%
Individuals	2,39,961	94.04%	7,29,07,172	83,017	7,29,90,189	10.73%
Shares held by Employee Trust	1	0.00%	20,65,343	0	20,65,343	0.30%
<b>Total</b>	<b>2,55,169<sup>\$</sup></b>	<b>100.00%</b>	<b>68,04,79,132</b>	<b>1,01,444</b>	<b>68,05,80,576</b>	<b>100.00%</b>

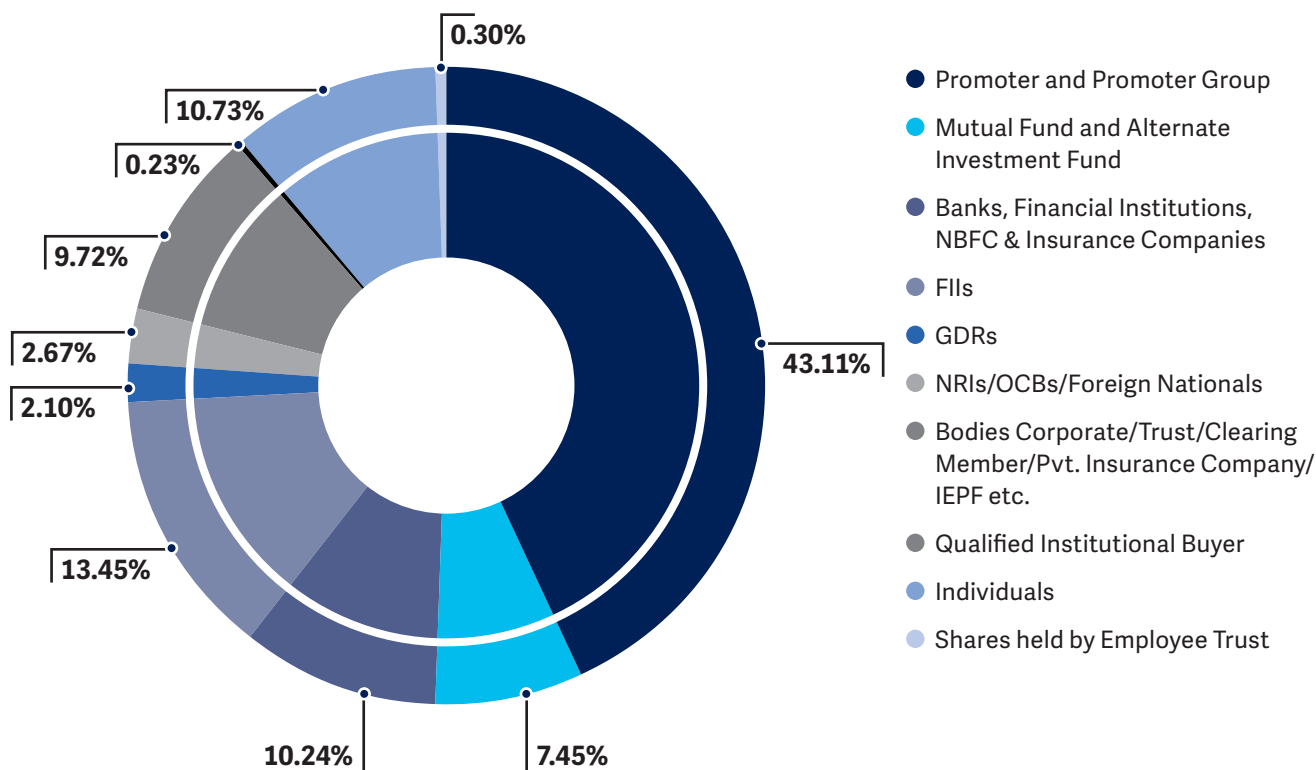
\*Includes 3,13,20,509 (4.60%) GDRs held by Promoters/Promoter Group.

ECE Industries Ltd. which forms part of Promoter Group is not holding any share of the Company as on 31<sup>st</sup> March 2025 and the same is not included in No. of Shareholders.

<sup>#</sup>Excludes GDRs held by Promoters/Promoter Group

<sup>\$</sup>PAN based

**Note:** Entire shareholding of the promoter and promoter group is in dematerialised form.







## 9. OUTSTANDING GDRs/WARRANTS AND CONVERTIBLE BONDS

4,56,29,917 GDRs (Previous Year: 5,70,88,831 GDRs) are outstanding as on 31<sup>st</sup> March 2025. Each GDR represents one underlying equity share of the Company. There are no warrants/convertible bonds outstanding as on 31<sup>st</sup> March 2025.

## 10. CORPORATE BENEFITS TO INVESTORS

Dividend declared during the last 5 years:

Financial Year	Date of Declaration	Dividend Per Share on (in ₹)
2019-20	14 <sup>th</sup> September 2020	4
2020-21	27 <sup>th</sup> August 2021	9
2021-22	29 <sup>th</sup> August 2022	10
2022-23	25 <sup>th</sup> August 2023	10
2023-24	20 <sup>th</sup> August 2024	10*

\*₹10/- on fully paid-up equity shares and partly paid-up equity shares in proportion to their share in the paid-up equity share capital

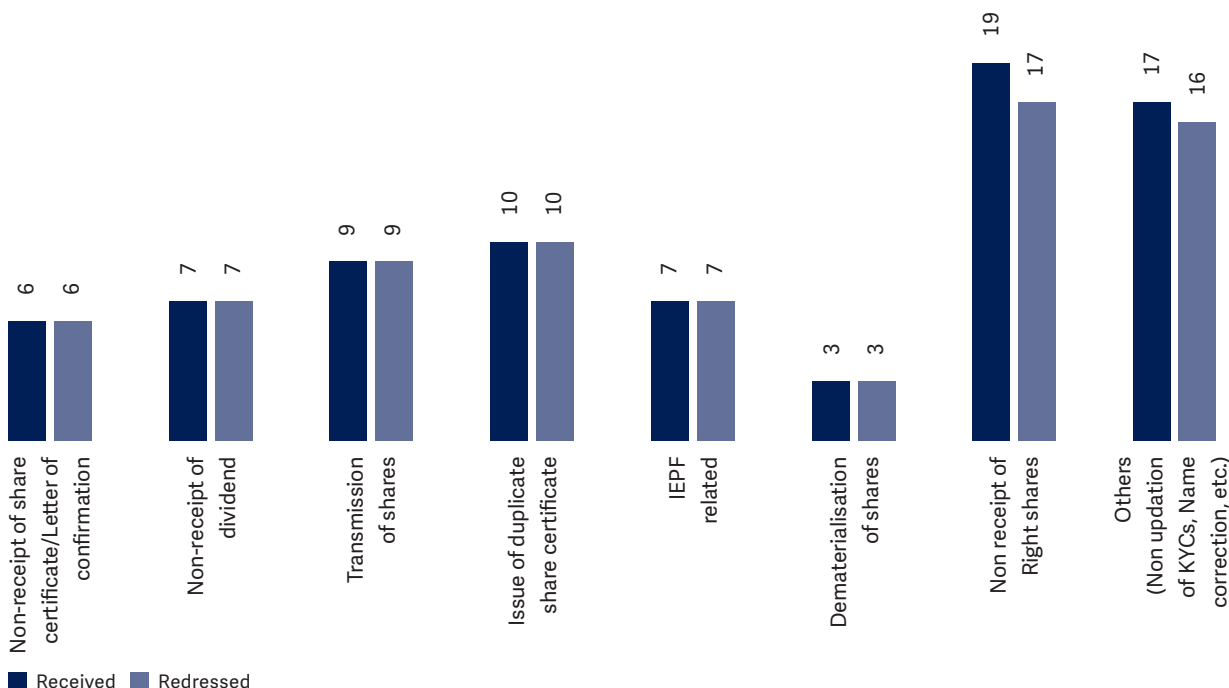
## 11. SHARE TRANSFER SYSTEM

SEBI, effective from 1<sup>st</sup> April 2019, barred physical transfer of shares of listed companies and mandated transfers only through demat. However, investors are not barred from holding shares in physical form. We request shareholders whose shares are in physical mode to dematerialise their shares.

## 12. INVESTOR GRIEVANCE REDRESSAL

During the year under review, the Company received 78 complaints from the shareholders, of which 75 complaints were redressed. Three complaints were pending at the end of the year, which were resolved on 10<sup>th</sup> April 2025, 11<sup>th</sup> April 2025 and 22<sup>nd</sup> April 2025, respectively. The RTA attends to investor grievances in consultation with the Secretarial Department of the Company.

### Nature of Complaints



## Shareholder Information (Contd.)

### 13. FOREIGN EXCHANGE RISK AND HEDGING ACTIVITIES

The Company hedges its 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 15<sup>th</sup> November 2018.

### 14. CREDIT RATINGS

The Company's financial discipline and prudence is reflected in the strong credit ratings ascribed by rating agencies as given below:

Nature of Instrument	Name of Credit Rating Agency	Credit Rating Assigned
Commercial Paper	CRISIL and ICRA	A1+
NCDs	CRISIL and ICRA	AAA (Stable)
Consortium Limits	CRISIL and CareEdge	AAA(Stable) Long Term A1+ Short Term
Out of Consortium Limits	CRISIL and CareEdge	AAA(Stable) Long Term A1+ Short Term
Company Rating	Indian Ratings and Research Private Limited	AAA(Stable)

### 15. REGISTRAR AND TRANSFER AGENT (RTA) AND INVESTOR CORRESPONDENCE

For any queries relating to the shares of the Company, correspondence may be addressed to the Company's RTA at:

Name	KFin Technologies Limited
Address for correspondence	Selenium Building, Tower-B, Plot No. 31 & 32, Financial District Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana, India - 500032
Email ID	<a href="mailto:einward.ris@kfintech.com">einward.ris@kfintech.com</a>
Toll Free/ Phone Number	1800 309 4001
WhatsApp Number	(+91) 910 009 4099
KPRISM (Mobile Application)	<a href="https://kprism.kfintech.com/signup">https://kprism.kfintech.com/signup</a>
KFINTECH Corporate Website	<a href="https://www.kfintech.com">https://www.kfintech.com</a>
RTA Website	<a href="https://ris.kfintech.com">https://ris.kfintech.com</a>
Investor Support Centre	<a href="https://kprism.kfintech.com/">https://kprism.kfintech.com/</a>

### 16. OTHER USEFUL INFORMATION FOR SHAREHOLDERS

#### Correspondence with the Company/RTA

Shareholders/Beneficial Owners are requested to quote their Folio No. / DP and Client ID, in all correspondence with the Company/RTA.

All correspondence should be addressed to KFin Technologies Limited as per the details as mentioned above.

Shareholders may send correspondence through e-mail on [einward.ris@kfintech.com](mailto:einward.ris@kfintech.com) or [grasim.secretarial@adityabirla.com](mailto:grasim.secretarial@adityabirla.com)

#### Company's Website

Shareholders are requested to visit the Company's website: [www.grasim.com](http://www.grasim.com)

- for information on investor services being offered by the Company; and
- for downloading of various forms/formats.



### **Common and simplified norms for investor service request**

During the year, in terms of the SEBI Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2023/37 dated 16<sup>th</sup> March 2023, the Company has sent individual letters and 25<sup>th</sup> November 2024 to shareholders holding shares of the Company in physical form for furnishing their PAN, KYC details and and/or Choice of Nomination.

### **Furnishing of PAN, email address, mobile number, bank account details, specimen signature and Choice of Nomination by holders of physical securities**

Folios wherein any one of the above-mentioned documents / details are not available on or after 1<sup>st</sup> April 2024, the shareholders will not be eligible to lodge grievance or avail service request from the Company's RTA. Further payment of dividend for such folios shall be made through electronic mode only.

Shareholders holding shares in electronic form are requested to update their PAN, Bank account details, signature, mobile number, e-mail ID, address, residential status, category and other details with their relevant depositories through their depository participants.

Shareholders holding shares in physical form are required to submit Form ISR-1, ISR-2 and ISR-3 or SH-13 along with supporting documents with the Company's RTA viz., KFin Technologies Limited ("KFin") Unit: Grasim Industries Limited, Selenium Building, Tower-B, Plot No. 31 & 32, Financial District Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana, India - 500 032. Shareholders may contact the RTA at [einward.ris@kfintech.com](mailto:einward.ris@kfintech.com) and also refer details at <https://www.grasim.com/investors/useful-information>

### **KPRISM - Mobile and Web based Application**

A mobile based application named 'KPRISM' and a website <https://kprism.kfintech.com/> are also available for the benefit of Shareholders holding shares in physical form. KPRISM enables Shareholders to add as well as view their folios, check the status of demat requests, add reminders for General Meetings and e-Voting events and connect with helpdesk on the go.

### **Online Application for Investor Query**

It is hereby informed that our RTA, KFin Technologies Limited has launched an online application which can be accessed at <https://kprism.kfintech.com/>. Members are requested to register / signup using their Name, PAN, Mobile Number and email ID. Post registration, they can login via OTP and execute activities like raising ISR, query, complaints, check for status, KYC details, Dividend, Interest, Redemptions, e-Meeting and e-Voting details.

### **Senior Citizens - Investor Support**

In order to enhance the experience for Senior Citizen Shareholders (above 60 years of age), a Senior Citizens investor cell has been formed by our RTA, to exclusively assist the Senior Citizens in redressing their grievances, complaints and queries. The special cell closely monitors the queries and requests received from Senior Citizens through this channel and handholds them at every stage of the service request till closure of the request.

Senior Citizens wishing to avail this service can send their communications with the below details at [senior.citizen@kfintech.com](mailto:senior.citizen@kfintech.com). Citizen Shareholders are required to provide the following details :

- ID proof showing Date of Birth
- Folio Number
- Company Name
- Nature of Grievance

A dedicated Toll-Free number for Senior Citizens can also be accessed at 1-800-309-4006 for any queries or information.

## Shareholder Information (Contd.)

### Dematerialisation

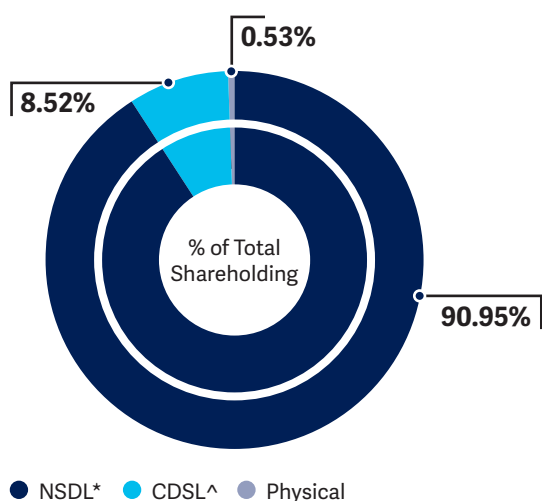
Dematerialisation requests, duly completed in all respects are normally processed within 15 days from the date of receipt by the RTA.

Shareholders are requested to note that if the physical documents, viz., Dematerialisation Request Form (DRF), Share Certificates, etc., are not received from their concerned Depository Participants (DPs) by the RTA within a period of 15 days from the date of generation of the Dematerialisation Request Number

(DRN) for dematerialisation, the DRN will be treated as rejected/ cancelled.

Shareholders holding equity share(s) of the Company in physical form are requested to kindly get their equity share(s) converted into dematerialised form to get inherent benefits of dematerialisation and also considering that physical transfer of equity shares/ issuance of equity shares in physical form have been disallowed by SEBI.

As on 31<sup>st</sup> March 2025, the mode of holding of shares is as under:



\*Includes 71,014 partly paid-up shares held by 2,867 shareholders

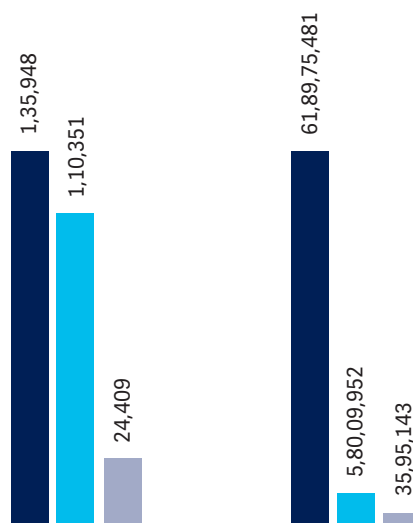
^Includes 30,430 partly paid-up shares held by 1,859 shareholders

### Non-Resident Shareholders

Non-Resident Shareholders are requested to immediately notify the following to the RTA of the Company in respect of shares held in physical form and to their DPs in respect of shares held in dematerialised form:

- Indian address for sending all communications, if not provided earlier;

### No of shareholders      Total No. of Shares



- Change in their residential status on return to India for permanent settlement;
- Particulars of the NRE Bank Account maintained with a bank in India, if not furnished earlier (Please send a photocopy of cancelled cheque);
- E-mail ID and Phone No.(s).



## Unclaimed Shares/Dividend

Pursuant to Section 124 and 125 of the Companies Act, 2013 ('the Act') read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, as amended from time to time ('IEPF Rules') as amended from time to time, dividend, if not claimed for a period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ('IEPF').

Further, shares in respect of dividends have not been claimed for a period of 7 consecutive years are also liable to be transferred to IEPF. In the interest of the shareholders, the Company sends periodic reminders to the shareholders to claim their dividends to avoid transfer of dividend/shares to IEPF. Notices in this regard are also published in the newspapers and the details of unclaimed dividend and shareholders whose shares are liable to be transferred to the IEPF, are uploaded on the Company's website.

The Company has during the financial year 2024-25, transferred the unclaimed dividend to IEPF, outstanding for 7 years of the Company. Further, equity shares of the Company, in respect of which dividend has not been claimed for 7 consecutive years or more, have also been transferred to IEPF.

Statement of amount credited to IEPF during the year:

Sr. No.	Name of the Company	Amount credited (in ₹)	Financial year to which the amount relates
1	Grasim Industries Limited	2,89,60,236	2016-17

	Total number of shares (Face value of ₹ 2 each)	Total nominal amount
Shares Transferred to IEPF during the year	6,81,525	13,63,050

Details of unpaid/unclaimed dividend and equity shares for the financial year 2016-17 are uploaded on the website of the Company as well as that of the Ministry of Corporate Affairs, Government of India ('MCA'). No claim shall lie against the Company in respect of unclaimed dividend amount and equity shares transferred to the IEPF, pursuant to the IEPF Rules.

The due date of transfer of unpaid/unclaimed dividend to IEPF for the year 2017-18 onwards are as under:

Financial Year	Due Date of Transfer
2017-18	20 <sup>th</sup> October 2025
2018-19	28 <sup>th</sup> September 2026
2019-20	19 <sup>th</sup> October 2027
2020-21	2 <sup>nd</sup> October 2028
2021-22	29 <sup>th</sup> September 2029
2022-23	28 <sup>th</sup> September 2030
2023-24	21 <sup>st</sup> September 2031

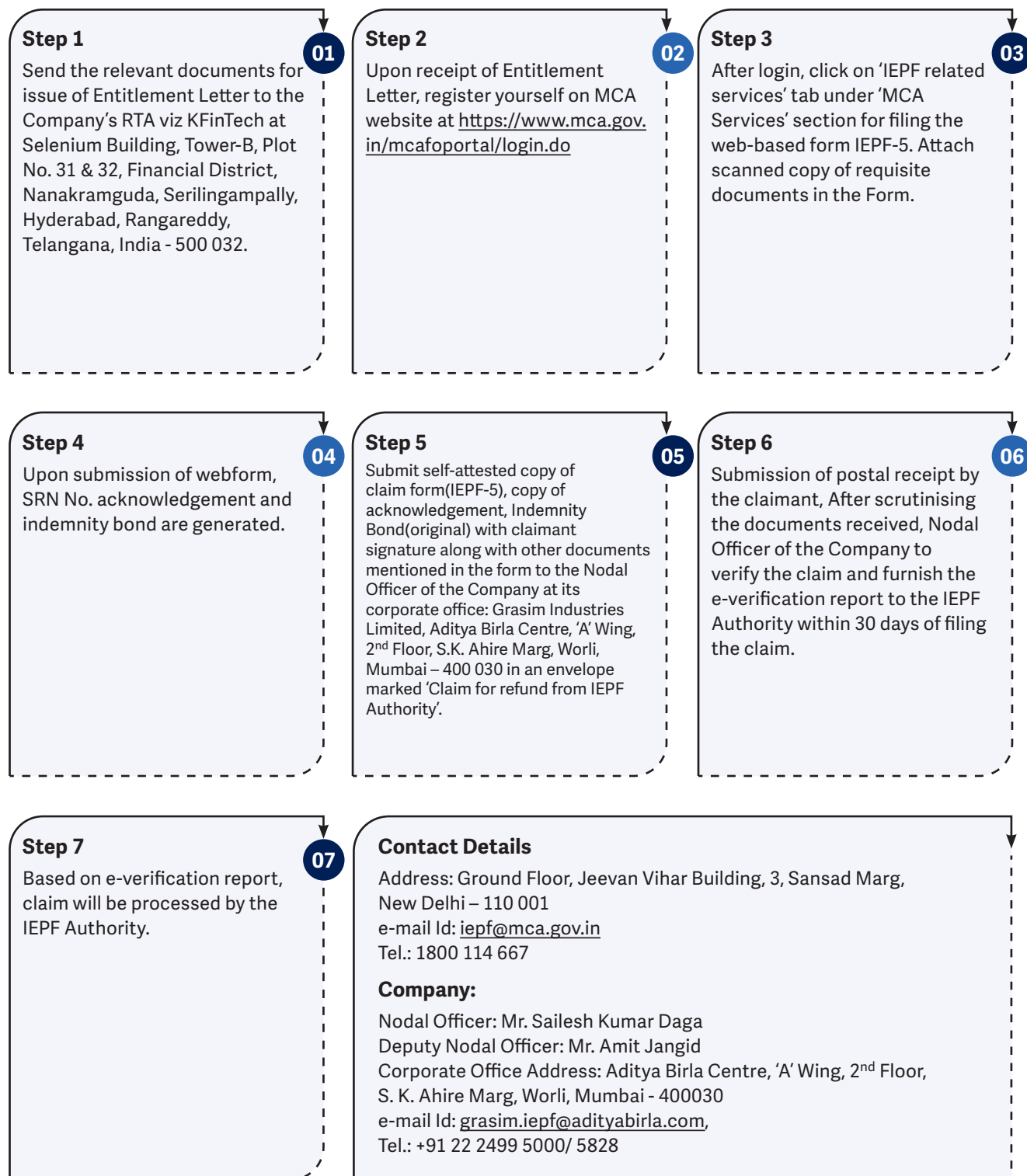
## IEPF Refund

Shareholders whose dividends and/or shares are transferred to IEPF, can claim the same from the IEPF Authority after complying with the prescribed procedures.



## Shareholder Information (Contd.)

### Procedure to claim the unclaimed dividend amount and equity shares from the IEPF:





## Unclaimed Shares in Physical Form

Pursuant to Regulation 39(4) of the Listing Regulations read with Schedule VI 'Manner of dealing with Unclaimed Shares' share certificates which have been returned as 'undelivered' by the postal authorities, if any, has to be dematerialised and held by the Company in its 'Unclaimed Suspense Account'.

In terms of Schedule VI of the Listing Regulations, your Company has initiated appropriate steps on unclaimed shares by transferring and dematerialising them into one folio in the name of 'Grasim Industries Limited Unclaimed Suspense Account'. In case your shares are lying unclaimed with the Company, you are requested to claim the same by submitting Form ISR-4 along with copy of Client Master List ('CML'), PAN and Address proof.

All corporate benefits on such shares viz., bonus, etc. shall be credited to the unclaimed suspense account as applicable for a period of seven (7) years and thereafter it will be transferred to IEPF in accordance with the provisions of IEPF Rules read with Section 124(6) of the Act.

The details of transactions carried out in 'Grasim Industries Limited Unclaimed Suspense Account' during the year are as under:

Particulars	No. of shareholders	No. of shares
Outstanding at the beginning of the year i.e. 1 <sup>st</sup> April 2024	1,609	1,41,366
Shareholders/Legal Heirs who approached the Company and to whom shares were transferred from the Unclaimed Suspense Account during the year upon receipt and verification of necessary documents	(22)	(1,365)
Number of shares transferred to IEPF Authority during the year	(585)	(25,168)
Outstanding at the end of the year i.e. 31 <sup>st</sup> March 2025	1,002	1,14,833*

\*Voting Rights in respect of the aforesaid shares held in the Unclaimed Suspense Account are frozen till the time such shares are claimed by the concerned shareholders and the shares are credited in their demat account.

## Shares in Suspense Escrow Demat Account

SEBI vide its Master Circular no. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated 7<sup>th</sup> May 2024 directed listed entities to issue securities in dematerialised form through letter of confirmation while processing investor services request and in cases where letter of confirmation is not submitted to DP with 120 days from the date of issuance, RTA/ Company shall credit the same into the Suspense Escrow Demat Account of the Company.

In terms of SEBI Circular, your Company has credited the shares into 'Grasim Industries Limited Suspense Escrow Demat Account', in those cases where the Letter of Confirmation has not been submitted to DP within 120 days. In case your shares are lying in Suspense Escrow Demat Account of the Company, you are requested to claim the same by submitting Form ISR-4 along with copy of CML, PAN and Aadhar Card.

The details of transactions carried out in 'Grasim Industries Limited Suspense Escrow Demat Account' during the year are as under:

Particulars	No. of shareholders	No. of shares
Outstanding at the beginning of the year i.e. 1 <sup>st</sup> April 2024	32	6,575
Number of shares transferred to Suspense Escrow Demat Account during the year	50	7,930
Shareholders who approached the Company and to whom shares were transferred from the Suspense Escrow Demat Account during the year	(23)	(4,465)
Outstanding at the end of the year i.e. 31 <sup>st</sup> March 2025	59	10,040

## Rights equity shares in Suspense Escrow Demat Account:

In terms of the provisions of SEBI Rules and Regulations, the Company has credited the Rights equity shares into 'Grasim Industries Limited Suspense Escrow Demat Account' (Rights equity shares), in those cases where the Rights equity shares were not credited to the demat account of the respective shareholders on account of various reasons stated by the Depositories. In case your shares are lying in Rights equity share suspense account, you are requested to claim the same by submitting Form ISR 4 along with request letter, copy of Client Master List ('CML') and PAN card.

The details of transactions carried out in 'Grasim Industries Limited Suspense Escrow Demat Account' (Rights Shares) during the year are as under:

Particulars	No. of shareholders	No. of shares
Outstanding at the beginning of the year i.e. 1 <sup>st</sup> April 2024	611	33,405
Shareholders who approached the Company and to whom shares were transferred from the Suspense Escrow Demat Account during the year	(480)	(31,994)
Outstanding at the end of the year i.e. 31 <sup>st</sup> March 2025	131	1,411

## Shareholder Information (Contd.)

### 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 31<sup>st</sup> March 2025 will also be available on the Company's website at [www.grasim.com](http://www.grasim.com), websites of the Stock Exchanges i.e. BSE and NSE at [www.bseindia.com](http://www.bseindia.com) and [www.nseindia.com](http://www.nseindia.com) respectively, and on the website of RTA at <https://evoting.kfintech.com>

Link for availing the electronic communication (Green Initiative) – <https://www.grasim.com/investors/green-initiative>

## 17. CORPORATE OFFICE AND PLANT LOCATIONS:

### Corporate Office:

Name	Address
<b>Corporate Office</b>	A-2, Aditya Birla Centre, S.K. Ahire Marg, Worli, Mumbai - 400 030 (022) 24995000/66525000

### B2B E-commerce Office:

Name	Address
<b>Birla Pivot</b>	Marathahalli, Sarjapur Outer Ring Road, 8 <sup>th</sup> Floor Umiya Business Bay2, Cessna Business Park, Bengaluru, Karnataka, 560037

### Plant Locations:

#### Cellulosic Staple Fibre ('CSF'):

Name	Address
<b>Staple Fibre &amp; Excel Fibre Division</b>	Birlagram, Nagda - 456 331, Madhya Pradesh
<b>Harihar Polyfiber Division</b>	Harihar, Dist. Haveri Kumarapatnam - 581 123, Karnataka
<b>Grasilene Division</b>	Harihar, Dist. Haveri Kumarapatnam - 581 123, Karnataka
<b>Birla Cellulosic Division &amp; Excel Fibre Division</b>	Birladham, Kharach, Kosamba - 394 120, Dist. Bharuch, Gujarat
<b>Cellulosic Division</b>	Plot No. 1, GIDC Vilayat Industrial Estate P. O. Vilayat, Taluka: Vagra, Dist. Bharuch - 392 012, Gujarat

### Chemical:

Name	Address
<b>Chemical Division, Nagda</b>	Birlagram, Nagda, Dist. Ujjain, Madhya Pradesh - 456 331
<b>Chemical Division, Vilayat</b>	Plot No. 1, GIDC Vilayat Industrial Estate P.O. Vilayat Taluka: Vagra, Dist. Bharuch - 392 012, Gujarat
<b>Chemical Division, Rehla</b>	Garhwa Road, P. O.- Rehla, Dist.: Palamau, Jharkhand - 822 124
<b>Chemical Division, Karwar</b>	P. O. Binaga - 581 307, Karwar Dist.: Uttar Kannada, Karnataka, India
<b>Chemical Division, Renukoot</b>	P. O. Renukoot - 231 217, Dist. - Sonbhadra, Uttar Pradesh
<b>Chemical Division, Ganjam</b>	P. O. Jayshree - 761 025, Dist. Ganjam (Odisha)
<b>Chemical Division, Balabhadrapuram</b>	P. O. Balabhadrapuram - Survey No. 1, 2, 3, 4, Kanedu Metta Road, Balabhadrapuram, East Godavari - 533 343, Andhra Pradesh
<b>Chemical Division, Indian Rayon</b>	Veraval - 362 266, Dist. Gir, Somnath, Gujarat
<b>Chemical Division at Century Rayon</b>	Murbad Road, Shahad Station, Kalyan - 421 301, Dist. - Thane, Maharashtra

### Salt Works:

Name	Address
<b>Salt Pans at Singach</b>	P.O. Singach, Via - Vadinar, Dist. - Jamnagar, Gujarat, 361 010

### Specialty Chemicals (Epoxy Polymers & Curing Agents):

Name	Address
<b>Epoxy Division, Vilayat</b>	Plot No. 1, GIDC Vilayat Industrial Estate, P. O. Vilayat, Taluka: Vagra, Dist. Bharuch - 392 012 Gujarat

### Textile :

Name	Address
<b>Vikram Woollens</b>	Plot GH I to IV, Ghironghi, Industrial Area Malanpur- 477 117 Dist. Bhind, Madhya Pradesh
<b>Jaya Shree Textiles</b>	P. O. Prabhas Nagar - 712 249, Dist. Hooghly, West Bengal
<b>Grasim Premium Fabric</b>	Plot No. T-8, Five Star MIDC, Kagal - Hatkanangle, Kasba Sangaon, Kolhapur-416 236, Maharashtra

### Cellulosic Fashion Yarn ('CFY'):

Name	Address
<b>Indian Rayon</b>	Indian Rayon Compound, Veraval 362 266, Dist. Gir Somnath, Gujarat
<b>Century Rayon*</b>	Murbad Road, Shahad, Kalyan - 421 103, Dist. - Thane, Maharashtra

\*Under right to manage and operate agreement.

**Insulators:**

Name	Address
<b>Aditya Birla Insulators, Rishra</b>	P. O. Prabhas Nagar, Rishra Dist. Hoogly - 712 249, West Bengal
<b>Aditya Birla Insulators, Halol</b>	P. O. Meghasar Taluka, Halol Dist. Panchmahal, Gujarat – 389 330

**Paints:**

Name	Address
<b>Birla Opus, Mahad</b>	Plot No A-1, Village Kamble, Turf Birwadi, Mahad Industrial Area,, Raigad, Maharashtra, 402309
<b>Birla Opus, Chamarajanagar</b>	Plot No 147A, 147B & 147C Corner, Badanaguppe Kellamballi Industrial Area, Karnataka, 571313
<b>Birla Opus, Cheyyar</b>	Plot No. A-3-1 A-4-2, Phase 2, SIPCOT Industrial Complex, Mahajanambakkam Village, Cheyyar Thaluk, Tiruvannamalai, Tamil Nadu, 631701
<b>Birla Opus, Ludhiana</b>	Plot Nos B1 and D 02 P, Hi Tech Cycle Valley, Dhanansu, Ludhiana, Punjab – 141112
<b>Birla Opus, Panipat</b>	Plot No 48-62, HSIIDC, Industrial Estate, Refinery Road, Panipat, Haryana, 132140

**18. REDRESSAL AGENCIES FOR SHAREHOLDERS****Regulatory Authorities:**

**Ministry of Corporate Affairs (MCA)** 'A' Wing, Shastri Bhawan, Rajendra Prasad Road, New Delhi – 110 001  
Tel.: (011) 23381295  
Web: [www.mca.gov.in](http://www.mca.gov.in)

**Securities and Exchange Board of India (SEBI)** Plot No.C4-A, 'G' Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051  
Tel.: (022) 26449000 / 40459000  
Web: [www.sebi.gov.in](http://www.sebi.gov.in)

**Stock Exchanges:**

**BSE Limited (BSE)** Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001  
Tel.: (022) 22721233 / 34  
Fax: (022) 22721919  
Web: [www.bseindia.com](http://www.bseindia.com)

**National Stock Exchange of India Limited (NSE)** 'Exchange Plaza', C-1, 5<sup>th</sup> Floor, Block G, Bandra-Kurla Complex, Bandra (East), Mumbai - 400 051  
Tel.: (022) 26598100/8114  
Fax: (022) 26598120  
Web: [www.nseindia.com](http://www.nseindia.com)

**Depositories:**

**National Securities Depository Limited (NSDL)** Trade World, 'A' Wing, 4<sup>th</sup> Floor, Kamala Mills Compound, Lower Parel, Mumbai – 400 013  
Tel.: (022) 2499 7000 / 4886 7000  
Web: [www.nsdl.co.in](http://www.nsdl.co.in)

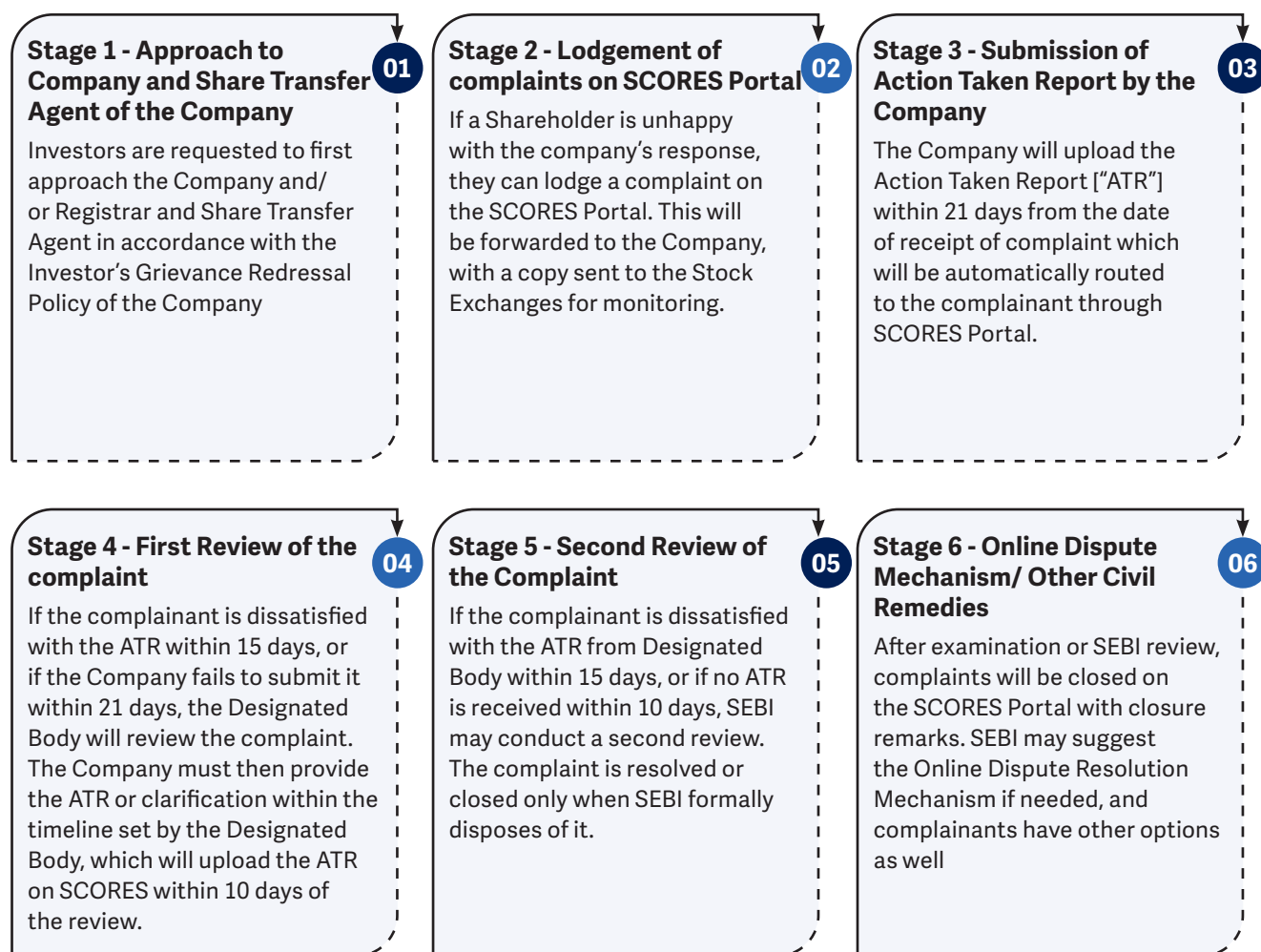
**Central Depository Services (India) Limited (CDSL)** Marathon Futurex, A-Wing, 25<sup>th</sup> Floor, N. M. Joshi Marg, Lower Parel, Mumbai – 400 013  
Tel.: (022) 2305 8640 / 1800 22 5533  
Web: [www.cdslindia.com](http://www.cdslindia.com)

## Shareholder Information (Contd.)

### 19. Revised framework for handling and monitoring of investor complaints received through SCORES

SEBI has requested the shareholder to approach the Company directly at the first instance for their grievance. If the Company does not resolve the complaint of the shareholders within stipulated time, then they may lodge the complaint with SEBI/Stock Exchanges for further action.

Further, SEBI vide its Circular No. SEBI/HO/OIAE/IGRD/CIR/P/2023/156 dated 20<sup>th</sup> September 2023 read with Circular No. SEBI/HO/OIAE/IGRD/CIR/P/2023/183 dated 1<sup>st</sup> December 2023 has notified the revised framework for handling and monitoring of investor complaints received through SCORES platform by the Company and designated Stock Exchanges effective from 1<sup>st</sup> April 2024. The shareholders can access the new version of SCORES 2.0 at <https://scores.sebi.gov.in>.



#### Online Dispute Resolution Portal

SEBI vide its Circular No. SEBI/HO/OIAE/OIAE\_IAD-1/P/ CIR/2023/131 dated 31<sup>st</sup> July 2023 (subsumed as part of the SEBI Master Circular No. SEBI/HO/OIAE/OIAE\_IAD-3/P/CIR/2023/195 dated 28<sup>th</sup> December 2023) have issued a Circular for online resolution of disputes in the Indian securities market.

With the said Circular, the existing dispute resolution mechanism in the Indian securities market is being streamlined under the aegis of Stock Exchanges and Depositories by expanding their scope and by establishing a common Online



Dispute Resolution Portal (“ODR Portal”) which harnesses online conciliation and online arbitration for resolution of disputes arising in the Indian securities market.

The said Circular, inter alia, details about the following key aspects:

- Investors, listed companies, specified intermediaries, and regulated entities have been covered under the ambit of ODR Portal;
- Introduction of a common ODR Portal;
- Process for initiation of the dispute resolution process on ODR Portal;
- Procedure for conciliation and arbitration, its form of proceedings and fees & charges thereto; and
- Roles and responsibilities of Market Infrastructure Institutions like Stock Exchanges and Depositories and Market Participants like listed entity and RTA.

The shareholders can access the ODR Portal at <https://smartodr.in/login>

## 20. WEBLINKS FOR THE POLICIES/ CODES

Particulars	Weblink
Policy on Board Diversity	<a href="https://www.grasim.com/upload/pdf/board-diversity-policy-grasim.pdf">https://www.grasim.com/upload/pdf/board-diversity-policy-grasim.pdf</a>
Risk Management Policy	<a href="https://www.grasim.com/Upload/PDF/risk-management-policy.pdf">https://www.grasim.com/Upload/PDF/risk-management-policy.pdf</a>
Corporate Tax Policy	<a href="https://www.grasim.com/upload/pdf/corporate-tax-policy.pdf">https://www.grasim.com/upload/pdf/corporate-tax-policy.pdf</a>
Human Rights Policy	<a href="https://www.grasim.com/upload/pdf/human-rights-policy.pdf">https://www.grasim.com/upload/pdf/human-rights-policy.pdf</a>
Environmental Policy	<a href="https://www.grasim.com/Upload/PDF/grasim-environmental-policy-2021.pdf">https://www.grasim.com/Upload/PDF/grasim-environmental-policy-2021.pdf</a>
Energy & Carbon Policy	<a href="https://www.grasim.com/Upload/PDF/grasim-energy-carbon-policy.pdf">https://www.grasim.com/Upload/PDF/grasim-energy-carbon-policy.pdf</a>
Water Stewardship Policy	<a href="https://www.grasim.com/upload/pdf/water-stewardship-policy.pdf">https://www.grasim.com/upload/pdf/water-stewardship-policy.pdf</a>
Wood Fiber Sourcing Policy	<a href="https://www.grasim.com/Upload/PDF/fibre-sourcing-policy.pdf">https://www.grasim.com/Upload/PDF/fibre-sourcing-policy.pdf</a>
Quality Environment and Occupational Health and Safety Policy	<a href="https://www.grasim.com/upload/pdf/IMS-policy-harihar.pdf">https://www.grasim.com/upload/pdf/IMS-policy-harihar.pdf</a>
Grievance handling Policy	<a href="https://www.grasim.com/Upload/PDF/grasim-grievance-handling-policy-fy21.pdf">https://www.grasim.com/Upload/PDF/grasim-grievance-handling-policy-fy21.pdf</a>
Policy for Archival of Documents	<a href="https://www.grasim.com/upload/pdf/archival_policy.pdf">https://www.grasim.com/upload/pdf/archival_policy.pdf</a>
Policy for Preservation of Documents	<a href="https://www.grasim.com/upload/pdf/policy_preservation_documents.pdf">https://www.grasim.com/upload/pdf/policy_preservation_documents.pdf</a>
Executive Remuneration Policy	<a href="https://www.grasim.com/upload/pdf/ABG-executive-remuneration-philosophy-policy.pdf">https://www.grasim.com/upload/pdf/ABG-executive-remuneration-philosophy-policy.pdf</a>
Code of Conduct	<a href="https://www.grasim.com/upload/pdf/code-of-conduct.pdf">https://www.grasim.com/upload/pdf/code-of-conduct.pdf</a>
Corporate Social Responsibility Policy	<a href="https://www.grasim.com/Upload/PDF/grasim-csr-policy.pdf">https://www.grasim.com/Upload/PDF/grasim-csr-policy.pdf</a>
Dividend Distribution Policy	<a href="https://www.grasim.com/upload/pdf/Grasim_Dividend_Policy_16.pdf">https://www.grasim.com/upload/pdf/Grasim_Dividend_Policy_16.pdf</a>
Policy on Determination of Materiality of Information or Events	<a href="https://www.grasim.com/upload/pdf/Policy_materiality_information.pdf">https://www.grasim.com/upload/pdf/Policy_materiality_information.pdf</a>
Vigil Mechanism & Whistle Blower Policy	<a href="https://www.grasim.com/upload/pdf/whistle_blower_policyx.pdf">https://www.grasim.com/upload/pdf/whistle_blower_policyx.pdf</a>
PIT Code of Practice and Procedures for Fair Disclosure of UPSI	<a href="https://www.grasim.com/Upload/PDF/pit-code-of-practice-and-procedures-for-fair-disclosures-upsi.pdf">https://www.grasim.com/Upload/PDF/pit-code-of-practice-and-procedures-for-fair-disclosures-upsi.pdf</a>
Familiarisation Programme for Independent Directors	<a href="https://www.grasim.com/Upload/PDF/familiarisation-programme-independent-directors.pdf">https://www.grasim.com/Upload/PDF/familiarisation-programme-independent-directors.pdf</a>
Policy on Determination of Material Subsidiary	<a href="https://www.grasim.com/upload/pdf/Grasim_Policy_Material_Subsiary_Cos.pdf">https://www.grasim.com/upload/pdf/Grasim_Policy_Material_Subsiary_Cos.pdf</a>
Policy on Related Party Transactions	<a href="https://www.grasim.com/upload/pdf/Grasim_policy_on_RPT.pdf">https://www.grasim.com/upload/pdf/Grasim_policy_on_RPT.pdf</a>
Information Security Policy	<a href="https://www.grasim.com/Upload/PDF/information-security-policy.pdf">https://www.grasim.com/Upload/PDF/information-security-policy.pdf</a>
Policy for control of Stationary by RTA	<a href="https://www.grasim.com/Upload/PDF/policy-for-control-stationary-by-rta-grasim.pdf">https://www.grasim.com/Upload/PDF/policy-for-control-stationary-by-rta-grasim.pdf</a>
Privacy Policy	<a href="https://www.grasim.com/Upload/PDF/privacy-policy.pdf">https://www.grasim.com/Upload/PDF/privacy-policy.pdf</a>
Stakeholder Engagement Policy	<a href="https://www.grasim.com/Upload/PDF/grasim-stakeholder-engagement-policy.pdf">https://www.grasim.com/Upload/PDF/grasim-stakeholder-engagement-policy.pdf</a>
Suppliers Code of Conduct	<a href="https://www.grasim.com/upload/pdf/suppliers-code-conduct.pdf">https://www.grasim.com/upload/pdf/suppliers-code-conduct.pdf</a>
Terms and Conditions of Appointment of Independent Directors	<a href="https://www.grasim.com/upload/pdf/terms_conditions_independent_director.pdf">https://www.grasim.com/upload/pdf/terms_conditions_independent_director.pdf</a>



# CSR Engagement

## The changing face of women

Let me begin with, a spool back to a few lines, penned by Henry Wadsworth Longfellow, one of the phenomenal poets of nineteenth-century America, and I quote:

*"For it is the fate of a woman  
Long to be patient and silent  
To wait like a ghost that is speechless  
Till some questioning voice  
Dissolves the spell of its silence".*

And look at where, we women stand today.

Amazing how we in India, stand out on major counts. And most certainly on women empowerment processes. The Government in India is heavily invested, in the economic empowerment of women, for over a decade now. This is an exciting trend.

There is a genuine endeavour, across the globe, both at the Government's level, and equally so, in progressive corporates, to recognise women. They have begun to reckon, that women bring a lot to the table. Their creativity, out-of-the-box thinking, their leadership, their resilience, and sensitivity, enable them to make a definite impact.

As this year rolled on, the Fortune 500 heralded a milestone: For the first time in history, women ran more than 10% of the businesses on the list of America's largest public companies. In effect, women run 10.4% of companies on the Fortune 500 this year. So, it is happening, albeit a tad slow, but a beginning has been made.

In India, women representation on Boards, is 18 percent. What is encouraging, is that consequent to the debate on Board diversity in India, today, more than 40% of the companies have gone beyond the mandated limit, and have appointed more than one woman on the Board.

In spite of the visible progress, at the global and national level, that much remains to be done is indisputable.

I venture to offer broad-based suggestions. Firstly, we need to break the stereotyping of women, at two levels – personal and the image that most men harbour. It's high time that men stopped making decisions for women – in other words, stopped 'parenting' and 'mansplaining' them. Truth be told, women who have risen to a level, have proved to be equally capable, ambitious and responsible. They manage their homes, and their children, along with their work. Gender sensitivity and awareness discourses, can drive home this aspect. Always look through a positive frame. Men must play a proactive role of being an ally in fighting biases, and obstacles at work, and in helping women break the glass ceiling. A case in point is the insufficient access and financial exclusion by Venture Capitalists – just 2 percent. We must alter the algorithm.

At the base level, most mothers need to shake off, the thought that science, technology, engineering and mathematics are good for boys and not for girls. So, the daughter is encouraged to move in softer areas, devoid of technical skills. And this kind of

differential upbringing, becomes a roadblock and a self-limiting belief. More recently, STEM education has been mainstreamed, in the study programmes and that augurs well.

There are two more points that I would like to highlight – first, what are we doing as an MNC, operating in 41 countries, with an employee base of 1,87,000+ employees, spanning 100 nationalities. And second, what is shaping, the empowerment trajectory in our country.

At the Aditya Birla Group, we have developed a playbook, fixated on a holistic approach, that truly perpetuates women leaders. Our endeavour is to make Aditya Birla Group, an aspirational workplace for women, and increasingly weave women into mainstream operations, in the near future. We have long begun enhancing the representation of women at leadership levels, across operations, be it management, manufacturing, marketing, branding, sales, or research. We are making good progress. Currently, we have over 200 women, in senior and top leadership roles.

For us it is a journey of transformation. Our Chairman has pushed the agenda, and today it is like a movement. To drive a mindset of inclusion, we have worked out diverse innovative programmes, among which are immersive workshops, interactive manager sensitisation and digital learning sessions.

The outcomes have been very fulfilling. A clear signal is beamed - emphasising the fact, that given everything being equal, the scale must tilt towards women. In a few years ahead, we would be on the top of the pole in the context of women empowerment. I am sure, most progressive corporates, serious in pursuing gender equity, would have made 'women empowerment' a business case.

Moving next on to government initiatives to mentor women, and leverage their potential, the Government of India, genuinely believes that women led development is integral to India's progress. A slew of schemes that focus on education, healthcare, financial inclusion, among others, have made a phenomenal difference to the status of women, both in rural and urban areas.

These relate to women-led entrepreneurship, property rights, inheritance laws, ownership of wealth, besides education and agriculture reforms. In a meticulous manner, these open the door, to the journey of self-reliance and empowerment. It has helped forge a self-actualisation path, for thousands of women. To cite an example, there are over 8.59 lakh women Micro, Small and Medium Enterprises registered. I believe, we can add up to over 18 percent to our nation's GDP, which today stands at nearly 4 trillion dollars.

Let me conclude in the words of our Honourable Prime Minister, Shri Narendra Modi: "Global development is not possible without women's participation". We heed the message. What more can one say!

**Rajashree Birla**

Chairperson

Aditya Birla Centre for Community Initiatives and

Rural Development

Chairperson, CSR Committee of the Board,

Grasim Industries Limited



## Our forward march: A brief narrative of our CSR engagement

It might interest you to learn that Grasim is equally committed to empower women. Today Grasim has a cohort of 26 women leaders, 9.1 % of its management staff comprises of women. The number of women in the organisation has grown by 10 times in the last 10 years.

Glimpses of our work in the developmental domains:

### **SDG-1: To rid poverty across all nations by 2030**

Our CSR engagement is pivoted on the enrichment of the lives of the underprivileged. Our process comprises of training and empowering them to become self-reliant and lead lives of dignity and respect. It extends across our 17 manufacturing inclusive of Pulp & Fibre, Chemicals, Insulators, Textiles and VFY units. These crisscross 9 states. Among these feature Madhya Pradesh, Karnataka, Gujarat, Jharkhand, West Bengal, Uttar Pradesh, Maharashtra, Andhra Pradesh and Odisha.

### **SDG-2: To end all forms of hunger and malnutrition by 2030:**

To boost agricultural and horticultural activities and improve overall farm productivity, we organised 213 camps across Nagda, Veraval, Vilayat, Harihar, Rehla, Kalyan and Rishra, consequently 4,179 farmers have adopted advanced agricultural practices. These camps focused on doable interventions such as FPOs, Zero Budget Farming, Nutritional Gardens, High value Crops, Drip & Sprinkler irrigation, Orchard farms, Demonstration plots, soil testing, distribution of quality seeds, training on advanced agriculture methods & technology, inter-cropping techniques, and exposure visits to agricultural universities.

Additionally, in Nagda Madhya Pradesh, over 1,512 farmers from the districts of Ujjain Nagda and Rehla Jharkhand received quality seeds for Maize, Sorghum, Ragi, and other millets as well 8 types of Green Fodder seeds for Grasim Gokul Gaushala. 120 farmers engaged in Papaiya cultivation. It enabled them cultivate 632 acres of land. This initiative led to a 20% jump in income. It also facilitated linkage with the NABARD, KVK and Govt. Agriculture Department, which enlarge market access considerably for the farmers.

Additionally, during agriculture support programmes held in Nagda, Veraval, Rishra & Rehla we distributed agricultural tools, fertilisers and crop protection material to around 522 farmers. These inputs were widely appreciated and contributed to improved crop quality and yield.

Three Farmer Producer Organisations (FPOs) were successfully initiated at Nagda and Rishra, one FPO formed

exclusively for women at Nagda patched 1,478 farmers together under a structured network to promote collective growth and knowledge sharing.

Under the Social Forestry Programme, 38,845 saplings were distributed across Nagda, Vilayat, Renukoot, Rehla, Karwar, Veraval and Halol. The program fostered ecological balance and community participation in greening efforts.

Vocational skills training programs was yet another substantial benefit for 2,380 locals. The geographies include Nagda, Veraval, Rishra, Vilayat, Harihar, Renukoot, Rehla, B B Puram, Kalyan, Malanpur. The impact is palpable as unemployment has whittled. Many youngsters now have a job and many have moved forward to set up their micro enterprises.

This year, 28,696 animals were immunised through veterinary camps conducted at Vilayat, Nagda, Harihar, Renukoot, Rehla, Veraval and Halol.

We have established and now nurture two Grasim Gokul Gaushalas at Nagda (MP) and Kharach (Gujarat) with 1,310 stray cows.

A dedicated Cattle Development and Breeding Centre has been set up at Nagda, Halol, Vilayat with BAIF. Its main purpose is to offer doorstep artificial insemination (AI) services and promote better cattle nutrition and health. The activity has spawned 90 dairy farms. This year 4,740 cattle have been artificially inseminated and 2,298 calves spawned across Nagda, Vilayat and Halol. The results have been highly positive with a 100% success rate.

### **Water Positivity:**

We have constructed 4 ponds, 177 rainwater harvesting structures, soak pits, roof water harvesting, farm well, underground water tanks. This has enabled us conserve 3.40 billion litres of water for agriculture, animal husbandry and domestic needs. Reaching out to more than 72,000 farmers, who have irrigated: 46,500 hectares, and an annual income raise by up to 52%.

### **Drinking water Facility:**

We are supplying Drinking Water to 52 villages through Tankers, pipelines and 23 RO plants in Nagda, Vilayat, Harihar, Renukoot, Ganjam, Rehla, Veraval, Kalyan, Halol, Rishra and Malanpur. These efforts have been a boon for 3,77,740 villagers, significantly improving access to safe drinking water and playing a key role in preventing the outbreak of waterborne diseases and epidemic in our partner communities.

## CSR Engagement (Contd.)

### **SDG-3: Ensuring, healthy lives and promoting well-being for all, in all age groups**

We conducted 1,237 health visits through Mobile Health Units (MHUs) and organised 887 rural medical and awareness camps to provide essential healthcare services. These camps included health check-ups for a range of ailments such as malaria, filariasis, diarrhea, diabetes, hepatitis, arthritis, skin diseases, gynecological disorders, and cardiac issues. The reach was over 92,476 villagers.

In addition, 221 specialised medical camps were held, covering cardiology, gynecology, pediatrics, orthopedics, ENT, dentistry, and more. These camps attended to 19,303 cases, with serious patients referred to our hospitals for further treatment. Through these interventions, we have ensured 100% access to healthcare services in all our partner villages.

Our company-supported hospitals and 17 dispensaries / clinics—located in Nagda, Ujjain (MP), Kharach, Veraval (Gujarat), Harihar (Karnataka), Rishra (West Bengal), Ganjam (Odisha) provided invaluable care, treating 1,97,661 underserved patients.

At our 58 eye and Dental camps, 9,984 individuals were treated across Rishra, Malanpur, Veraval, Renukoot, Harihar, Nagda and 195 patients from Rishra, underwent cataract surgeries. Intra-Ocular Lenses (IOLs) were implanted.

In Kharach, Vilayat, Veraval, Kalyan, Rehla, Ganjam and Renukoot, 4,424 patients were diagnosed with Tuberculosis and registered under the Directly Observed Treatment (DOT) programme at various Designated Microscopic Centres (DMCs) we provided Nutritious Food Basket under TB Free India 2025 as a committed Nikshay Mitra.

In 11 awareness camps held across Nagda, Rehla, Vilayat, Kharach, 15,827 individuals were screened for Sexually Transmitted Diseases (STDs), Reproductive Tract Infections (RTIs), and HIV/AIDS.

To combat malaria at the 164 programmes held 7,314 people participated at Harihar.

To promote overall physical and mental well-being, 37 yoga sessions were organised, benefiting 4,370 participants from Rehla, Rishra, Kalyan, Nagda and Vilayat.

In collaboration with the District Health Department, more than 49,762 children were immunised against polio. BCG, DPT, and Hepatitis-B vaccines across our company's units. These efforts have contributed to achieving near-zero child mortality in our project areas.

Over 16,917 expectant mothers and their children accessed services at our 7 Family Welfare Centres located in Nagda, Veraval, Rishra, Rehla, Kharach, Kalyan, and Vilayat under

the Safe Motherhood and Child Survival Programme. This initiative has facilitated around 98% institutional deliveries, ensured safer childbirth and improved maternal and child health outcomes.

Further at the 22 Family Planning camps organised, 5,869 people actively participated in programmes were held at Rishra, Nagda, Veraval and Kalyan.

We organised 13 cancer screening camps at Rishra wherein 7,012 women went through the process.

We have conducted Artificial Limb Fitment Camps across Harihar, Rehla and Kalyan and reached out to 452 differently abled persons.

### **SDG-4: Education:**

We support 125 *Anganwadis* benefitting 5,549 children at Nagda, Rehla and Veraval. Special focus is on 166 malnourished children through regular health check-ups and nutrition awareness drives under the Integrated Child Development Scheme (ICDS) at Nagda, Rehla and Veraval. These initiatives have led to 100% student enrolment and notable improvements in cognitive development.

At our 6 *Aditya Birla Public Schools* in Nagda, Veraval, Kharach, Harihar and Ganjam 5,587 students are enrolled.

Under the Sarva Shiksha Abhiyan, we partnered with 73 primary schools in Nagda, Veraval and Rehla, reaching out to 8,066 students. Education kits were distributed to 6,970 children across 59 schools, supporting foundational learning. To address the shortage of teaching staff, we extended our support through "Ensuring Quality Education Project" and deputed 37 teachers to primary and secondary schools in Nagda. Enhancing Learning Outcomes, Infrastructure Development, Student Engagement & Motivation, Parent & Community Involvement, Skill Development & Career Guidance are a boon to the rural populace.

Under Project Aarohan we encourage coaching in multiple sports. We provided sports kits, in addition to sponsoring their education, hostel facilities, nutritious food and uniforms were given to 551 students under this project at Veraval.

The School Enrolment Drive project ensured 100% enrolment in 85 schools with a total student population of 4,126 students. National Day celebrated among 51 schools, and 18,468 students participated.

Under Project Shisha, Focus Learning, reading, writing and spoken English of 5<sup>th</sup> to 8<sup>th</sup> class of Government schools, benefitted 450 students at Aditya Birla Insulators, Rishra.



Project Gyanarjan at Jayshree Textile, Rishra reached out to 130 students, coaching them for the JEE / NEET exams for the students from economically weaker section

Anveshan is a hands-on learning initiative, fostering Science, Technology, Engineering & Math (STEM) education. This was introduced in 5 schools in Rishra with a student cohort of 1,024 students.

Our *Scholarship Programme* supported 426 meritorious students this year.

We actively collaborated with 7 *Kasturba Gandhi Balika Vidyalayas* (KGBVs) at Nagda, Veraval and Malanpur supporting the education of 2,409 girls.

In the realm of digital literacy, we run 16 computer education centres at Nagda, Harihar and Veraval, benefiting 1,889 rural students.

We have introduced smart classes in 25 schools, teaching over 5,573 students with interactive digital learning content aligned with school curricula.

Through 4 career counselling camps at Kalyan, Renukoot, and Vilayat, 670 students received guidance on career pathways. Many have since enrolled in technical and vocational training programmes.

Infrastructure development remains a key focus. We renovated school building and provided furniture 23 schools at Nagda, Renukoot, Kalyan, Rehla, Harihar and BB Puram, encompassing 4,712 students.

To improve sanitation and hygiene, 3 sanitation blocks were built in Kalyan, Nagda and Veraval. Safe drinking water facilities have been made available at 38 schools in Nagda and Rishra. This has resulted in significant increase in enrolment and retention of children at School, especially in higher classes and reduced drop out.

## **SDG-5: Women empowerment and gender equality:**

The 453 Self-Help Groups (SHGs) established by us have empowered 5,834 households, fostering both economic and social upliftment. More than 50% SHGs are engaged in gainful income generation activity and making a decent income to support her family.

### **Accolades conferred:**

#### **Grasim Industries Limited**

- ET Conscious Corporate of the year Award – 2025

#### **Jaya Shree Textiles, Rishra**

- CII – ITC Sustainability Award for Domain Excellence in CSR

#### **Grasim, SFD, Nagda**

- The 11<sup>th</sup> National Gold Award to Grasim, Nagda for our project "Ensuring Quality Education". Dr. Pramod Sawant, Chief Minister of Goa presented the award and certificate

#### **Jaya Shree Textiles, Rishra**

- National CSR Award, 2024 to Jaya Shree Textiles for Excellence in CSR & Sustainability in Community Development and Concern for Health categories.

### **Our Investment:**

For the year 2024-25, we invested ₹ 88.42 crore. We have mobilised ₹ 12.28 crore through the various schemes of the Government, acting as catalysts for the community. We reached out to 12.46 lakh fellow Indians in 311 villages across 9 states.

Our Board of Directors, our Management and our colleagues across Grasim are committed to enrich lives of the underprivileged and continue to be a force for good in the geographies in which we operate and beyond.

# Business Responsibility & Sustainability Report

## SECTION A: GENERAL DISCLOSURE

### I. Details of the Listed Entity

1. Corporate Identity Number (CIN) of the Listed Entity	L17124MP1947PLC000410
2. Name of the Listed Entity	Grasim Industries Limited ('Grasim')
3. Year of incorporation	1947
4. Registered office address	Birlagram, Nagda – 456 331, Madhya Pradesh, India
5. Corporate address	Aditya Birla Centre, 'A' Wing, 2 <sup>nd</sup> Floor, S. K. Ahire Marg, Worli, Mumbai – 400 030, Maharashtra, India
6. E-mail	<a href="mailto:grasim.secretarial@adityabirla.com">grasim.secretarial@adityabirla.com</a>
7. Telephone	+91 22 6652 5000, +91 22 2499 5000
8. Website	<a href="https://www.grasim.com">https://www.grasim.com</a>
9. Financial year for which reporting is being done	1 <sup>st</sup> April 2024 to 31 <sup>st</sup> March 2025
10. Name of the Stock Exchange(s) where shares are listed	1. BSE Limited 2. National Stock Exchange of India Limited 3. Luxembourg Stock Exchange
11. Paid-up Capital	₹136.11 crore
12. Contact Person	
Name of the Person	Mr. Surya Valluri (Chief Sustainability Officer)
Telephone	+91 22 2499 5000
Email address	<a href="mailto:surya.valluri@adityabirla.com">surya.valluri@adityabirla.com</a>
13. Reporting Boundary	
Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).	The disclosures in this report cover the standalone operations of Grasim Industries Limited. However, for Principle 6, we have considered only the operating plants and excluded data pertaining to offices. For the Paints Business, three manufacturing plants have been included within the reporting boundary for Principle 6.
14. Name of assessment or assurance provider	BDO India LLP
15. Type of assessment or assurance obtained	BRSR Core Indicators - Reasonable Assurance; Selected BRSR Indicators - Limited Assurance For the detailed Assurance Report please refer to pg. no. 198

### II. Product/Services

#### 16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	% Turnover of the Entity
1	Manufacturing	Cellulosic Fibres and Yarns	50%
2	Manufacturing	Chemical and Allied Chemicals	27%
3	Manufacturing and Trading	Building Materials (Paints & B2B E-commerce)	17%

#### 17. Products/Services sold by the entity (accounting for 90% of the entity's turnover):

S. No.	Product/Service	NIC Code	% of Total Turnover Contributed
1	Cellulosic Fibres and Yarns	2030	50%
2	Chemicals and Allied Chemicals	2011	27%
3	Building Materials (Paints & B2B E-commerce)	2022, 4690	17%





### III. Operations

#### 18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	27	224*	251
International	-	-	-

There are one or more plants at a single geographical location.

\*Includes R&D facilities, warehouses, depots, offices and studios.

#### 19. Markets served by the entity:

<b>a. Number of locations</b>							
	<table> <tr> <th>Locations</th><th>Number</th></tr> <tr> <td>National (No. of States)</td><td>28 States &amp; 8 Union Territories</td></tr> <tr> <td>International (No. of Countries)</td><td>79</td></tr> </table>	Locations	Number	National (No. of States)	28 States & 8 Union Territories	International (No. of Countries)	79
Locations	Number						
National (No. of States)	28 States & 8 Union Territories						
International (No. of Countries)	79						
<b>b. What is the contribution of exports as a percentage of the total turnover of the entity?</b>	8% of the total operating revenue of the Company.						
<b>c. A brief on types of customers</b>	<p><b>Cellulosic Fibres</b> – The customer base for Cellulosic Fibres includes all partners within the textiles value chain. Cellulosic Staple Fibre is supplied to yarn manufacturers for the conversion of fibre into yarn, while weaving mills convert yarn into fabrics and eventually used for garment manufacturing.</p> <p><b>Chemicals</b> – Our Chlor-Alkali business caters to a wide range of applications, such as the production of aluminium, pulp and paper, soaps, detergents, cellulosic fibres, Zeolites, food additives, textile processing, and more. The business primarily serves industrial sectors (B2B) that are diverse and critical. Our Specialty Chemicals (epoxy polymers and curing agents) division produces products which are used in various industries such as windmill blades, auto segments, paints, construction, coating, composite, and electrical applications, among others, and cater to different touchpoints across the value chain.</p> <p><b>Building Materials</b> – This segment includes two businesses i.e. Paints and B2B E-commerce. We manufacture, trade, and sell a wide range of paints, coatings, and wallcoverings. Our products serve a diverse customer base, including homeowners, large project developers, dealers, businesses, architects, interior designers, contractors, and influencers. We reach our customers through a large network of dealers, contractors, and online platforms.</p> <p>Our B2B E-commerce platform serves a diverse customer base, empowering MSMEs to effortlessly source construction materials such as steel, cement, chemicals, plywood, doors, bathware, etc. from a wide range of brands. We simplify purchasing process by offering competitive pricing, assured quality, assured quantity and financing solutions.</p> <p><b>Others</b> – Our Textiles division serves partners across the textile value chain and retail consumers, offering products through wholesale and retail channels across three key categories: linen, wool, and cotton fabrics.</p> <p>Our Insulators Business caters to a diverse customer base by producing the widest range of electrical insulators in India, including those for transmission lines and substation up to 1200 kV. We serve utilities and infrastructure developers, ensuring reliable and high-quality solutions for their needs.</p>						

### IV. Employees

#### 20. Details as at the end of Financial Year:

##### a. Employees and workers (including differently abled)\*:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
Employees						
1	Permanent (D)	11,812	10,695	91	1,117	9
2	Other than Permanent (E)	1,787	1,663	93	124	7
3	<b>Total Employees (D+E)</b>	<b>13,599</b>	<b>12,358</b>	<b>91</b>	<b>1,241</b>	<b>9</b>
Workers						
4	Permanent (F)	15,515	15,376	99	139	1
5	Other than Permanent (G)	17,908	17,387	97	521	3
6	<b>Total Workers (F+G)</b>	<b>33,423</b>	<b>32,763</b>	<b>98</b>	<b>660</b>	<b>2</b>

\*Limited assurance has been carried out by BDO India LLP for FY 2024-25.



## Business Responsibility & Sustainability Report (Contd.)

### b. Differently abled employees and workers\*

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
Differently abled Employees						
1	Permanent (D)	8	8	100	-	-
2	Other than Permanent (E)	-	-	-	-	-
3	Total (D+E)	8	8	100	-	-
Differently abled Workers						
4	Permanent (F)	48	48	100	-	-
5	Other than Permanent (G)	3	3	100	-	-
6	Total (F+G)	51	51	100	-	-

\*Limited assurance has been carried out by BDO India LLP for FY 2024-25.

### 21. Participation/Inclusion/Representation of women\*:

Category	Total (A)	No. and % of females	
		No. (B)	% (B/A)
Board of Directors	14	3	21
Key Management Personnel	3	-	-

\*Limited assurance has been carried out by BDO India LLP for FY 2024-25.

### 22. Turnover rate for permanent employees and workers:

Category	FY 2024-25			FY 2023-24			FY 2022-23		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	14%	19%	15%	12%	16%	12%	13%	18%	14%
Permanent Workers	5%	4%	5%	5%	3%	4%	4%	18%	4%

## V. Holding, Subsidiary and Associate Companies (including joint ventures)

### 23. (a) Names of holding/ subsidiary / associate companies / joint ventures

S. No.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether it is a holding / Subsidiary / Associate / or Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/ No)
1.	UltraTech Cement Limited*	Subsidiary	56.11	No
2.	Aditya Birla Capital Limited*	Subsidiary	52.54	No
3.	Aditya Birla Renewables Limited	Subsidiary	100.00	No

\*UltraTech Cement Limited and Aditya Birla Capital Limited and their subsidiaries, associate companies and joint ventures follow their individual business responsibility initiatives.

Please refer to page no. 457 for the list of subsidiaries, associate companies, and joint ventures.



## VI. CSR Details

24.	(i) Whether CSR is applicable as per section 135 of Companies Act, 2013:	Yes
	(ii) Turnover (in ₹)	31,563 crore
	(iii) Net worth (in ₹)	54,398 crore

## VII. Transparency and Disclosures Compliances

### 25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2024-25			FY 2023-24		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes	Nil	Nil	-	Nil	Nil	-
Investors (other than shareholders)	Yes	Nil	Nil	-	Nil	Nil	-
Shareholders	Yes	78	3	-	70	Nil	-
Employees and workers	Yes	12	2	-	7	Nil	-
Customers	Yes	5,345	2,265	-	773	132	-
Value Chain Partners	Yes	Nil	Nil	-	113	Nil	-
Others* (Whistle-Blower)	Yes	5	Nil	-	4	1	-

**Note:** The grievance redressal policy is available on the Company's website under the Corporate Governance & Policies and Code of Conduct section, and can be accessed at: <https://www.grasim.com/Upload/PDF/grasim-grievance-handlingpolicy-fy21.pdf>

\*In some whistle-blower cases, the identity is unknown, and they may belong to any of the above stakeholder groups.

### 26. Overview of the entity's material responsible business conduct issues

S. No.	Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
1.	Energy Consumption and GHG Emissions	Risk	Surging energy costs, supply chain disruptions, and stringent emission regulations pose substantial risks, leading to operational and financial setbacks that affect profitability and compliance with evolving standards.	Grasim is improving operations by prioritising energy efficiency and renewable energy adoption to ensure continuity and transition to a sustainable, low-carbon model. Investments in energy-saving technologies and renewables aim to reduce emissions, lower costs, and strengthen resilience while attracting environmentally conscious investors.	Negative

## Business Responsibility & Sustainability Report (Contd.)

S. No.	Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
2.	Responsible Supply Chain	Risk	Supply chain is a material area of risk as expectations around ESG accountability from customers and regulators continue to grow. Disruptions may arise due to challenges in meeting evolving legal requirements, social or environmental concerns at supplier sites, or sourcing uncertainties. These can affect continuity, increase operational costs, and expose the business to reputational and compliance-related pressures.	Grasim has enhanced its supply chain by adopting responsible sourcing practices and sourcing from accredited vendors. The Company favours local suppliers, supporting community growth and advancing sustainable practices, reinforcing its environmental and social responsibility.	Negative
3.	Climate Change Adaptation	Risk	The challenges of global warming necessitate adaptive measures that can significantly impact Grasim's operations. Extreme weather events such as floods, storms, and droughts pose risks to supply chains, infrastructure, and machinery, leading to higher operational costs. Anticipated regulatory changes further increase the risk of non-compliance, affecting business continuity. While Grasim is transitioning to a low-carbon model and investing in green technologies, climate change remains a material risk with implications for cost, compliance, and operational resilience.	Grasim recognised the risks posed by climate change and has taken steps to strengthen the resilience of its business model. The Company has integrated the Task Force on Climate-related Financial Disclosures (TCFD) into its risk management framework to evaluate physical and transition risks. It has also secured insurance coverage to safeguard against potential financial impacts from climate-related events.	Negative
4.	Waste Management	Risk	Inadequate waste management poses significant risks to Grasim, including environmental degradation, regulatory non-compliance, and reputational harm. Improper disposal can lead to pollution, legal penalties, and operational disruptions. As environmental regulations tighten and stakeholder expectations increase, ineffective waste practices may impact business continuity and long-term performance.	Grasim is strengthening waste management by minimising waste generation and improving recycling and disposal practices. It ensures segregation at source, adopts circular economy principles, and works with authorised agencies in line with Central and State Pollution Control Boards directives. Investments in advanced technologies and process improvements support greater efficiency and help mitigate environmental impact.	Negative
5.	Product Stewardship	Opportunity	Product stewardship presents an opportunity for Grasim to deliver resource-efficient, socially responsible products. Managing the product life cycle, from design to disposal, helps meet regulatory expectations, build consumer trust, and reduce environmental impact - strengthening Grasim's position as a responsible brand.	Grasim uses Life Cycle Assessment to manage risks in manufacturing and disposal. A closed-loop system enables by-product reuse, improving efficiency and reducing waste. Product safety is ensured through secure handling and transport, supporting environmental protection and stakeholder trust.	Positive



S. No.	Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
6.	Human Rights	Risk	Human rights risks are relevant to Grasim due to its extensive supply chain and labour-intensive operations. Disregarding human rights standards can lead to reputational damage, legal consequences, and business disruptions. Ensuring ethical practices and respect for human rights is critical to maintaining operational continuity and stakeholder confidence.	Human rights risks are relevant to Grasim due to its extensive supply chain and labour-intensive operations. Disregarding human rights standards can lead to reputational damage, legal consequences, and business disruptions. Ensuring ethical practices and respect for human rights is critical to maintaining operational continuity and stakeholder confidence.	Negative
7.	Water and Effluents	Risk	A consistent and high-quality water supply is essential for uninterrupted operations at Grasim. Water scarcity can disrupt processes, increase raw material costs, and raise health and safety concerns for employees and nearby residents. Competing for water with local communities may also affect the Company's ability to continue operating in certain regions.	Grasim is enhancing its water management strategy through reduced water consumption and increased recycling. It continues to invest in new technologies and upgrades to existing systems. The installation of Zero Liquid Discharge (ZLD) plants at manufacturing sites is part of the Company's ongoing efforts to conserve water and reduce dependency on freshwater sources.	Negative
8.	Innovation and R&D	Opportunity	Innovation and R&D offer Grasim the opportunity to enhance its technological capabilities, respond to evolving market needs, and expand into new business areas. These efforts also support the development of sustainable solutions, green technologies, and resource-efficient practices that contribute to long-term growth and environmental progress.	Grasim invests in R&D to remain competitive and future-ready. Initiatives include the development of resource-efficient solutions and the use of Industry 4.0 technologies in the Paints business for smart manufacturing. These efforts enable growth, reduce emissions, and support sustainable value creation.	Positive
9.	Resource Efficiency	Opportunity	Resource efficiency is a key opportunity for Grasim to optimise the use of energy, water, and raw materials across its operations. Efficient resource management supports better operational performance, cost reduction, and lower environmental impact. It also aligns with Grasim's sustainability goals and strengthens its competitive position by promoting responsible consumption.	Resource efficiency presents a strategic opportunity for Grasim to optimise resource use, and lower operational costs. The Company has set measurable goals to enhance performance across key resource areas, supporting lean operations and sustainable growth. These efforts also contribute to stronger brand value and stakeholder confidence.	Positive
10.	Occupational Health and Safety	Risk	The nature of Grasim's manufacturing operations make occupational health and safety a key area of risk. Equipment malfunction or human error, especially in chemical handling, can lead to safety concerns. Continuous investment in training and safer processes is essential to maintaining a secure and well-managed work environment.	Grasim is reinforcing workplace safety through regular audits, awareness programs, and customised training modules. The adoption of SA 8000 standards has strengthened its safety framework and employee well-being efforts. The Company has also established 'Life Saving Rules' and role-based training to ensure consistent safety practices. Insurance coverage is in place to support employees in the event of workplace incidents.	Negative

# Business Responsibility & Sustainability Report (Contd.)

## SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and Management Processes										
1	a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	b. Has the policy been approved by the Board? (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	c. Web Link of the Policies, if available	Yes. In compliance with the relevant governing regulations, we have made all necessary policies available on our website. These documents are readily available to everyone via the link provided below. <a href="https://www.grasim.com/investors/policies-and-code-of-conduct">https://www.grasim.com/investors/policies-and-code-of-conduct</a>								
2	Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	Name of the national and international codes/certifications/labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	Grasim aligns with various global and national certifications, standards, and codes that reflect the BRSR principles, which are essential for steering our business towards sustainable growth, as indicated below: <b>Principle 1:</b> IR framework, ISAE3000 <b>Principle 2:</b> FSC®, PEFC™, GOTS, OCS, GRS, RCS, RAF, OEKO-TEX®, Better Cotton Initiatives (BCI), REACH, Higg Index, ISO 9001, ISO 14001, ISO 14040/44, ISO 17025, ISO 50001, EcoVadis <b>Principle 3:</b> SA 8000, ISO 45001 <b>Principle 4:</b> IR framework, SA 8000 <b>Principle 5:</b> SA 8000 <b>Principle 6:</b> GRI Standards, ISO 14001, ISO 50001, FSC®, PEFC™, GOTS, OCS, RAF, OEKO-TEX, BCI, Higg Index, REACH, ZDHC, regenagri <b>Principle 7:</b> IR framework, GRI standards <b>Principle 8:</b> SA 8000, ISO 26000 <b>Principle 9:</b> ISO 22301, ISO 27001 In addition, Grasim actively reports on climate change, water security and forest related issues through its disclosures to the CDP as well as on environment, social and governance through the Dow Jones Sustainability Index (DJSI) Corporate Sustainability Assessment (CSA).								
5	Specific commitments, goals and targets set by the entity with defined timelines, if any.	Grasim has established a target to reach net zero emissions by 2050, aligning with global initiatives to mitigate the impacts of climate change. Additionally, Grasim has established specific targets for a range of sustainability-related KPIs to ensure comprehensive progress towards its overarching sustainability goals. Please refer to the Sustainability Framework section page no. 110 for the Company's goals and targets.								
6	Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Grasim has established a comprehensive array of sustainability objectives and has formulated strategic plans and a detailed roadmap to accomplish these goals. The progress towards these targets can be tracked within the sustainability framework outlined on page no. 110 of the report.								
Governance, Leadership and Oversight										
7	Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievements.	Please refer to the message from the Managing Director on page no. 12 and Sustainability framework on page no. 110 of the report.								
8	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Mr. Himanshu Kapania, Managing Director								
9	Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes, the Risk Management and Sustainability Committee is tasked with overseeing the Company's sustainability related issues, sustainability strategy, and the outcomes of its execution. The committee regularly reviews the progress of sustainability projects, taking into account key performance indicators, and periodically develops appropriate action plans to ensure that the set targets are achieved. For more details, please refer to the page no. 272 of the Corporate Governance Report.								

**10. Details of Review of NGRBCs by the Company:**

Subject for Review	Indicate whether review was undertaken by Director/ Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	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
<b>Performance against above policies and follow up action</b>	Sustainability principles at Grasim are overseen by the Board through their appointed Audit Committee, Risk Management & Sustainability Committee, and Corporate Social Responsibility Committee.									Reviews are scheduled at least once in a quarter. Furthermore, additional reviews are conducted on an ongoing basis.								
<b>Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances</b>	Compliance with statutory requirements at Grasim are overseen by the Board through their appointed Audit Committee.									Reviews are scheduled at least once in a quarter.								

**11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.**

P1	P2	P3	P4	P5	P6	P7	P8	P9
No								

**12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:**

	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
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)									



# Business Responsibility & Sustainability Report (Contd.)

## SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

**PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent and accountable**



Grasim's business operations are conducted with a focus on the well-being of society and the environment, with sustainability embedded in its strategic and operational plans. For Grasim, conducting business with integrity, transparency, and accountability is essential as it supports the Company's reputation, ensures statutory obligations, and enables fair competition. These practices are key to managing risks effectively, engaging stakeholders, and securing a competitive advantage, which in turn positions Grasim favourably in a market that increasingly values responsible corporate behaviour and aligns with the broader objectives of ESG criteria. By treating all stakeholders equitably and addressing conflicts of interest involving members, employees, and business partners, Grasim maintains ethical standards and reinforces its stance on sustainable and responsible business practices.

### ESSENTIAL INDICATORS

#### 1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	7	<ol style="list-style-type: none"> <li>1. Risk Management Framework</li> <li>2. Code of Conduct and Ethics</li> <li>3. Awareness on Regulatory Updates</li> <li>4. Insider Trading</li> <li>5. Prevention of Sexual Harassment (POSH)</li> <li>6. Awareness on Whistle Blower</li> <li>7. Environment, Health and Safety</li> </ol>	100%
Key Managerial Personnel	11	<ol style="list-style-type: none"> <li>1. Risk Management Framework</li> <li>2. Code of Conduct and Ethics</li> <li>3. Awareness on Regulatory Updates</li> <li>4. Anti-Corruption and Anti-Bribery</li> <li>5. Prevention on Money Laundering</li> <li>6. Compliance relating to Sanctions</li> <li>7. Insider Trading</li> <li>8. Prevention of Sexual Harassment (POSH)</li> <li>9. Awareness on Whistle Blower</li> <li>10. Know Your Customer</li> <li>11. Environment, Health and Safety</li> </ol>	100%
Employees other than BoDs and KMPs	4,519	<ol style="list-style-type: none"> <li>1. Code of Conduct Training</li> <li>2. Insider Trading Awareness</li> <li>3. Anti-Corruption and Anti-Bribery</li> <li>4. Governance and Compliance</li> <li>5. Grievance Redressal</li> <li>6. Risk Management Framework</li> <li>7. Social Issues and Human Rights</li> <li>8. Prevention of Sexual Harassment (POSH)</li> <li>9. Diversity, Equity and Inclusion (DEI)</li> <li>10. Stakeholder Engagement</li> <li>11. Behavioural Training</li> <li>12. Cyber Security Awareness</li> <li>13. Artificial Intelligence</li> <li>14. Ethics in AI</li> </ol>	92%



Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
		15. Sustainability Awareness 16. Biodiversity Conservation 17. Sustainable Supply C 17. Sustainable Supply Chain 18. Water, Effluent and Waste Management 19. Energy, Emissions and Climate Change 20. Health and Safety 21. Occupational Health and Wellness 22. Skill Development and Upgradation	
Workers	1,213	1. Human Rights Trainings 2. POSH Trainings 3. Grievance Handling 4. Code of Conduct 5. Sustainability Awareness 6. Skill Upgradation Trainings 7. Health and Safety Trainings 8. Toolbox Trainings	100%

**2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year:**

During FY2024-25 based on materiality threshold as detailed in Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, no material fines/ penalties/ punishment/ award/ compounding fees/ settlement amount was paid in proceedings (by the entity or by its directors/ KMPs) with regulators/ law enforcement agencies/ judicial institutions.

However, following are the events disclosed to the stock exchanges, without any application of guidelines for materiality, under Regulation 30 read with Para A of Part A of Schedule III to the SEBI (Listing Obligations and Disclosure Requirements) Regulation 2015.

## Business Responsibility & Sustainability Report (Contd.)

Monetary				
NGRBC Principle	Name of the regulatory/enforcement agencies/judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	P2	8,90,060	Levy of penalty u/s 129 (1) (a) of Central Goods and Service Tax Act, 2017 and Gujarat Goods and Service Tax Act 2017. Alleged discrepancies in e-waybill related compliances	Yes
		4,54,880	Levy of penalty u/s 129 of Central Goods and Services Tax Act, 2017 and Tamil Nadu Goods and Services Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	
		20,71,660	Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Tamil Nadu Goods and Services Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	
		1,80,868	Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Integrated Goods and Service Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	
		7,82,095	Levy of penalty under Section 129 (1) (a) of the Central Goods and Services Tax Act, 2017 read with Karnataka Goods and Services Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	
		17,408	Recovery of CENVAT Credit under Rule 14 of CENVAT Credit Rule 2004. Penalty has been imposed under rule 15 of CENVAT Credit Rules 2004. Applicable Interest under section 11A of Central Excise Act, 1944. Alleged discrepancies in e-waybill related compliances	No
		1,000	Levy of penalty u/s 125 of Central Goods and Service Tax Act 2017 and Tamil Nadu Goods and Service Tax Act 2017. Alleged discrepancies in e-waybill related compliances	
		23,497	Denial and recovery of Input Tax Credit availed on cancelled GST Registration under section 74 of Central Goods and Services Tax Act, 2017 of ₹12,16,477/- (including interest thereon and levy of penalty @ 25% on tax). Alleged discrepancies in e-waybill related compliances	
		50,000	Levy of penalty under Section 129 (1) (a) of the Central Goods and Services Tax Act, 2017 read with Chhattisgarh Goods and Services Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	
		20,000	Levy of penalty under Integrated Goods and Services Tax Act, 2017 Alleged claim of ineligible Input Tax Credit distributed by Input Service Distributor related to FY 2020-21. Alleged discrepancies in e-waybill related compliances	
		31,089	Levy of penalty under Section 129 (1) (a) of the Central Goods and Services Tax Act, 2017 read with Karnataka Goods and Services Tax Act, 2017. Alleged discrepancies in e-waybill related compliances	



Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	P3	Employee Provident Fund Organisation, Ranchi, Jharkhand	2,56,99,858	Penalty was imposed vide order dated 01.10.2024, for non-compliance of the Employee Provident fund Act.	Yes
		Food Safety and Standards Authority of India	22,600	Delay in payment of annual returns.	No
Penalty/ Fine	P6	The Madhya Pradesh Electricity Regulatory Commission, Bhopal, Madhya Pradesh	1,10,000	Penalty was imposed due to shortfall in meeting Renewable Purchase Obligation targets	No
		Central Ground Water Authority	2,00,000	Penalty paid due to delay in installation of flow meter.	
Penalty/ Fine	P9	Department of Legal Metrology, Karnataka	15,000	Product labeling infractions	No
Settlement	P2	Office of the Superintendent, Central GST & Central Excise, Ganjam, Odisha	2,12,450	Denial of partial Transitional Input Tax Credit under Central Goods and Services Tax Act, 2017 of ₹2,12,450/- (plus the interest thereon) and levy of penalty of similar amount	No
Compounding fee	P3	Labour Court, Godhra, Gujarat	25,000	A compounding fee was paid in relation to a safety incident resulting from a worker's fall. The matter was settled through compounding on 26.06.2024	No
		Labour Court, Godhra, Gujarat	75,000	A compounding fee was paid arising out of an safety incident resulting from a worker's fall at insulator plant. Matter was compounded on 26.06.2024.	
		Chief Judicial Magistrate, Hooghly, West Bengal	60,000	A compounding fee was paid arising out of incident pertaining to FY 2011-12 with regards to a fatal accident involving a contract worker who was working on an asbestos sheet. The manufacturing has fully compensated worker's family.	
Non-Monetary					
	NGRBC Principle	Name of the regulatory / enforcement agencies / judicial institutions	Brief of the Case		Has an appeal been preferred? (Yes/No)
Imprisonment			Nil		
Punishment			Nil		

## Business Responsibility & Sustainability Report (Contd.)

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
Levy of penalty under Section 129 (1) (a) of the Central Goods and Services Tax Act, 2017, amounting to ₹7,82,095 due to discrepancies in e-waybill.	Office of the Commercial Tax Officer, Hubballi, Karnataka
Delay in depositing the Provident Fund accumulations with the EPFO.	Employee Provident Fund Organisation, Ranchi, Jharkhand
Levy of penalty u/s 129 (1) (a) of Central Goods and Service Tax Act, 2017 and Gujarat Goods and Service Tax Act 2017, amounting to ₹8,90,060 due to discrepancies in e-waybill.	Office of The Deputy Commissioner of State Tax (Enforcement), Surat, Gujarat
Levy of penalty u/s 129 of Central Goods and Services Tax Act, 2017 and Tamil Nadu Goods and Services Tax Act, 2017 amounting to ₹4,54,880 due to discrepancies in e-waybill.	Office of Commercial Taxes Department, Vellore, Tamil Nadu
Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Tamil Nadu Goods and Services Tax Act, 2017 amounting to ₹20,71,660 due to discrepancies in e-waybill.	Office of the Joint Commissioner (ST), Chengalpattu, Tamil Nadu
Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Integrated Goods and Service Tax Act, 2017 amounting to ₹1,80,868 due to discrepancies in e-waybill.	Office of Assistant Commissioner, Noida, Uttar Pradesh

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, Grasim upholds an Anti-Corruption and Anti-Bribery Policy that ensures ethical conduct and enforces a zero-tolerance stance on bribery and corruption. The policy sets forth appropriate guidelines to prevent any violations of relevant laws and regulations across all operations. It applies to all stakeholders including employees and associates, as well as third parties acting on behalf of the Company, prohibiting any form of bribery or corrupt practices.

The policy can be accessed through this web link: <https://www.grasim.com/Upload/PDF/anti-corruption-and-anti-bribery.pdf>

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for charges of bribery/corruption:

Category	FY 2024-25	FY 2023-24
Directors	Nil	Nil
KMPs	Nil	Nil
Employees	Nil	Nil
Workers	Nil	Nil

6. Details of complaints with regards to conflict of interest:

	FY 2024-25		FY 2023-24	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	-	Nil	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	Nil	-	Nil	-

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Not applicable.

8. Number of days of accounts payables ((Accounts payable \*365) / Cost of goods/services procured) in the following format:

	FY 2024-25	FY 2023-24
Number of days of accounts payables*	61	91

\*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.



## 9. Open-ness of business\*

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties:

Parameters	Metrics	FY 2024-25	FY 2023-24
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	25%	14%
	b. Number of trading houses where purchases are made from	5,699	4,446
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	31%	45%
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	27%	13%
	b. Number of dealers / distributors to whom sales are made	40,261	2,410
	c. Sales to top 10 dealers/ distributors as % of total sales to dealers / distributors	20%	23%
Share of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	9%	13%
	b. Sales (Sales to related parties / Total Sales)	0.17%	0.20%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	90%	94%
	d. Investments (Investments in related parties / Total Investments made)	59%	59%

\*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

Note against purchase from trading houses: The classification of trading house is done as per the SEBI circular dated 20 Dec 2024, where the definition of trading houses is provided by ISF.

Note against concentration of sales: The increase in the % is due to the addition of Paints business, which is primarily through dealer and distributors.

## LEADERSHIP INDICATORS

### 1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

Total number of awareness programmes held	Topics / principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
15	Energy and Carbon Policy Water Stewardship Human Rights Non-discrimination Zero Tolerance Prevention of Sexual Harassment (POSH) Health and Safety Freedom of Association and Collective Bargaining Product Quality Food Safety SA8000 Statutory Compliance	3%

### 2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.

Yes, the Company has established a Code of Conduct encompassing the Board and Senior Management. At the start of each fiscal year, Board Members and Key Managerial Personnel (KMPs) renew their adherence to this Code of Conduct. When faced with significant decisions, Board members must confirm that they hold no personal interest in any major financial or business transactions that could be potentially seen as a conflict of interest. Should such conflicts emerge, the Directors abstain from participating in discussions or decision-making processes during Board or Committee Meetings on matters where they have a personal or perceived interest.



## Business Responsibility & Sustainability Report (Contd.)

### PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe



We aim to supply products and services that prioritise safety, sustainability, and resource efficiency, focusing on reducing our impact on the environment and adapting to our customers' changing needs. From design to the final disposal, we ensure that sustainable production and consumption are key considerations, employing practices that lead to the creation of green products. Our practices are guided by the principles of circularity, ensuring that products and materials are reused and recycled to extend their lifespan and reduce waste. Our R&D efforts play a crucial role, as we continuously seek to develop eco-friendly products and solutions. Moreover, we actively share detailed information with our value chain partners, enabling informed decisions and collaborative advancement towards sustainability.

### ESSENTIAL INDICATORS

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

	FY 2024-25	FY 2023-24	Details of improvement in environmental and social impacts
Research & Development (R&D)	20%	37%	We are developing cost-effective and sustainable pulp alternatives derived from agri-residues, textile waste, veneer waste, and more. In the Chemicals business, we are developing safer, more sustainable solutions for potable water, including demonstrating the use of High Strength Bleaching Powder (HSBP) technology for both swimming pools and drinking water sanitation. In Specialty Chemicals, new product development is focused on bio-based products. In addition, we are prioritising green and solvent-free processes and chemistries, along with innovations that enhance recyclability and circularity of materials.
Capital Expenditure (CAPEX)	7%	10%	We are investing in technologies to improve environmental and social impacts.

2. a. **Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

Yes, Grasim has implemented procedures for sustainable sourcing through its Responsible Supply Chain Policy. The policy ensures that the Company's procurement of goods and services aligns with legal standards and sustainability principles, including resilient supply chain solutions and transparency. We work with suppliers who meet our criteria for quality, timely delivery, and innovation, while also supporting local communities and respecting human rights. This policy applies to all our businesses and is integral to the Company's approach to maintaining a responsible supply chain.

Our Supplier Code of Conduct outlines strict standards for all suppliers, covering areas like safety, environmental impact, regulatory compliance, ethics, human rights, and fair wages, which all suppliers are expected to meet.

For our Cellulosic Fibres business, we ensure that the materials procured are sustainable and ethically sourced, in alignment with our Wood Fibre Sourcing Policy. We source all our pulp from forests that are responsibly managed, in line with FSC®, SFI®, and PEFC™ standards for pulp sourcing.

In the Specialty Chemicals business, we prioritise sourcing of glycerine-based Epichlorohydrin (ECH). This strategic sourcing decision markedly aids in reducing the Company's carbon footprint. In addition, our textiles business commits to sustainable sourcing for a significant share of its raw materials, including flax fibre and greasy wool, thereby strengthening its commitment to environmentally responsible practices throughout its operations.



For more information, please refer the links below.

Responsible Supply Chain Policy:

<https://www.grasim.com/Upload/PDF/responsible-supply-chain-policy.pdf>

Supplier Code of Conduct:

<https://www.grasim.com/upload/pdf/suppliers-code-conduct.pdf> Wood Fibre

Sourcing Policy:

<https://www.grasim.com/Upload/PDF/fibre-sourcing-policy.pdf>

**b. If yes, what percentage of inputs were sourced sustainably?**

47%

**3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.**

	Process to safely reclaim the product
a. Plastics (including packaging)	Not Applicable
b. E-Waste	Not Applicable
c. Hazardous Waste	Not Applicable
d. Other Waste	Not Applicable

**4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

Yes, Grasim complies with the Extended Producer Responsibility (EPR) requirements as stipulated in the Plastic Waste Management (PWM) rules 2016 and amendments thereafter, which are applicable to the Company's operations. In line with the EPR regulations of the PWM rules, Grasim has established a waste collection system that is in accordance with the Central Pollution Control Board (CPCB) guidelines and protocols.

The Company has secured Brand Owner registration from the online portal and has presented its EPR Plan to the CPCB, adhering to the stipulated guidelines. The CPCB mandates targets for each year, expressed as percentages, and Grasim meets these annual targets by acquiring EPR Credits. These credits are obtained through the recycling and authorised disposal of plastic waste, encompassing both pre-consumer and post-consumer materials, in collaboration with CPCB-registered Plastic Waste Processors (PWP), which are classified into rigid or flexible categories.

The management and oversight of this process occurs via the CPCB online portal, which facilitates the exchange of EPR Credits. Grasim actively meets its EPR obligations and contributes to the advancement of sustainable waste management practices.

# Business Responsibility & Sustainability Report (Contd.)

## LEADERSHIP INDICATORS

1. Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

NIC Code	Name of Product/Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective/Assessment was conducted	Whether conducted by independent external agency (Yes/ No)	Results communicated in public domain (Yes/ No) If Yes, provide web-link
2030	Cellulosic Staple Fibre	44%	Cradle-to-gate	Yes	<a href="https://birlacellulose.com/policies_reports_files/policies_reports_pdf_36_1636614623.pdf#page=41">https://birlacellulose.com/policies_reports_files/policies_reports_pdf_36_1636614623.pdf#page=41</a>
2011	Chlor-Alkali Products	20%	Cradle-to-gate	Yes	No
1311	Linen Fabric	4%	Cradle-to-gate	Yes	<a href="https://www.jayashree-grasim.com/wp-content/uploads/FY-19-20-and-21.pdf">https://www.jayashree-grasim.com/wp-content/uploads/FY-19-20-and-21.pdf</a>
2393	Insulator	2%	Cradle-to-gate	Yes	No
2029	Epoxy	7%	Cradle-to-gate	Yes	No

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Name of the Product/Service	Description of the risk/concern	Action taken
Cellulosic Staple Fibre	On-site generation of electricity and steam from captive power plant leading to GHG emissions	<ol style="list-style-type: none"> <li>Decarbonisation and transitioning to green power and green steam required for fibre production.</li> <li>Adopting more efficient coal-based steam and power generation.</li> <li>Improving operational efficiency to achieve a reduction in steam and power consumption.</li> <li>Actively participating in the Perform, Achieve and Trade (PAT) cycle as per the Bureau of Energy Efficiency (BEE).</li> </ol>
Chlor-Alkali	Electricity used in the electrolysis process leading to GHG emissions	<ol style="list-style-type: none"> <li>Optimising power consumption through timely recoating, re-membraning and upgradation of electrolyzers.</li> <li>Installing Variable Frequency Drivers (VFDs) and energy-efficient equipment IE-3 Grade motors by replacing non-IE/below IE-2 standard machines.</li> <li>Actively participating in the Perform, Achieve and Trade (PAT) cycle as per Bureau of Energy Efficiency (BEE) to conserve energy.</li> <li>Increasing the share of green energy footprint by enhancing renewable power and reducing the use of fossil fuels and carbon emissions.</li> </ol>
Linen and Wool	Electricity and steam consumption during the process leading to GHG emissions	Sourcing hybrid power to increase the share of renewable power in the energy mix.
Insulator	Material usage in metal parts and fuel consumption in furnaces for manufacturing of porcelain insulators	<ol style="list-style-type: none"> <li>Sourcing renewable power and reducing the use of fossil fuels and carbon emissions.</li> <li>Lightweighting porcelain and metal parts in insulators.</li> </ol>
	Material usage in aluminium grading ring and energy consumption for vulcanisation process for manufacturing of composite insulators	<ol style="list-style-type: none"> <li>Sourcing electricity from renewable sources such as wind and solar.</li> <li>Lightweighting metal parts in insulators.</li> </ol>
Epoxy	Water consumption in production process and GHG emissions from production and packaging	<ol style="list-style-type: none"> <li>Replacing fossil-based steam partially or fully by biomass/briquette-based steam to reduce the various environmental impacts.</li> <li>Optimising resource consumption to reduce waste and enhance yield of the product.</li> <li>Procuring Epichlorohydrin (ECH) and Bisphenol-A with lower Global Warming Potential (GWP) impact for epoxy production.</li> </ol>



**3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**

Indicated input Material (By Weight)	Recycled or re-used input material to total material	
	FY 2024-25	FY 2023-24
	Nil	Nil

**4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:**

	FY 2024-25			FY 2023-24		
	Reused	Recycled	Safely Disposed	Reused	Recycled	Safely Disposed
Plastics (including packaging)	-	4,635	7,654	-	-	-
E-waste	-	-	-	-	-	-
Hazardous waste	-	-	-	-	-	-
Other waste	-	-	-	-	-	-

Note: Under the EPR obligations of the Plastic Waste Management (PWM) Rules, the Company collects plastic waste, which is either recycled or sent for environmentally sound end-of-life disposal through authorised partners.

**5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.**

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Plastic packaging waste	100%

Note: For plastic waste, the Company has reclaimed an equivalent quantity of 100% of the plastic packaging waste generated from products sold, in line with its Extended Producer Responsibility (EPR) obligations under the Plastic Waste Management (PWM) Rules.

# Business Responsibility & Sustainability Report (Contd.)

## PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains



Grasim maintains a work environment that respects the dignity and equitable treatment of all its employees and workers, extending through the entire value chain. We advocate for decent work, diversity, and non-discrimination, and serve as an equal-opportunity employer. Our systems and processes are designed to ensure fair wages, work-life balance, clear opportunities for professional development, and skill and competency enhancement. Grasim supports the freedom of association and collective bargaining, ensuring that employees have the right to representation and negotiation. Additionally, the Company strictly prohibits child labour and forced labour. Integral to the Company's ethos is our grievance redressal system, ensuring that concerns are addressed in a timely manner, contributing to the overall safety and well-being of the workforce.

### ESSENTIAL INDICATORS

#### 1. a. Details of measures for the well-being of employees:

Category	% of employees covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No.(D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent Employees											
Male	10,695	10,695	100	10,695	100	-	-	10,695	100	7,842	73
Female	1,117	1,117	100	1,117	100	1,117	100	-	-	1,089	97
Total	11,812	11,812	100	11,812	100	1,117	100	10,695	100	8,931	76
Other than Permanent Employees											
Male	1,663	1,529	92	1,237	74	-	-	1,085	65	1,338	80
Female	124	102	82	86	69	88	71	-	-	78	63
Total	1,787	1,631	91	1,323	74	88	71	1,085	65	1,416	79

#### b. Details of measures for the well-being of workers:

Category	% of workers covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	%(C/A)	No.(D)	%(D/A)	No. (E)	%(E/A)	No. (F)	%(F/A)
Permanent Workers											
Male	15,376	10,340	67	9,936	65	-	-	1,555	10	10,357	67
Female	139	56	40	89	64	139	100	-	-	139	100
Total	15,515	10,396	67	10,025	65	139	100	1,555	10	10,496	68
Other than Permanent Workers											
Male	17,387	6518	37	9,899	57	-	-	-	-	3,672	21
Female	521	213	41	180	35	279	54	-	-	306	59
Total	17,908	6,731	38	10,079	56	279	54	-	-	3,978	22



**c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format.**

	FY 2024-25	FY 2023-24
Cost incurred on well-being measures as a % of total revenue of the Company*	0.44%	0.44%

\*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

**2. Details of retirement benefits, for Current FY and Previous Financial Year.**

Benefits	FY 2024-25			FY 2023-24		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100	100	Yes	100	100	Yes
Gratuity	100	100	Yes	100	100	Yes
ESI*	1	32	Yes	2	43	Yes
Others	The Company offers employee benefits like superannuation, NPS and leave encashment, if opted for.					

**Note:** Retirement benefits cover all permanent employees and workers.

\*As per the Employees' State Insurance Act (1948), 100% of the eligible employees and workers are covered under the benefits.

**3. Accessibility of workplaces: Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.**

Yes. The Company facilitates inclusivity within its premises by implementing a strategic approach that enhances workplace accessibility for employees, customers, visitors, and other stakeholders with disabilities. This initiative spans across all our facilities, both existing and those in development. Grasim ensures that workspaces, restrooms, common areas, and transit routes within and around its buildings are accessible, promoting an inclusive environment for all. Our goal is to provide an environment that supports the productivity and well-being of stakeholders with disabilities, enabling them to thrive within our inclusive workspace.

**4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.**

Yes, Grasim adheres to a Diversity and Inclusion Policy designed to ensure a workplace free from discrimination across our entire workforce and value chain. The Company is committed to provide equal opportunities for individuals with disabilities by enhancing accessibility and accommodating their distinctive needs. Grasim acknowledges and values the contributions made by persons with disabilities and is dedicated to establishing an environment conducive to their professional growth and success. This commitment is reflected in our efforts to render physical workspaces, digital platforms, technological resources, and communication channels accessible to all individuals.

The policy can be accessed at the following web link: <https://www.grasim.com/Upload/PDF/diversity-and-inclusion-policy.pdf>

**5. Return to work and Retention rates of permanent employees and workers that took parental leave\*.**

Gender	Permanent Employees		Permanent Workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	90%	N.A	N.A
Female	100%	83%	100%	100%
<b>Total</b>	<b>100%</b>	<b>89%</b>	<b>100%</b>	<b>100%</b>

\*Limited assurance has been carried out by BDO India LLP for FY 2024-25.



## Business Responsibility & Sustainability Report (Contd.)

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

Category	Yes/No	Details of the mechanism in brief
Permanent Workers	Yes	Within the organisational framework of Grasim, a formalised grievance redressal mechanism has been instituted to ensure that concerns raised by the workforce are acknowledged and remedied with due diligence, accessible through the Company's internal network infrastructure. This protocol facilitates the reporting of operational or performance-related issues by employees and workers directly to their respective supervisors or line managers. In circumstances where grievances are associated with broader organisational matters, performance evaluations, or issues pertaining to the immediate supervisor or reporting manager, it is recommended that employees engage with the Human Resources Manager. We have a portal that offers employees a transparent and objective platform for expressing organisational concerns. Furthermore, we carry out an annual survey to gather feedback and identify any potential issues or grievances among our staff. This proactive approach ensures the prompt resolution of concerns, contributing to a positive work environment.  Please refer to our Grievance Handling Policy available at: <a href="https://www.grasim.com/Upload/PDF/grasim-grievance-handling-policy-fy21.pdf">https://www.grasim.com/Upload/PDF/grasim-grievance-handling-policy-fy21.pdf</a>
Other than Permanent Workers	Yes	
Permanent Employees	Yes	
Other than Permanent Employees	Yes	

7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:

Category	FY 2024-25			FY 2023-24		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D/C)
<b>Permanent Employees</b>						
Male	10,695	-	-	9,102	-	-
Female	1,117	-	-	940	-	-
<b>Total</b>	<b>11,812</b>	<b>-</b>	<b>-</b>	<b>10,042</b>	<b>-</b>	<b>-</b>
<b>Permanent Workers</b>						
Male	15,376	14,121	92	15,746	14,473	92
Female	139	139	100	141	141	100
<b>Total</b>	<b>15,515</b>	<b>14,260</b>	<b>92</b>	<b>15,887</b>	<b>14,614</b>	<b>92</b>

8. Details of training given to employees and workers:

Category	FY 2024-25					FY 2023-24				
	Total (A)	On Health and Safety measures*		On skill upgradation		Total (D)	On Health and Safety measures		On skill upgradation	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
Employees										
Male	12,358	5,387	44	6,760	55	9,524	8,073	85	8,036	84
Female	1,241	530	43	781	63	1,003	891	89	926	92
Total	13,599	5,917	44	7,541	55	10,527	8,964	85	8,962	85
Workers										
Male	32,763	32,763	100	4,510	14	34,712	18,220	52	9,737	28
Female	660	660	100	38	6	690	263	38	89	13
Total	33,423	33,423	100	4,548	14	35,402	18,483	52	9,826	28

\*Limited assurance has been carried out by BDO India LLP for FY 2024-25.

Note: The Company provides regular trainings on health and safety across all its units.



## 9. Details of performance and career development reviews of employees and workers\*:

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	%(D/C)
<b>Employees</b>						
Male	12,358	10,453	84.58	9,524	7,996	83.96
Female	1,241	1,030	83.00	1,003	722	71.98
<b>Total</b>	<b>13,599</b>	<b>11,483</b>	<b>84.44</b>	<b>10,527</b>	<b>8,718</b>	<b>82.82</b>
<b>Workers</b>						
Male	32,763	2,544	7.76	34,712	3,422	9.86
Female	660	-	-	690	1	0.14
<b>Total</b>	<b>33,423</b>	<b>2,544</b>	<b>7.61</b>	<b>35,402</b>	<b>3,423</b>	<b>9.67</b>

\*Limited assurance has been carried out by BDO India LLP for FY 2024-25.

## 10. Health and safety management system:

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?	Yes, the Company has a system in place that ensures the health and safety of its workforce through a comprehensive Occupational Health and Safety Management System (OHSMS). This system adheres to the sustainability standards of the Aditya Birla Group and is compliant with the ISO 45001 and SA 8000 certifications. To evaluate the system's effectiveness, the Company utilises a Self-Assessment Questionnaire (SAQ) Assurance model, which contributes to the continuous protection of our workforce. The enforcement and management of this system are handled by a collaborative governance structure, which includes members from management, employee representatives, and worker groups.
b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?	<p>The Company employs a systematic approach to identify work-related hazards and assess risks, which includes the following processes:</p> <ul style="list-style-type: none"> <li>• Implementation of a Risk Evaluation Management and Occupational Health Risk Assessment framework, incorporating Tier-1 and Tier-2 Risk Assessment protocols.</li> <li>• Application of the Business Hazard Identification and Risk Assessment (HIRA) procedure across various business segments for hazard identification and risk assessment of both routine and non-routine tasks, with the establishment of appropriate controls.</li> <li>• Conducting HAZOP (Hazard and Operability Study) to identify and evaluate potential hazards in processes and integrating these findings into the Company's safety practices.</li> <li>• Creation of Operational Control Procedures and Work Instructions to address and minimise significant risks.</li> <li>• Organising toolbox talks with contractors before the commencement of any project, followed by a job safety analysis and the issuance of work permits to ensure the safety of all individuals involved.</li> <li>• Execution of a detailed Job Safety Analysis for tasks identified as high-risk or critical.</li> </ul>
c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/No)	Yes, our approach to incident management involves a proactive loop of actions designed to prevent future occurrences. Initially, we analyse the data from reported incidents, which can be submitted through an accessible online platform from any location. From this analysis, we derive corrective and preventive measures (CAPA) to address the root causes. Subsequently, we distribute a comprehensive report of the lessons learned to all pertinent parties, ensuring that the knowledge gained is shared widely and effectively to mitigate the risk of recurrence.
d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)	Yes, the Company maintains continuous provision of non-occupational medical and healthcare services for the benefit of its workforce.

## Business Responsibility & Sustainability Report (Contd.)

### 11. Details of safety related incidents\*:

Safety Incident/Number	Category	FY 2024-25	FY 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.06	0.04
	Workers	0.23	0.30
Total recordable work-related injuries	Employees	2	6
	Workers	94	76
No. of fatalities	Employees	-	-
	Workers	1	3
High consequence work-related injury or ill-health (excluding fatalities)	Employees	-	4
	Workers	-	-

\*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

### 12. Describe the measures taken by the entity to ensure a safe and healthy work place.

Grasim has integrated Behaviour-Based Safety (BBS) into its operations, enabling the digital recording and analysis of safe practices, hazardous conditions, and near-miss incidents. This system is part of a comprehensive safety strategy that includes regular educational programs and awareness campaigns for all employees, including contract workers, to promote proper work habits and safety awareness. The Company also conducts mock drills across every division to assess emergency response readiness, and toolbox talks are a standard precursor to work, emphasising the importance of safety daily.

To support these safety initiatives, Grasim has developed a substantial infrastructure for occupational health assessments, with continuous monitoring of work environments and well-equipped medical facilities available to all employees. New hires, including contract workers and security staff, are required to participate in safety induction sessions to familiarise them with the Company's safety procedures.

The Company's operational safety standards are rigorous, with protocols such as the Permit to Work system addressing Confined Spaces, Hot Work, Machine Guarding, Working at Height, Electrical Safety, Management of Change, and Process Safety Management. These standards are reinforced by plant-specific standard operating procedures (SOPs) in each business unit, which are regularly audited internally and externally to ensure compliance with Occupational Safety Parameters.

Grasim's commitment to safety is further demonstrated by its adherence to ABG sustainability guidelines and the requirements of ISO 45001 and SA 8000. A structured Kaizen program encourages all levels of employees to submit safety-related improvements, while central and departmental safety committees carry out routine safety audits. These efforts are complemented by audits from the Group assurance team, which verify the robustness of the Safety Frameworks in place.

Our safety and OHS policies are publicly accessible on our website:

Safety Policy: <https://www.grasim.com/Upload/PDF/safety-policy.pdf>

Occupational Health Policy: <https://www.grasim.com/Upload/PDF/occupational-health-policy.pdf>


**13. Number of Complaints on the following made by employees and workers:**

	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	Nil	Nil	-	6	Nil	-
Health & Safety	Nil	Nil	-	12	Nil	-

**14. Assessments for the year:**

% of your plants and offices that were assessed (by entity or statutory authorities or third parties)	
Health and safety practices	100% (All units of Grasim are assessed by both internal and external parties)
Working Conditions	

**15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.**

Grasim has established a systematic incident management protocol that begins with prompt reporting into the incident reporting tool. For significant incidents, Grasim convenes specialised cross-functional teams to conduct in-depth analyses, the results of which are deliberated in central safety committee meetings. These findings, along with significant incident reports, are shared across group companies to aid in preventing recurrence.

The Company employs the Taproot tool to conduct thorough investigations into incidents, uncovering root causes and informing the development of response strategies. These strategies are then disseminated throughout all facilities to mitigate adverse effects and enhance safety practices.

In parallel, Grasim upholds a rigorous audit system for Environmental and Occupational Health Safety standards, with a cadre of internal auditors trained in various ISO Standards performing biannual compliance reviews. These are complemented by external audits, and any issues uncovered are addressed at their core, ensuring the enactment of effective corrective and preventative actions.

**LEADERSHIP INDICATORS**
**1. Does the entity extend any life insurance or any compensatory package in the event of death of**

- (A) Employees: Yes  
(B) Workers: Yes

**2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**

- We verify contractor compliance with PF and ESIC regulations by ensuring timely payments before settling their invoices and are initiating processes for vendor compliance assurance.
- We conduct monthly cross-verification of GSTR-2B to confirm that vendors are consistent with GST payments and government return filings.
- We have a GST return filing process that supports customers in claiming GST credits on schedule, with any issues being addressed promptly.
- We engage in regular follow-ups with customers and vendors to obtain TDS/TCS certificates (Form 16A and Form 27D), facilitating scheduled payments.
- We ensure timely disbursement of TDS/TCS and issuance of certificates to vendors, customers, and staff to enable them to claim credits without delays.

## Business Responsibility & Sustainability Report (Contd.)

- We request vendors' annual Income Tax Returns to ensure the correct TDS rates are applied and to encourage timely submission of their tax returns.
- We collect Tax Residency Certificates, Permanent Establishment Certificates, and Form 10F for all overseas transactions to regulate foreign payments and prevent tax evasion.
- We ensure the timely payment of the Labour Welfare Fund.

**3. Provide the number of employees / workers having suffered high consequence work related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24
Employees	-	4	-	-
Workers	1	3	-	1

Note: Right to employment is extended to all affected employees/workers and their families.

**4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)**

Yes. The Company extends its support network to all employees approaching retirement. Through the exclusive Enabling a New Life Post Retirement (ENLPR) program, the Company actively engages in empowering and equipping its workforce with the necessary guidance and motivation to embrace their post-retirement phase with confidence and a clear direction.

**5. Details on assessment of value chain partners:**

% of value chain partners (by value of business done with such partners) that were assessed	
Health and Safety Practices	37%
Working Conditions	37%

**6. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

No significant risks or concerns were identified in the assessment of our suppliers. The Company provides constant guidance to its value chain partners through various capability building sessions on health and safety practices.



## PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders



We understand the importance of addressing the concerns of all stakeholders, emphasising vulnerable and marginalised groups. The Company follows a structured approach and engages in consistent stakeholder consultations to ensure its operations align with broader stakeholder expectations. Our endeavour is to increase the positive impact of our business activities while actively working to minimise and mitigate any negative impacts of our products and operations. Through effective grievance redressal mechanisms, we aim to prevent conflicts from arising and ensure that any concerns are addressed promptly. Our engagement with stakeholders is designed to equitably distribute the value generated by our operations, creating a business ecosystem that is sustainable and fair for all parties involved.

### ESSENTIAL INDICATORS

#### 1. Describe the processes for identifying key stakeholder groups of the entity:

At Grasim, we employ a structured methodology to identify key stakeholder groups, outlined as below:

- **Stakeholder Mapping:** Carry out an exercise to identify and categorise key stakeholder groups that are pertinent to Grasim's business. This involves evaluating the impact and influence of various individuals, organisations, and communities on our operations, as well as the impact of our activities on them.
- **In-house Consultation:** Engage in dialogues with our internal teams, divisions, and leaders to collect viewpoints and deepen our understanding of stakeholder groups. This involves organising workshops, meetings, and discussions to identify stakeholders who have a direct or indirect impact on our businesses.
- **External Collaboration:** Connect with external stakeholders through a variety of communication channels, including surveys, interviews, focus groups, and public consultations, to gain a better understanding of their needs, concerns, and interests related to our operations and sustainability initiatives.
- **Compilation of Stakeholder Matrix:** Compile a stakeholder matrix based on the data collected from internal and external consultations, categorising stakeholders according to their level of influence, impact, and relevance to Grasim's business.
- **Formulation of Stakeholder Engagement Plans:** Develop tailored engagement plans for each key stakeholder group, outlining the purpose, communication channels, frequency, key interventions, and activities, while addressing their unique interests and concerns.
- **Ongoing Monitoring and Response:** Maintain ongoing stakeholder engagement to track evolving needs and expectations, gathering regular feedback through surveys, forms, meetings, and other channels to ensure meaningful and effective interactions.

Grasim's Stakeholder Engagement Policy is available here: <https://www.grasim.com/Upload/PDF/grasim-stakeholderengagement-policy.pdf>

#### 2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group:

Please refer to the Stakeholder Engagement section on page no. 94 of this report for details.



# Business Responsibility & Sustainability Report (Contd.)

## LEADERSHIP INDICATORS

- 1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

Grasim's management plays a pivotal role in facilitating stakeholder consultations on key economic, environmental, and social issues, ensuring stakeholders' interests are well-represented. The Company provides designated communication channels and forums for stakeholders to voice their perspectives, with Board-level committees overseeing these interactions to address concerns efficiently. The feedback collected is carefully reviewed and conveyed to the Board, which uses these insights to align the Company's strategic decisions with stakeholder expectations and the overarching goal of sustainable business practices. This comprehensive process highlights Grasim's focus on the importance of maintaining an active, constructive dialogue with its stakeholders.

- 2. Whether stakeholder consultation is used to support the identification and management of environmental and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

Yes, stakeholder consultation is used to support the identification and management of environmental and social topics at Grasim. This engagement is essential in identifying material topics that shape the Company's ESG strategy, targets, and action plans. We collect insights from various stakeholders, including investors, customers, governmental bodies, regulators, rating agencies, and consultants, through various communication channels. The feedback and suggestions are thoroughly examined and relevant suggestions are considered in Grasim's policies and activities.

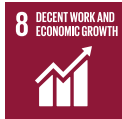
- 3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalised stakeholder groups.**

Grasim takes a proactive and structured approach to stakeholder engagement, focusing on the needs of vulnerable and marginalised groups through its CSR initiatives. These programs encourage beneficiaries to establish self-help groups, aiming to create more job opportunities and contribute to poverty alleviation. The engagement process starts with a detailed needs assessment to pinpoint the immediate needs and skill gaps affecting employment prospects for these groups. Beneficiaries actively participate in decision-making and project planning, collaborating with potential employers, educational institutions, and NGOs to ensure their concerns are met and their economic conditions are improved.



## PRINCIPLE 5: Businesses should respect and promote human rights

We maintain a diverse and inclusive work environment that respects human rights and ensures zero tolerance towards harassment and discrimination. Our policies and procedures enable employees to express their concerns readily, ensuring that grievances are resolved swiftly and equitably. We comply with national and international regulations, including the UNGC principles on business and human rights, and continuously seek to integrate best practices. These include providing fair wages, promoting an inclusive culture, and safeguarding human rights, with a particular focus on being responsive to the most vulnerable. We promote awareness throughout our value chain, aligning partners and suppliers with our human rights principles for an inclusive, non-discriminatory work environment. Additionally, our due diligence processes aim to identify, prevent, mitigate, and address adverse human rights impacts, with corrective actions taken as necessary to maintain our ethical and responsible business practices.



## ESSENTIAL INDICATORS

### 1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity:

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. of employees / workers covered (B)	% (B / A)	Total (C)	No. of employees / workers covered (D)	% (D / C)
<b>Employees</b>						
Permanent	11,812	3,383	29	10,042	2,805	28
Other than permanent	1,787	340	19	485	16	3
<b>Total Employees</b>	<b>13,599</b>	<b>3,723</b>	<b>27</b>	<b>10,527</b>	<b>2,821</b>	<b>27</b>
<b>Workers</b>						
Permanent	15,515	1,530	10	15,887	1,206	8
Other than permanent	17,908	3,028	17	19,515	5,311	27
<b>Total Workers</b>	<b>33,423</b>	<b>4,558</b>	<b>14</b>	<b>35,402</b>	<b>6,517</b>	<b>18</b>

### 2. Details of minimum wages paid to employees and workers:

Category	FY 2024-25					FY 2023-24				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
Permanent Employees										
Male	10,695	-	-	10,695	100	9,102	324	4	8,778	96
Female	1,117	-	-	1,117	100	940	43	5	897	95
Total	11,812	-	-	11,812	100	10,042	367	4	9,675	96
Other than Permanent Employees										
Male	1,663	220	13	1,443	87	422	-	-	422	100
Female	124	3	2	121	98	63	-	-	63	100
Total	1,787	223	12	1,564	88	485	-	-	485	100
Permanent Workers										
Male	15,376	-	-	15,376	100	15,746	-	-	15,746	100
Female	139	-	-	139	100	141	-	-	141	100
Total	15,515	-	-	15,515	100	15,887	-	-	15,887	100
Other than Permanent Workers										
Male	17,387	13,391	77	3,996	23	18,966	All contractors have been paid more than minimum wages in accordance with the laws of the land where the Company operates			
Female	521	363	70	158	30	549				
Total	17,908	13,754	77	4,154	23	19,515				

## Business Responsibility & Sustainability Report (Contd.)

### 3. Details of remuneration/salary/wages

#### a. Median remuneration / wages

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	11	13,75,000	3	28,60,000
Key Managerial Personnel	3	3,54,67,184	-	-
Employees other than BoD and KMP	10,692	6,57,834	1,117	5,51,981
Workers	15,376	4,16,638	139	2,07,471

**Note:** Data includes details for permanent employees and permanent workers.

#### b. Gross wages paid to females as % of total wages paid by the entity:

	FY 2024-25	FY 2023-24
Gross wages paid to females as % of total wages*	5%	5%

\*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

#### 4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes, each of Grasim's manufacturing locations has a dedicated committee tasked with addressing human rights complaints.

#### 5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Grasim has set up an internal system that aligns with its human rights policy, accessible to all stakeholders and the public.

To address complaints, the Company has a grievance redressal committee for issues including human rights. This system allows employees and stakeholders to report concerns or grievances about potential human rights violations without fear of reprisal. They can submit complaints in writing to a committee member or through a contact point.

On receiving a complaint, the committee conducts a thorough investigation, ensuring the process is transparent and fair, involving evidence collection, discussions with relevant parties, and expert consultation when needed. The aim is to resolve grievances quickly and ensure a fair outcome.

Privacy and confidentiality are maintained for all parties during the grievance resolution process. The Company prioritises a safe and supportive environment, protecting complainants from harassment or victimisation during and after the investigation.

Please refer to our Human Rights Policy: <https://www.grasim.com/upload/pdf/human-rights-policy.pdf>

#### 6. Number of Complaints on the following made by employees and workers:

	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	12	2	-	5	1	-
Discrimination at workplace	Nil	Nil	-	Nil	Nil	-
Child Labour	Nil	Nil	-	Nil	Nil	-
Forced Labour / Involuntary Labour	Nil	Nil	-	Nil	Nil	-
Wages	Nil	Nil	-	Nil	Nil	-
Other human rights related issues	Nil	Nil	-	Nil	Nil	-



## 7. Complaints filed under the Sexual Harassment of Women at Workplace\* (Prevention, Prohibition and Redressal) Act, 2013:

	FY 2024-25	FY 2023-24
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	12	5
Complaints on POSH as a % of female employees / workers	0.96%	0.46%
Complaints on POSH upheld	11^	4

^One pending complaint from FY 2023-24 is upheld in addition to 10 complaints upheld in FY 2024-25.

\*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

## 8. Mechanism to prevent adverse consequences to the complainant in discrimination and harassment cases.

Our comprehensive Human Rights Policy ensures the protection of fundamental rights and prevents any form of discrimination or harassment across our operations. The Diversity and Inclusion Policy further strengthens this commitment, creating an environment where all individuals, regardless of background, are respected and valued. Grasim also enforces a strict Prevention of Sexual Harassment (POSH) policy, addressing discrimination, harassment, or any unfair treatment with the utmost seriousness. Every reported incident is thoroughly investigated, with a focus on safeguarding the complainant's well-being, maintaining confidentiality, and providing support throughout the process.

Throughout the investigative proceedings, the Company ensures that the complainant, witnesses, and any other individuals involved are not subjected to any form of unfavourable treatment or victimisation. Retaliation in any form is prohibited. However, in the event that an investigation reveals a complaint to be maliciously intended, the Company may enact appropriate disciplinary measures, which could include the termination of the complainant's employment.

Please refer to our policies below:

Prevention of Sexual Harassment (POSH): <https://www.grasim.com/Upload/PDF/POSH-policy.pdf>,

Human Rights Policy: <https://www.grasim.com/upload/pdf/human-rights-policy.pdf>,

Diversity and Inclusion Policy: <https://www.grasim.com/Upload/PDF/diversity-and-inclusion-policy.pdf>

## 9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes, Grasim encourages that all entities within its value chain abide by the Human Rights Policy and the Supplier's Code of Conduct. Agreements with our partners and suppliers are carefully drafted to include dedicated clauses on human rights. This inclusion serves to elevate the understanding and importance of human rights among our associates, ensuring that their operations fully align with Grasim's dedication to these fundamental principles throughout all its business endeavors.

## 10. Assessment for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labor	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – please specify	NA

## Business Responsibility & Sustainability Report (Contd.)

### 11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above.

Grasim performs internal audits to check compliance of its plants and offices with legal and policy requirements related to issues like discrimination, child labour, and sexual harassment. Our facilities undergo external audits in accordance with the SA 8000 standard, which assesses our adherence to social accountability practices. Throughout the year, these audits have not resulted in any significant findings.

### LEADERSHIP INDICATORS

#### 1. Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.

Grasim continues to address and resolve issues pertaining to human rights effectively through its grievance mechanism across manufacturing locations.

#### 2. Details of the scope and coverage of any Human rights due diligence conducted.

Grasim has implemented the Human Rights Due Diligence (HRDD) tool across all its operations, demonstrating its commitment to identifying, preventing, and mitigating potential human rights risks within its business and supply chain. This comprehensive approach extends beyond individual facilities to encompass the entire Company, ensuring accountability in managing human rights issues across various sites. As part of the HRDD process, Grasim regularly evaluates its strategies, practices, and procedures to ensure compliance with recognised human rights standards.

#### 3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes, Grasim ensures that all its facilities are accessible to differently-abled individuals in line with the Rights of Persons with Disabilities Act, 2016.

#### 4. Details on assessment of value chain partners:

% of value chain partners (by value of business done with such partners) that were assessed	
Sexual Harassment	37% of our value chain partners have been assessed in FY 2024-25. The Company ensures that the entire value chain adheres to the Supplier Code of Conduct, which prevents violations of labour rights, health and safety, and issues like sexual harassment, discrimination, fair pay, child labour, forced labour and more.
Discrimination at workplace	
Child Labour	
Forced Labour/Involuntary Labour	
Wages	
Others – please specify	

#### 5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

No significant risks or concerns were identified in the assessment of our suppliers.



## PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

Embracing sustainable development involves balancing the fulfilment of current requirements with the foresight to preserve resources for future generations. In this spirit, we engage in climate change adaptation and address pollution management by integrating low carbon technologies and pollution control equipment to reduce environmental impact. Biodiversity conservation stands as a key focus, ensuring the protection of diverse ecosystems. The Company actively pursues waste minimisation through strategies of reduction, reuse, and recovery. The sustainable use of natural resources and resource optimisation are considered across the lifecycle of products, aiming for long-term sustainability. To guide these efforts, the Company has established various policies and set clear performance targets, with regular reviews to track progress and drive continuous improvement.



### ESSENTIAL INDICATORS

#### 1. Details of total energy consumption (in million GJ) and energy intensity:

Parameter	FY 2024-25	FY 2023-24
<b>From renewable sources</b>		
Total electricity consumption (A)	1.67	1.56
Total fuel consumption (B)	2.65	3.02
Energy consumption through other sources (C)	-	-
<b>Total energy consumed from renewable sources (A+B+C)</b>	<b>4.32</b>	<b>4.58</b>
<b>From non-renewable sources</b>		
Total electricity consumption (D)	6.06	5.98
Total fuel consumption (E)	56.41	57.72
Energy consumption through other sources (F)	-	-
<b>Total energy consumption from non-renewable sources (D+E+F)</b>	<b>62.47</b>	<b>63.71</b>
<b>Total energy consumed (A+B+C+D+E+F)</b>	<b>66.79</b>	<b>68.28</b>
<b>Energy intensity per rupee of turnover</b> (Total energy consumption/Revenue from operations) (GJ / crore ₹)	2,116.17	2,641.72
<b>Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)*</b> (Total energy consumed / Revenue from operations adjusted for PPP) (GJ / million US\$)	4,372.00	6,044.26
<b>Energy intensity in terms of physical output</b> Energy intensity (GJ/MT)	20.01	22.53

\* The revenue from operations has been adjusted for PPP based on the latest 2025 PPP conversion factor for India published by IMF.

**Note:** Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

#### 2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

Yes, 11 out of 26 Grasim's sites are designated consumers under the PAT scheme with a target year of FY 2024-25 and beyond.

All the units where PAT scheme is applicable are on course to achieve their respective targets set by Bureau of Energy Efficiency.



## Business Responsibility & Sustainability Report (Contd.)

### 3. Provide details of the following disclosures related to water:

Parameter	FY 2024-25	FY 2023-24
<b>Water withdrawal by source (in million cubic meter)</b>		
(i) Surface water	36.14	37.08
(ii) Groundwater	2.49	2.41
(iii) Third party water	13.34	13.01
(iv) Seawater / desalinated water	8.17	1.30
(v) Others (Rainwater storage)	0.08	0.12
<b>Total volume of water withdrawal (i + ii + iii + iv + v)</b>	<b>60.22</b>	<b>53.91</b>
<b>Total volume of water consumption* (in million cubic meter)</b>	<b>28.18</b>	<b>27.48*</b>
<b>Water intensity per rupee of turnover</b> (Water consumed / Revenue from operations) (m <sup>3</sup> / crore ₹)	892.95	1,063.17
<b>Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)**</b> (Total water consumption / Revenue from operations adjusted for PPP) (m <sup>3</sup> / million US\$)	1844.84	2,432.52
<b>Water intensity in terms of physical output</b> Water intensity (m <sup>3</sup> /MT)	8.44	9.07

\*Water consumption is calculated using GRI formula (Water Consumption = Water Withdrawal - Water Discharge). Basis the revised formula, water consumption number for FY2023-24 has been restated.

\*\* The revenue from operations has been adjusted for PPP based on the latest 2025 PPP conversion factor for India published by IMF.

**Note:** Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

### 4. Provide the following details related to water discharged:

Parameter	FY 2024-25	FY 2023-24
<b>Water discharge by destination and level of treatment (in million cubic meter)</b>		
(i) To Surface water		
- No treatment	-	-
- With treatment – Secondary Treatment	10.44	10.26
(ii) To Groundwater		
- No treatment	-	-
- With treatment	-	-
(iii) To Seawater		
- No treatment	-	-
- With treatment – Secondary Treatment	20.21	16.00
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment – Secondary Treatment	1.39	0.16
(v) Others		
- No treatment	-	-
- With treatment	-	-
<b>Total water discharged (in million cubic meter)</b>	<b>32.04</b>	<b>26.43</b>

**Note:** Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.



**5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

Yes, among Grasim's 26 manufacturing units, 13 of them have installed ZLD (Zero Liquid Discharge) plants, including one under commissioning.

Cellulosic Staple Fibre - Nagda;

Chemicals - Nagda, Renukoot, Ganjam, Rehla, and Balabhadrapuram;

Paints - Panipat, Ludhiana and Cheyyar;

Textiles - Rishra, Malanpur & Kolhapur (under commissioning);

Insulators - Halol.

**6. Please provide details of air emissions (other than GHG emissions) by the entity:**

Parameter	Unit	FY 2024-25	FY 2023-24
NOx	MT	2,032.09	2,319.28
SOx	MT	7,387.54	7,735.26
Particulate matter (PM)	MT	1,000.14	1,097.72
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)*	MT	0.04	-
Hazardous air pollutants (HAP)	-	-	-
Others	-	-	-

\*VOC reporting is added this year (FY2024-25) due to commissioning of Paints business.

**Note:** Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, limited assurance has been carried out by BDO India LLP for FY 2024-25 for SOx, NOx, Particulate Matter & VOC.

**7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity:**

Parameter	Unit	FY 2024-25	FY 2023-24
<b>Total Scope 1 emissions</b> (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	Million tCO <sub>2</sub> e	5.11	5.31
<b>Total Scope 2 emissions</b> (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	Million tCO <sub>2</sub> e	1.22	1.19
<b>Total Scope 1 and Scope 2 emissions per rupee of turnover</b> (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	tCO <sub>2</sub> e / crore ₹	200.73	251.35
<b>Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)*</b> (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	tCO <sub>2</sub> e / million US\$	414.70	575.09
<b>Total Scope 1 and Scope 2 emission intensity in terms of physical output</b>	tCO <sub>2</sub> e / MT	1.90	2.14

\* The revenue from operations has been adjusted for PPP based on the latest 2025 PPP conversion factor for India published by IMF.

**Note:** Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

## Business Responsibility & Sustainability Report (Contd.)

### 8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

#### Optimising Exhaust Blower Speed for Energy Efficiency:

To improve energy efficiency and reduce emissions in the Spin Bath calcination process, we optimised the operation of the exhaust blower, which previously ran continuously at high speed. A Variable Frequency Drive (VFD) was installed to regulate blower speed based on actual process needs. This adjustment reduced energy consumption by 49,625 kWh annually, lowered salt particle emissions, and enhanced drying performance by increasing hot air retention. The initiative not only improved process stability but also supported our broader sustainability goals by aligning operations with environmental best practices.

#### Other Initiatives:

Multiple initiatives were undertaken to enhance energy efficiency and reduce emissions across operations. LPG consumption was optimised through process improvements such as fan efficiency enhancement and use of low-specific-heat refractory materials achieved without capital investment. Compressed air systems were restructured by introducing pressure segregation and replacing old compressors with energy-efficient, VFD-enabled two-stage units, resulting in reduced power consumption and header losses. Additionally, electrolyser efficiency was improved through digital monitoring tools, enabling real-time performance tracking and timely interventions to lower electricity usage.

For more details related to emission reduction projects, please refer Natural Capital section of the report on page no. 150.

### 9. Provide details related to waste management by the entity:

Parameter	FY 2024-25	FY 2023-24
<b>Total waste generated (in metric tonnes)</b>		
Plastic waste (A)	1,792.22	1,261.28
E-waste (B)	85.70	73.23
Bio-medical waste (C)	2.84	7.63
Construction and demolition waste (D)	13,616.63	15,800.28
Battery waste (E)	83.35	88.43
Radioactive waste (F)	-	-
Other Hazardous waste. Please specify, if any. (G)	2,25,464.54	2,21,372.93
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e., by materials relevant to the sector)	8,90,638.95	8,04,332.89
<b>Total (A + B + C + D + E + F + G + H)</b>	<b>11,31,684.23</b>	<b>10,42,936.67</b>
<b>Waste intensity per million ₹ of turnover</b> (Total waste generated / Revenue from operations) (MT / crore ₹)	35.85	40.35
<b>Waste intensity per million ₹ of turnover adjusted for Purchasing Power Parity (PPP)*</b> (Total waste generated / Revenue from operations adjusted for PPP) (MT / million US\$)	74.08	92.32
<b>Waste intensity in terms of physical output</b> Waste intensity (MT of waste / MT)	0.34	0.34

\* The revenue from operations has been adjusted for PPP based on the latest 2025 PPP conversion factor for India published by IMF.



For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)

Parameter	FY 2024-25	FY 2023-24
<b>Category of waste (Hazardous Waste)</b>		
(i) Recycled	82,165.41	87,877.95
(ii) Re-used	52,541.47	59,975.66
(iii) Other recovery operations	29,469.33	20,079.36
<b>Total</b>	<b>1,64,176.21</b>	<b>1,67,932.97</b>
<b>Category of waste (Non-Hazardous Waste)</b>		
(i) Recycled	2,22,118.93	2,81,380.60
(ii) Re-used	6,53,532.26	4,93,508.52
(iii) Other recovery operations	10,100.85	9,640.14
<b>Total</b>	<b>8,85,752.04</b>	<b>7,84,529.25</b>

For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)

	FY 2024-25	FY 2023-24
<b>Category of waste (Hazardous Waste)</b>		
(i) Incineration	885.94	565.33
(ii) Landfilling	57,370.49	57,688.77
(iii) Other disposal operations	-	-
<b>Total</b>	<b>58,256.42</b>	<b>58,254.10</b>
<b>Category of waste (Non-Hazardous Waste)</b>		
(i) Incineration	125.41	29.89
(ii) Landfilling	6,710.75	6,598.31
(iii) Other disposal operations	-	-
<b>Total</b>	<b>6,836.16</b>	<b>6,628.20</b>

**Note:** Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

**10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

Grasim maintains an effective waste management system that adheres to industry best practices ensuring the collection, handling, storage, transportation, and disposal of waste in compliance with national and local waste management regulations. We prioritise recycling, reuse, and recovery of waste, minimising incineration and landfilling.

Solid waste management is a key focus area for the Company. Bio-sludge from our Effluent Treatment Plants is repurposed as a coal substitute in our power plants, aligning with our strategy to reduce greenhouse emissions and address the challenges of landfilling, which can vary with the seasons.

To further reduce waste, we are shifting to the procurement of super washed/washed salt, which decreases sludge formation. We are also introducing a treatment system to reduce or eliminate sulphate content. Plans are underway to supply sludge to fertiliser industries for the production of NPK Fertiliser. Moreover, Grasim's Chemicals business is creating applications for liquid byproducts generated from bleaching powder production, offering cost-effective alternatives for textile bleaching and effluent treatment, reducing chlorine recycling costs and enhancing sustainability.

## Business Responsibility & Sustainability Report (Contd.)

- 11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:**

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
None of the sites are located in ecologically sensitive areas. However, the Company is planning to conduct biodiversity impact assessments for selected sites to identify and mitigate potential impact on biodiversity, if any. Please refer to Biodiversity Policy: <a href="https://www.grasim.com/Upload/PDF/biodiversity-policy.pdf">https://www.grasim.com/Upload/PDF/biodiversity-policy.pdf</a>			

- 12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:**

Yes, all units operated by Grasim Industries Limited comply with the applicable environmental laws and regulations in their respective regions.

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
None					

- 13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances:**

Yes, all units operated by Grasim Industries Limited comply with the applicable environmental laws and regulations in their respective regions.

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
Not Applicable				

### LEADERSHIP INDICATORS

- 1. Water withdrawal, consumption, and discharge in areas of water stress (in million cubic meter):**

For each facility / plant located in areas of water stress, provide the following information:

- (i) Name of the area: Following plants fall under the water stress regions as per India Water Tool:
- Cellulosic Fibres - Vilayat, Kharach, Nagda, Harihar, Veraval.
  - Chemicals - Nagda, Veraval, Vilayat, Balabhadrapuram, Ganjam.
  - Paints - Panipat, Cheyyar, Ludhiana.
  - Textiles - Malanpur, Kolhapur.
  - Insulators - Halol.
- (ii) Nature of operations: Manufacturing



(iii) Water withdrawal, consumption and discharge in the following format: (consolidated numbers for units which are present in areas of stress)

Parameter	FY 2024-25	FY 2023-24
<b>Water withdrawal by source (in million cubic meter)</b>		
(i) Surface water	25.38	26.47
(ii) Groundwater	1.38	1.19
(iii) Third party water	12.65	12.22
(iv) Seawater / desalinated water	8.17	1.30
(v) Others	0.03	0.001
<b>Total volume of water withdrawal (in million cubic meter)</b>	<b>47.61</b>	<b>41.18</b>
<b>Total volume of water consumption* (in million cubic meter)</b>	<b>20.01</b>	<b>18.98</b>
<b>Water intensity per rupee of turnover*</b> (Water consumed / turnover) (m <sup>3</sup> / crore INR)	633.21	734.31
<b>Water intensity</b> (optional) – the relevant metric may be selected by the entity	-	-
<b>Water discharge by destination and level of treatment (in million cubic meter)</b>		
(i) Into Surface water		
– No treatment	-	-
– With treatment – Secondary treatment	10.44	10.25
(ii) Into Groundwater		
– No treatment	-	-
– With treatment	-	-
(iii) Into Seawater		
– No treatment	-	-
– With treatment – Secondary treatment	15.81	11.89
(iv) Sent to third-parties		
– No treatment	-	-
– With treatment – Secondary treatment	1.37	0.06
(v) Others		
– No treatment	-	-
– With treatment	-	-
<b>Total water discharged (in million cubic meter)</b>	<b>27.62</b>	<b>22.20</b>

\* Water consumption is calculated using GRI formula (Water Consumption = Water Withdrawal - Water Discharge). Basis the revised formula, water consumption number for FY2023-24 has been restated.

**Note:** Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

## 2. Please provide details of total Scope 3 emissions & its intensity:

Parameter	Unit	FY 2024-25	FY 2023-24
<b>Total Scope 3 emissions*</b> (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	Million tCO <sub>2</sub> e	6.17	4.85
<b>Total Scope 3 emissions per rupee of turnover</b>	tCO <sub>2</sub> e / crore ₹	195.42	187.83
<b>Total Scope 3 emission intensity in terms of physical output</b>	tCO <sub>2</sub> e / MT	1.85	1.60

\*Categories 1, 2, 3, 4, 5, 6, 7 and 9 considered for calculation of scope 3 GHG emissions

**Note:** Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, limited assurance has been carried out by BDO India LLP for FY 2024-25.



## Business Responsibility & Sustainability Report (Contd.)

3. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not Applicable.

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

S. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Reduction in Generation and Higher Utilisation of Brine Sludge	A filter press system was installed to improve sludge separation. Process parameters like slurry dilution and cake washing time were optimised to reduce residual salt. The initiative aimed at enabling reuse of sludge in construction applications	Reduced brine sludge generation; achieved 100% environmental compliance; enabled production of eco-friendly bricks/day, promoting circular economy
2	PAC Sludge Reutilisation	To support our zero waste to landfill objective, we implemented in-house reuse of PAC (Poly Aluminium Chloride) sludge by integrating it into the liquid alum manufacturing process. This eliminated the need for hazardous waste disposal and promoted resource circularity within the plant.	Significantly reduced hazardous waste generation; enabled effective reuse of PAC sludge; advanced progress toward the zero waste to landfill goal
3	Installation of Condensate Polishing Unit Installation	A Condensate Polishing Unit, along with a heat exchanger system, was commissioned to recycle hot condensate into De-Mineralised (DM) water and recover waste heat. The system enhances water recovery and reduces thermal losses.	Achieved daily steam savings, reduced freshwater intake, and improved energy efficiency; supported resource conservation and operational cost optimisation
4	Optimising Yarn Twist for Operational Efficiency	Legacy twist levels of 100 TPM in the VFY manufacturing process were reduced to 65 TPM by modifying gear sets in TFO machines. The optimisation was validated across various deniers without capital investment, aligning twist input with actual downstream requirements to enhance energy and operational efficiency.	Improved energy efficiency and reduced GHG emissions; optimised machine utilisation and reduced operational costs; enhanced product quality with higher premium-grade yield; received external recognition for innovation, sustainability, and operational excellence
5	Enhancing Electrolyser Efficiency through Digital Monitoring	Digital tools such as the Central Manufacturing Cockpit (CMC) and ECOO software were deployed to monitor electrolyser performance critical equipment consuming ~90% of the plant's power. Real-time data, shift-wise tracking, and pressure drop analysis enabled proactive and data-driven operational control.	Improved energy efficiency through reduced electricity consumption; enhanced process visibility and decision-making; strengthened predictive maintenance and operational reliability
6	ETP Revamp for Enhanced Compliance and Sustainability	The Effluent Treatment Plant (ETP) was upgraded to a 12.0 MLD capacity by integrating advanced technologies such as an Equalisation Tank, Flash Mixing and Flocculation Tanks, and a High-Rate Solid Contact Clarifier (HRSCC). These upgrades aimed to handle fluctuating loads and meet stricter discharge norms	Achieved consistent compliance with effluent discharge standards; enhanced treatment capacity and resilience during peak loads; improved effluent quality; reduced environmental impact and improved sustainability performance



**5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.**

Yes, Grasim has implemented a comprehensive business continuity and disaster management plan, emphasising operational safety and crisis response across all sites. The strategy is designed to address crises affecting individuals, the environment, or the Company's strategic, financial, or reputational standing, which could arise from various incidents such as negative media, legal challenges, natural disasters, security threats, or health emergencies.

The crisis management plan mobilises experienced leaders and allocates resources to mitigate impacts on people, the environment, shareholders, brand, infrastructure, and reputation. Enhancing emergency readiness, Grasim partners with an external agency to manage Code Red and Call Centre operations, ensuring swift verification and communication during incidents through the Site Incident Command System (ICS).

**6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.**

There is no adverse impact to the environment from our value chain entities.

**7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**

100% of our pulp suppliers which accounts for 43% of our total raw material procurement value were assessed for environmental impacts.

**8. How many Green Credits have been generated or procured:**

a. By the listed entity

Nil

b. By the top ten (in terms of value of purchases and sales, respectively) value chain partners

Not Applicable

## Business Responsibility & Sustainability Report (Contd.)

### PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Grasim is committed to supporting fair competition and respecting human rights, which are fundamental to our collaborations with trade groups and industry associations. Our interactions with these organisations and government agencies are guided by a strong commitment to transparency and integrity, ensuring that the interests of all stakeholders are thoroughly considered. Through active participation in policy discussions and contributions to legislative frameworks at both national and international levels, Grasim plays a pivotal role in driving industry growth and enhancing the overall economic landscape.



### ESSENTIAL INDICATORS

#### 1. a) Number of affiliations with trade and industry chambers/ associations.

Thirty Five (35)

#### b) List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	The Associated Chambers of Commerce and Industry of India (ASSOCHAM)	National
2	India Chemical Council (ICC)	National
3	Federation of Indian Chambers of Commerce and Industry (FICCI)	National
4	Alkali Manufacturer Association of India (AMAI)	National
5	Confederation of Indian Industry (CII)	National
6	Association Of Man-made Fibre Industry Of India (AMFII)	National
7	Manmade and Technical Textiles Export Promotion Council (MATEXIL)	National
8	Indian Paint Association (IPA)	National
9	Indian Wind Turbine Manufacturers Association (IWTMA)	National
10	Indian Technical Textile Association (ITTA)	National

#### 2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

No new cases were filed in the current financial year.

Listed below are ongoing cases from the previous years.

Name of Authority	Brief of the case	Corrective action taken
Competition Commission of India	Competition Commission of India (CCI) has passed an order dated 16 <sup>th</sup> 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 3 <sup>rd</sup> June, 2021, levying a penalty of ₹3.49 crore for non-compliance with the Order passed on 16 <sup>th</sup> 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 6 <sup>th</sup> 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 16 <sup>th</sup> March, 2020, the CCI deemed it appropriate not to impose any further monetary penalty on the Company.	The Company filed an appeal before the National Company Law Appellate Tribunal (NCLAT)



## LEADERSHIP INDICATORS

### 1. Details of public policy positions advocated by the entity:

S. No.	Public policy advocated	Method resort for such advocacy	Whether the information is available in public domain? (Yes/No)	Frequency of review by board (Annually/ Half yearly/ Quarterly/ Other-please specify)	Web Link, if available
1	Draft Explosives Bill, 2024	Suggestions and recommendations to the draft bill submitted to the authority	No	NA	NA
2	Draft Solid Waste Management Rules, 2024	Suggestions and recommendations to the draft bill submitted to the authority	No	NA	NA
3	Draft Remediation of Contaminated Sites Rules, 2024	Suggestions and recommendations to the draft bill submitted to the authority	No	NA	NA
4	Draft guidelines for "Exemption Of Certain Categories Of Industrial Plants From Consent Mechanism - Section 21 and Section 25 of Air and Water Act"	Suggestions and recommendations to the draft bill submitted to the authority	No	NA	NA
5	Decriminalisation of minor offences under Central Acts	Suggestions and recommendations to the draft submitted to CII	No	NA	NA
6	Draft Digital Personal Data Protection Rules, 2025	Suggestions and recommendations to the draft submitted to CII	Yes	NA	<a href="https://innovateindia.mygov.in/dpdp-rules-2025/">https://innovateindia.mygov.in/dpdp-rules-2025/</a>

# Business Responsibility & Sustainability Report (Contd.)

## PRINCIPLE 8: Businesses should promote inclusive growth and equitable development

Grasim drives sustainable development and enhances the well-being of vulnerable and marginalised communities with an inclusive approach, embedding CSR values within its business objectives. The Company supports initiatives that improve education, healthcare, sustainable livelihoods, infrastructure, and social welfare. Through comprehensive needs assessments for CSR, the Company tailors its efforts to the communities' requirements and refines its products and processes to support the advancement of vulnerable and marginalised groups. Alongside these efforts, Grasim actively works to preserve heritage and culture, ensuring that its development initiatives align with the conservation of traditional values of the local communities. Additionally, Grasim collaborates with businesses and government agencies, reinforcing the social and economic impact of its actions for a broader and more cohesive effect.



### ESSENTIAL INDICATORS

#### 1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

During FY 2024-25, we have not undertaken any projects that require Social Impact Assessments (SIA).

Name and brief details of project	SIA Notification No.	Date of Notification	Whether conducted by independent external agency? (Yes/No)	Results communicated in public domain (Yes / No)	Relevant Web link
Nil					

#### 2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity:

S. No.	Name of the project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	No. of PAFs covered by R&R	Amounts paid PAFs in the FY (in ₹)
Nil						

#### 3. Describe the mechanisms to receive and redress grievances of the community.

Grasim has set up a robust grievance redressal system designed to serve the community, ensuring swift and efficient responses to any complaints, facilitating timely resolutions, and working to prevent future issues. The Company makes a concerted effort to inform community members about the existence of this system and the specific channels available for reporting grievances, promoting awareness and clarity in the process.

Stakeholders can reach out to our Stakeholder Officer (Admin & Liaison Officer), who will then elevate their concerns to the Grievance Committee for appropriate action.

Our Grievance Mechanism Process is a structured 6-step approach designed to address and resolve grievances effectively:

Step 1: Receive Grievance – The initial step involves the receipt of the grievance from the concerned party.

Step 2: Record – Upon receipt, the grievance is formally documented for tracking and reference.

Step 3: Screen – The documented grievance is then screened for relevance and urgency.



Step 4: Investigate – A thorough investigation is conducted to gather facts and understand the grievance.

Step 5: Act – Appropriate actions are taken based on the findings of the investigation.

Step 6: Follow up and close out – The final step includes following up to ensure the resolution is satisfactory and formally closing out the grievance.

Formal grievances at Grasim are recorded in the Grievance Register, and all related documentation is carefully maintained for record-keeping. Following the submission of a grievance, an acknowledgement is issued within five working days. The Stakeholder Officer, together with employees, takes on the task of investigating the issue, which may include site visits, consultations, and meticulous record-keeping. After analysing the collected information, the Stakeholder Officer formulates an action plan, assigns responsibilities, oversees the progress, and updates the external stakeholder upon satisfactory resolution of the grievance. To ensure continued satisfaction and to gather feedback on the process, the Stakeholder Officer follows up with the external stakeholder three weeks after the resolution.

**4. Percentage of input material (inputs to total inputs by value) sourced from suppliers\*:**

	FY 2024-25	FY 2023-24
Directly sourced from MSMEs/ Small producers	16%	15%
Directly from within India	58%	50%

\*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

**5. Job creation in smaller towns\* – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost.**

Location	FY 2024-25	FY 2023-24
Rural	19%	15%
Semi urban	4%	3%
Urban	41%	61%
Metropolitan	36%	21%

\*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

## LEADERSHIP INDICATORS

**1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

Details of negative social impact identified	Corrective action taken
Not Applicable	

**2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

S. No.	State	Aspirational District	Amount Spent (in INR)
1.	Jharkhand	Palamu	₹114.39 lakh



## Business Responsibility & Sustainability Report (Contd.)

**3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/vulnerable groups? (Yes/No)**

Yes, Grasim's Responsible Supply Chain Policy focuses on enhancing the capabilities of suppliers from marginalised/vulnerable groups, integrating them as business partners. The policy advocates for the growth and development of these suppliers alongside promoting local procurement. It also supports small and medium enterprises (MSMEs), encouraging their active development and involvement in business activities.

For detailed information on our responsible supply chain policy, please refer to the following web link: <https://www.grasim.com/Upload/PDF/responsible-supply-chain-policy.pdf>

**(b) From which marginalised/vulnerable groups do you procure?**

We procure from marginalised and vulnerable groups including women-led enterprises, self-help groups, tribal communities, and artisans from rural and underdeveloped regions.

**(c) What percentage of total procurement (by value) does it constitute?**

0.03%

**4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:**

S. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/No)	Benefit shared (Yes/No)	Basis of calculating of benefits share
Not Applicable				

**5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.**

Name of authority	Brief of the case	Corrective action taken
Not Applicable		

**6. Details of beneficiaries of CSR Projects:**

S. No.	CSR Project	No of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalised groups
1	Healthcare Initiatives	7,99,954	32%
2	Education Initiatives	1,22,476	26%
3	Sustainable Livelihood Initiatives	95,797	35%
4	Infrastructural Initiatives	1,22,791	50%
5	Social Welfare Initiatives	1,05,098	42%



## PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner

Grasim has established stringent policies and safeguards to ensure the privacy and protection of stakeholder information. Clear protocols are in place to manage information securely across digital and physical channels. The Company also provides accurate product-related information through appropriate labelling, ensuring consumers can make informed choices. Efforts are made to ensure that marketing, communication, and packaging comply with applicable standards, reflecting our commitment to responsible consumer engagement and product transparency.



### ESSENTIAL INDICATORS

#### 1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

The Company has implemented a systematic approach to efficiently receive and resolve customer complaints and feedback. This process is closely monitored to ensure that all issues are addressed effectively. The escalation procedure is tailored to fit the specific needs of each business area, taking into account both B2B and B2C interactions.

Overview of Company's mechanism:

Step 1: Complaint registration – Customers may report issues through the online Customer Relationship Management system, which is managed by the Customer Care Services team and subsequently relayed to the marketing team. Alternatively, complaints can be submitted via email.

Step 2: Process input – The marketing department gathers comprehensive details of the customer's complaint, including the product name, batch number, and the type of issue.

Step 3: Process interface – Marketing personnel record the complaint in the Customer Relationship Management (CRM) system and create a unique Ticket ID. The marketing team informs the appropriate departments about the complaint details. Legitimate complaints are thoroughly analysed to determine the root cause, which is then escalated for additional action. The detailed analysis of the root cause and the corrective actions taken are shared with the customer. The time taken to respond varies based on the customer's location as mentioned below:

- a. Domestic customers: Concerns about quality, packaging, documentation, and labelling are addressed within 15 days, while issues regarding weight shortages and product application are resolved within 60 days.
- b. Export customers: Concerns about quality, packaging, documentation, and labelling are addressed within 30 days, while issues regarding weight shortages and product application are resolved within 60 days.

If a complaint is found to be without merit, the customer is informed of this outcome. If it is practical, the Quality Assurance (QA) department may suggest a visit to the customer's site to further understand and confirm the validity of the complaint.

Step 4: Feedback – The Company offers an online feedback option through Mission Happiness, a portal that is frequently used by customers.

#### 2. Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:

	As a percentage to total turnover
Environment and Social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

**Note:** All products contain above information as required under applicable laws.

## Business Responsibility & Sustainability Report (Contd.)

### 3. Number of consumer complaints in respect of the following:

Category	FY 2024-25			FY 2023-24		
	Received during the year	Pending resolution at the end of year	Remarks	Received during the year	Pending resolution at the end of year	Remarks
Data privacy	Nil	Nil	-	Nil	Nil	-
Advertising	Nil	Nil	-	Nil	Nil	-
Cyber-security	Nil	Nil	-	Nil	Nil	-
Delivery of essential services	Nil	Nil	-	Nil	Nil	-
Restrictive Trade Practices	Nil	Nil	-	Nil	Nil	-
Unfair Trade Practices	Nil	Nil	-	Nil	Nil	-
Others	5,345	2,265	-	433	88	-

### 4. Details of instances of product recalls on account of safety issues:

	Number	Reason for recall
Voluntary recalls	Nil	Not applicable
Forced recalls	Nil	Not applicable

### 5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes, the Company upholds a comprehensive policy and system dedicated to managing risks related to data security and privacy, ensuring the protection and accuracy of data while adhering to legal requirements. The policy details procedures for the use of Company assets, organising and sharing information, creating data backups, securing assets, guidelines for software and internet use, and handling emails, among other aspects. The Company prioritises the implementation of excellent practices to achieve the highest level of cybersecurity within the workspace.

For detailed information on our information security policy, please refer to the following web link: <https://www.grasim.com/Upload/PDF/information-security-policy.pdf>

### 6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.

No incident was reported in the financial year.

### 7. Provide the following information relating to data breaches:

#### a. Number of instances of data breaches\*

Zero

#### b. Percentage of data breaches involving personally identifiable information of customers

Not Applicable

#### c. Impact, if any, of the data breaches

Not Applicable

\*Reasonable assurance has been carried out by BDO India LLP for FY 2024-25.

## LEADERSHIP INDICATORS

### 1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).

We have a range of websites that cater to different aspects of information on products and services, which are listed below:

**Corporate:** Grasim Industries Limited: [www.grasim.com](http://www.grasim.com)

**Cellulosic Fibres:** Birla Cellulose: [www.birlacellulose.com](http://www.birlacellulose.com); Navyasa: <https://navyasabyliva.in>; LIVA: [www.livabybirlacellulose.com](http://www.livabybirlacellulose.com); Birla Purocel: [www.purocel.com](http://www.purocel.com); Birla EcoSodium: [www.birlaecosodium.com](http://www.birlaecosodium.com)



**Chemicals:** Aditya Birla Chemicals: [www.adityabirlachemicals.com](http://www.adityabirlachemicals.com); Specialty Chemicals: [www.abg-am.com](http://www.abg-am.com)

**Building Materials:** Paints - Birla Opus: <https://www.birlaopus.com/>; B2B E-commerce - Birla

Pivot: <https://www.birlapivot.com/>

**Others:**

**Textiles:** Jayashree Textiles: <https://www.jayashree-grasim.com>;

Grasim Premium Fabrics: [www.grasimpremiumfabrics.com](http://www.grasimpremiumfabrics.com); Linen Club: <https://www.linenclub.com>

**Insulators:** <https://adityabirlainsulators.com>

**2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

The Company has implemented a multifaceted approach to ensure that product information is communicated to consumers with clarity. This approach includes the strategic use of bale packaging, informative hang tags, and the explicit listing of detailed product specifications on the products as well as the Company's website. Grasim promotes responsible product stewardship, as demonstrated by the provision of a safety information sheet accompanying each product. Additionally, the Company ensures the availability of comprehensive Material Safety Data Sheets (MSDS) for its products.

**3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

As a responsible company, Grasim has set up strong systems to inform customers about potential risks related to interruption of important services. These systems include quick updates through the Company's official website, social media, and dedicated customer service phone lines. Grasim makes sure that customers are given early notices about any planned maintenance, updates, or potential disruptions that might affect their use of key services.

**4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable)? If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)**

Yes, Grasim goes above and beyond regulatory requirements by mentioning additional product information to benefit customers.

Grasim strives to build consumer trust by providing the essential information needed for well-informed decisions when purchasing and using its products. We enhance product transparency through initiatives like GreenTrack, a blockchain-powered traceability platform created by Birla Cellulose for the Cellulosic Fibres (CSF) business. This platform enables consumers and brands to trace the entire textile value chain in real-time simply by scanning a QR code. Registered partners continuously update the movement of products across the value chain, ensuring transparency from the plantation to the end consumer. GreenTrack empowers consumers to make educated choices by revealing the full sustainability journey of each product.

Grasim conducts systematic surveys to assess customer satisfaction across its products, operational sites, and overall Company performance, using Net Promoter Scores (NPS) as a measure. These insights help Grasim understand evolving customer needs and make informed decisions to enhance offerings and improve the overall customer experience.

Net Promoter Scores for Grasim's business segments are as follows:

Chlor-Alkali: 67%

Specialty Chemicals: 65%

B2B E-commerce: 48%

Cellulosic Staple Fibre: 50%

Insulators: 89%