Board's Report

Dear Members,

Your Directors are pleased to present the 79th Annual Report in the form of Seventh Integrated Report of our Company along with the Audited Financial Statements for the year ended 31st March 2026.

Financial Performance

The financial performance of our Company for the year ended 31st March 2026 is summarised below:

₹ in crore

Particulars	Consolidated		Standalone	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Revenue from Operations	1,75,430.74	1,48,477.89	41,039.48	31,563.23
Other Income	1,180.12	1,459.04	1,787.90	1,715.11
Total Income	**1,76,610.86**	**1,49,936.93**	**42,827.38**	**33,278.34**
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)	**25,872.09**	**20,023.13**	**3,558.43**	**2,856.58**
Less: Finance Costs*	(3,539.92)	(2,802.28)	(894.70)	(683.69)
Less: Depreciation and Amortisation Expense	(7,725.94)	(6,453.73)	(2,089.75)	(1,676.21)
Profit Before Share in Profit of Equity Accounted Investees, Exceptional Items and Tax	**14,606.23**	**10,767.12**	**573.98**	**496.68**
Share in Profit of Equity Accounted Investees	189.44	296.79	-	-
Less: Exceptional Items	(322.92)	(238.85)	(129.53)	(163.98)
Profit Before Tax (PBT)	**14,472.75**	**10,825.06**	**444.45**	**332.70**
Less: Tax Expense	(4,172.46)	(3,068.73)	(96.06)	(120.60)
Profit for the Year Attributable to:	**10,300.29**	**7,756.33**	**348.39**	**212.10**
Shareholders of the Company	4,966.48	3,705.68	348.39	212.10
Non-Controlling Interest	5,333.81	4,050.65	-	-
Other Comprehensive Income for the Year Attributable to:	**1,483.14**	**424.27**	**1,290.45**	**(263.55)**
Shareholders of the Company	1,432.15	105.24	1,290.45	(263.55)
Non-Controlling Interest	50.99	319.03	-	-
Total Comprehensive Income for the Year Attributable to:	**11,783.43**	**8,180.60**	**1,638.84**	**(51.45)**
Shareholders of the Company	6,398.63	3,810.92	1,638.84	(51.45)
Non-Controlling Interest	5,384.80	4,369.68	-	-
Opening Balance in Retained Earnings	**10,737.93**	**12,014.51**	**9,646.47**	**10,113.35**
Profit for the Year Attributable to Shareholders of the Company	4,966.48	3,705.68	348.39	212.10
Gain/(Loss) on Re-measurement of Defined Benefit Plans	(6.73)	(8.68)	10.81	(10.86)
Gain on Sale of Non-Current Investments Transferred to Retained Earnings from Equity Instruments through OCI	-	561.80	-	-
Less: Stake Dilution in Subsidiary Companies	(124.26)	(762.33)	-	-
Amount Available for Appropriation	**15,558.69**	**15,510.98**	**10,005.67**	**10,314.59**
Transfer to Debenture Redemption Reserve	(35.70)	(58.53)	-	-
Transfer to General Reserve	-	(3,500.00)	-	-
Transfer to Special Reserve Fund	(751.31)	(656.71)	-	-
Dividend Paid on Equity Shares	(679.23)	(668.12)	(679.23)	(668.12)
Other movements during the Year	243.42	110.31	-	-
Closing Balance in Retained Earnings	**14,350.60**	**10,737.93**	**9,326.44**	**9,646.47**

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

Dividend

Based on our Company's performance, your Directors have recommended a dividend of 500% at the rate of ₹ 10 per equity share of face value of ₹ 2 each (on fully paid-up shares and on partly paid-up shares in proportion to their share in the paid-up share capital) for the year ended 31st March 2026.

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

In terms of the provisions of the Income-Tax Act, 2025, dividend shall be taxable in the hands of shareholders at applicable rate of taxes. Our Company shall withhold tax at source appropriately for applicable cases.

The recommended dividend is in line with our Company's Dividend Distribution Policy which is available on the Company's website at: https://www.grasim.com/upload/pdf/Grasim_Dividend_Policy_16.pdf

Transfer to Reserves

The Board of Directors ('the Board') of the Company has decided not to transfer any amount to the General Reserves, for the year ended 31st March 2026.

Performance Review

On a consolidated basis, the revenue from operations for FY 2025-26 stood at ₹ 1,75,430.74 crore registering a growth of 18.15 % as compared to the previous year of ₹ 1,48,477.89 crore. The Consolidated EBITDA stood at ₹ 25,872.09 crore for FY 2025-26, which was ₹ 20,023.13 crore in the previous year. The Consolidated PAT attributable to owners is ₹ 4,966.48 crore for FY 2025-26, which was ₹ 3,705.68 crore in the previous year.

On a standalone basis, revenue from operations for FY 2025-26 stood at ₹ 41,039.48 crore registering a growth of 30.02%, as compared to ₹ 31,563.23 crore in the previous year. The standalone EBITDA is ₹ 3,558.43 crore for FY 2025-26, which was ₹ 2,856.58 crore in the previous year. The standalone PAT is ₹ 348.39 crore for FY 2025-26, which was ₹ 212.10 crore in the previous year.

Strategic Initiatives and Significant Developments

Paints Business (Birla Opus)

The Indian paints industry saw a disruptive year of FY 2025-26. The leading competitors launched a slew of measures to counter the rising competitive intensity. The industry also saw one large-scale acquisition by another recent entrant in a bid to improve their presence. The volatile geopolitical situation towards the end of the year led to supply chain disruptions. The FY 2025-26, therefore can be termed as an inflexion year for the decorative paints business - permanently changing the contours & dynamics of the industry.

Birla Opus, the latest entrant to the decorative paints brand that launched in FY 2024-25, has made significant strides in FY 2025-26. Birla Opus revenues & volumes grew exponentially over 100% YoY in FY 2025-26 with more than 3% Revenue Market Share improvement.

Birla Opus commercialised its Kharagpur plant in October 2025 and now operates 6 plants with a total capacity of 1,332 Million Litres Per Annum (MLPA), commanding ~24% of organised decorative paints industry capacity in India. As Kharagpur plant commissioned, Birla Opus achieved its full scale first phase capacity completion. All the six plants are backward integrated with in-house emulsions and resin manufacturing capacity of 376.5 MLPA and 92.6 MLPA respectively capable of handling the entire paint capacity and more.

Birla Opus's commitment to manufacturing excellence hit another milestone with IMS certifications from M/S DNV. All six Birla Opus factories are ISO certified across three areas of Quality Management System (ISO 9001), Environment Management System (ISO 14001) and Safety Management System (ISO 45001).

Birla Opus manufacturing operations sustained its zero-fatality record with no lost time injuries recorded in FY 2025-26. In addition to the Zero Liquid Discharge (ZLD) operations, Birla Opus factories are now shifting to Green Energy (i.e. Solar Power) with completion at Ludhiana, Panipat plants and others in various stages of implementation The commissioning of the sixth factory also brought down the average logistics cost by over 30%, unlocking the efficiency of the supply chain network.

The Company spent capex of ₹ 550 crore during FY 2025-26 and project spends of cumulatively ₹ 9,902 crore until FY 2025-26 signifying the completion of 'one of its kind' greenfield project at global scale on time and without any cost overrun.

Birla Opus R&D with 14 dedicated labs at Taloja supported by a state-of-the-art pilot plant and a team of 100+ experienced scientists continue to be a key driver of competitive differentiation, portfolio expansion, and cost leadership. Our Research & Development also received IMS certification of Quality Management System (ISO 9001) reflecting strong processes & systems.

During the year, Birla Opus added 40+ new products reaching 218 product & 1,870+ SKUs portfolio across Exterior and Interior Emulsions, Waterproofing, Textures & Designer Finishes, Enamels, Colorants, Wallpapers and Wood Finishes,

Stainers & Non-Mechanised Tools. The major category range addition took place in a) In-house wallpapers b) Launch of Painting Tools under sub-brand "Artist" c) Waterproofing products under sub-brand "AllDry". The innovation and chemistry led formulation engineering continues at R&D infrastructure facility located at Aditya Birla Science and Technology Centre (ABSTC) in Taloja, Navi Mumbai. Birla Opus R&D operates a dedicated Product Life Cycle Management (PLCM) system integrated with SAP, marketing, and manufacturing systems, ensuring disciplined New Product Development (NPD) and Design Change Request (DCR) governance. All the products undergo internal and third-party validation, with NABL-accredited certifications. The team has filed four patent applications for critical differentiated technologies.

In a short period of less than 2 years, Birla Opus has set up pan India distribution network of 50,000+ dealers and 146 depots servicing dealers in over 11,500 towns positioning Birla Opus' distribution as the 2nd largest in the industry. The exciting 3-year dealer loyalty program known as "Signature Club" has garnered excellent response with top performing dealers in FY 2025-26 winning trips to New Zealand, South Korea, Vietnam and many more gifts.

'Birla Opus' unique tinting machine with smallest footprint integrated digitally to the central software system, delivering 2,320+ colour shades including 216 iconic Indian shades, has been widely accepted by dealers. This innovative tinting solution is generating high quality colour data analytics, including diverse consumer preferences across various states of India, helping supply chain and marketing teams cater to changing aspirations consumer aesthetic needs.

The depot network, powered by Extended Warehouse Management System (EWMS) & Transport Management System (TMS), allows 4-hour delivery to dealers in depot town and next day delivery in upcountry towns & villages.

The separate institutional sales channel has created a robust pipeline of 45,000+ sites across segments of Builders, Cooperative Housing Societies (CHS), Government, Hospitals, Schools, Factories etc. and the list of specification approvals with key departments is increasing on a quarter-on-quarter basis.

Birla Opus Studio and Birla Opus Paint Gallery continues to delight the consumers and is transforming the decorative paints retailing industry across India. Birla Opus Paint Gallery enhanced the consumer paint experience with the largest organised retail footprint in the industry of 1,200+ franchised stores across 700+ towns. Birla Opus re-imagined the Branded Painting Services model under PaintCraft brand name to offer GST compliant services through its franchisee dealers & contractors ensuring highest quality of service. The PaintCraft painting service is now available in 6,000+ pin codes.

Birla Opus redefined consumer painting experience offering superior product quality and warranty. This year, the business introduced industry-first service warranty through 'Opus Assurance' campaign. The Company estimates that over 6 million households have applied and experienced Birla Opus products, with adoption of paint products continuing to accelerate exponentially.

Birla Opus has one of the largest active contractor base of over 4 lakh active contractors connected via a mobile opp "BIRLA OPUS ID" that allows accurate tracking of secondary sales. This coupled with our "Track & Trace" capability allows Birla Opus to monitor and react to changing market dynamics and take actions to help drive primary as well as secondary sales. Birla Opus operates learning centres across 10 major metro cities and focuses on upskilling lakhs of unorganised workforce of painters & contractors. The Architect & Interior Designer (AID) partner network has now crossed 3,000 active firms across 60 cities becoming the second largest AID network in the industry.

The wide usage of Birla Opus products in millions of households demonstrates the trust of brand, deep penetration and level of product acceptance. Building on the successful brand awareness campaigns of "Duniya ko Rang Do" and "Naye Zamane ka Naya Paint", Birla Opus became the "Second Most 'Unaided Recall' and Top of Mind Brand" in Urban India basis Brand Track study by appointed agency in FY 2025-26. Birla Opus advertised extensively in country's most loved sport i.e., Cricket including T20 World cup & IPL 2026 season.

The new brand campaigns were promoted through multimedia including diverse multi language TV channels & popular digital media. These campaigns were supported with on-ground activations and Birla Opus became the most visible brand as per on-ground visibility measures basis internal assessment. Consumer & Influencer activation was promoted through 'Expo on Wheels, Van Activations, Amantran events and other activation programs that enabled direct connection with 1.3 lakh plus stakeholders in paints ecosystem.

The core pillar of strength of Birla Opus is the young & diverse team of over 5,500 on-roll employees. Birla Opus has inducted amongst the largest field team of sales and service in paints industry to support all its key stakeholders - dealers, contractors, painters, architects, and consumers. The entire Automated Manufacturing production is operated by trained engineers or diploma holders – a first in the industry. Birla Opus team remain committed to become #2 profitable decorative brand in every region across India as the brand drives towards its first vision of reaching ₹ 10,000 annual crore revenue at the earliest.

B2B E-commerce (Birla Pivot)

India's next phase of growth will come not from creating more marketplaces, but from transforming and streamlining B2B procurement. Birla Pivot aims to address this gap by simplifying and integrating how businesses purchase, finance, and receive raw materials, creating a more efficient and unified procurement experience across fragmented industries.

Birla Pivot has emerged as a comprehensive B2B e-commerce platform catering to building materials, metals, and industrial inputs. It serves as an integrated procurement solution that brings together sourcing, pricing, financing, and delivery on a single digital platform. Designed to address the complexities of B2B e-commerce, it enables businesses to access a wide range of products, benefits from transparent pricing, avail flexible credit, and track orders seamlessly, thereby making procurement more efficient, reliable, and streamlined.

Over the last 3 years, Birla Pivot has served businesses across the entire spectrum of India's construction and industrial economy – EPC companies, civil and MEP contractors, real estate developers, manufacturing entities, OEMs, retailers - and delivered a B2C-like experience. We offer more than 50,000+ SKUs from 1,000+ brands, aggregated and price-optimised across geographies. Every consignment tracked in real time. Every seller, transporter, and delivery milestone connected on one platform.

Our core strength lies in our fully in-house technology platform, designed to support every stage of the B2B commerce lifecycle. It comprises four integrated modules: Pivot Edge for customer engagement, Pivot Grid for coordinated order execution, Pivot Vault for embedded financing solutions, and Pivot XP for end-to-end logistics management, enabling a seamless and efficient procurement experience.

Our diverse team combines deep industry expertise with cutting edge technology and operates with the agility of a startup and the long-term vision of a large conglomerate.

Birla Pivot is one of the fastest growing company in India's B2B e-commerce landscape. Building Materials, Chemicals, and Metals all contributed meaningfully, and both Project and Retail customer segments scaled well.

In FY 2025-26, Birla Pivot saw a step-up in its technology capabilities, making the platform more data-driven and intelligent. Pivot Edge delivers buyer-level insights for better personalisation, while Pivot Vault's Early Warning System enables proactive credit risk management. The business also achieved over 50% digitisation through WhatsApp and self-serve channels.

Even as volumes and complexity increased, execution strengthened, with improved OTIF and NPS across both project and retail segments.

Lyocell Project

The first phase (55 KTPA) of the Lyocell project at Harihar is progressing as per plan, with commissioning expected by mid-2027. Detailed Engineering activities have been substantially progressed and orders for major equipment have been placed. Technical evaluation and procurement of balance project packages is progressing well.

The Civil, mechanical, electrical & instrumentation contracts have been finalised and awarded. Civil work and foundation activities underway at site. The 220 KV substation order is placed, and project execution activities have commenced. The Company has initiated steps towards securing renewable power for the project. Overall, the project is progressing well.

Aditya Birla Renewables Limited (ABRen)

a. Composite Scheme of Arrangement

During the year under review, the Board of Directors has approved a Composite Scheme of Arrangement amongst Essel Mining & Industries Limited ("EMIL"), an Aditya Birla Group Company, and Aditya Birla Renewables Limited ("ABRen or Transferee Company"), a wholly owned subsidiary of the Company, and the following subsidiaries of ABRen and EMIL, and their respective shareholders and creditors ("Scheme"), as follows:

i. transfer and vesting of the EMIL Renewable Energy Undertaking from EMIL to the Transferee Company, as a going concern, on a slump sale basis, without values being assigned to individual assets and liabilities, in accordance with Section 2(42C) and other applicable provisions of the Income Tax Act, 1961.

ii. amalgamation of Electrotherm Renewables Private Limited ("ERPL"), a wholly owned subsidiary of EMIL, with the Transferee Company; and

iii. amalgamation of ABREL EPCCO Services Limited, ABREL Renewables EPC Limited, ABREL EPC Limited, all wholly owned subsidiaries of the Transferee Company (collectively "the EPC Companies") with the Transferee Company.

The above Scheme would create a consolidated renewable energy platform along with ancillary services, under the Transferee Company to simplify

the management and operational structures of the Companies and would increase efficiency by reaping benefits of economies of scale and synergies.

ABRen has received the 'No Objection Letter' for the Scheme from BSE Limited on 9th March 2026, and had filed application for approval of the Scheme with the Hon'ble National Company Law Tribunal, Mumbai and Kolkata Bench ('NCLTs') in March 2026. The Appointed Date of the Scheme is 1st April 2025, and the Scheme will be effective post the approval of the Scheme by the NCLTs, and other regulatory and statutory approvals, as applicable.

b. Investment by EMIL on private placement basis in Aditya Birla Renewables Limited ("ABRen")

On 21st January, 2026, the Board of Directors of ABRen has allotted ~ 49.26 crore fully paid-up equity shares through private placement on preferential basis to Essel Mining & Industries Limited, ("EMIL") an Aditya Birla Group Company, aggregating to approx ₹ 500 crore. Consequent to this transaction, ABRen had ceased to be wholly-owned subsidiary of the Company w.e.f. 21st January, 2026, however, the Company continues to hold controlling stake in ABRen.

c. Investments/Acquisition of Stake in Aditya Birla Renewables Limited ("ABRen"), by GIP EM Star Pte Limited ("GIP EM")

During the year under review, the Board has approved investment by GIP EM by way of one or more private placement on preferential basis, amounting to ₹ 2,000 crore (Rupees Two Thousand crore) in various tranches into ABRen, vide a combination of Compulsory Convertible Preference Shares and Equity Shares, subject to the terms and conditions set out in the Securities Subscription Agreement and Shareholders' Agreement, executed amongst the Company, ABRen and GIP EM.

GIP EM also has an option to invest an additional amount up to ₹ 1,000 crore (Rupees One Thousand crore) in the form of equity shares, pro-rata to its shareholding in ABRen, subject to the terms and conditions set out in the Shareholders' Agreement.

Further, on 15th April 2026, the first tranche of ₹ 1,000 crore (Equity of ₹ 10 crore and Compulsorily Convertible Preference Shares of ₹ 990 crore) was received from GIP EM, on completion of necessary compliances, and conditions precedents, as per agreements signed.

Consolidated Financial Statements

In accordance with the provisions of the Companies Act, 2013 ('the Act'), read with the Companies (Accounts) Rules, 2014, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('Listing Regulations'/'SEBI Listing Regulations') and Indian Accounting Standards ('Ind AS') 110 – Consolidated Financial Statements and Ind AS 28 – Investments in Associates and Joint Ventures, the Audited Consolidated Financial Statements forms integral part of this Integrated Annual Report. Consolidated Financial Statements include financial performance of the Company's subsidiaries, Associates and Joint Ventures which *inter alia* includes UltraTech Cement Limited, Aditya Birla Capital Limited, Aditya Birla Renewables Limited and other entities as mentioned in the Notes to the Consolidated Financial Statements.

Subsidiaries, Associates and Joint Venture Companies

During the period under review:

- Consequent to Essel Mining & Industries Limited infusing approx ₹ 500 crore on private placement basis in Aditya Birla Renewables Limited (ABRen), a wholly owned subsidiary ('WoS') of the Company, the stake of the Company in ABRen was reduced from 100% to 70.57%.
- The status of Aditya Birla Renewables SPV 3 Limited (ABRen SPV 3) a WoS of ABRen changed from WoS to Subsidiary pursuant to transfer of 26% of its shares to Vodafone Idea Limited on 20th October 2025.

During the year under review, Aditya Birla Idea Payments Bank Limited, a subsidiary of the Company, was dissolved, pursuant to the order of Hon'ble Bombay High Court dated 12th June 2025.

Further, the Company has acquired / agreed to acquire equity stakes in the following Special Purpose Vehicles ("SPVs"), formed as Captive Users for renewable energy projects:

i. For Vilayat Plant, Gujarat: Investment in the SPV with Prozeal Green Energy Limited, namely Pro-Zeal Green Power Eighteen Private Limited, incorporated on 19th September 2025, in which the Company is holding 26% equity stake.

ii. For Balabhadrapuram Plant, Andhra Pradesh: Investment in the SPV with Prozeal Green Energy Limited, namely Pro-Zeal Green Power Nineteen

Private Limited, incorporated on 24th September 2025, in which the Company is holding 26% equity stake.

iii. For Ganjam Plant, Odisha: Investment in the SPV with GMR Energy Limited, namely GMR Kalinga Solar Power Limited, incorporated on 22nd November 2025, in which the Company has agreed to acquire 29% equity stake.

During the year under review, 4 Limited Liability Partnerships (LLPs) i.e. Renukeshwar Estates LLP, Mangalyaan Estates LLP, Shambhavnath Estates LLP and Chandanprabhu Estates LLP were incorporated by the Company.

Except above, there were no other changes in the direct Subsidiaries, Associates and Joint Venture Companies of the Company during the year.

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

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

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

Our Company has adopted the Policy for determining material subsidiaries in accordance with the Listing Regulations. The said Policy is available on the Company's website at https://www.grasim.com/upload/pdf/Grasim_Policy_Material_Subsidiary_Cos.pdf

UltraTech Cement Limited ('UltraTech')

UltraTech is the top-tier manufacturer of grey cement and ready-mix concrete (RMC), and one of the largest manufacturers of white cement in India. UltraTech operates 34 integrated manufacturing units, 34 grinding units, 1 clinkerisation unit and 10 bulk packaging terminals. It also has 465 RMC plants across 167 cities. UltraTech has two white cement units and four wall care putty units. As on 31st March 2026, UltraTech's grey cement capacity in India stood at 191.4 MTPA, reflecting an addition of 8.0 MTPA capacity. Its operations are backed by a robust logistics network that dispatches approximately 75% by road, 23% by rail and balance by sea, servicing a wide distribution network of more than 1,50,000 channel partners across India. In April 2026, UltraTech's overall capacity (India + Overseas) stood at 205.5 MTPA.

For FY 2025-26, consolidated sales volumes grew 8.6% YoY to 154.25 MMT, with capacity utilisation at 77%. RMC sales volumes grew 23% YoY to 16.44 million cubic meters. The share of green power (WHRS + renewables) in total power consumption was 41.6%. Consolidated revenue grew 16.5% YoY to ₹ 88,512 crore. EBITDA grew 32.3% YoY to ₹ 17,598 crore, while PAT grew 35.6% YoY to ₹ 8,188 crore. Operating cash flow stood at ₹ 15,316 crore.

Aditya Birla Capital Limited ('ABCL')

Key Highlights of ABCL's Consolidated Performance for the financial year ended 31st March 2026 are as under:

Consolidated Revenue: ₹ 45,427 crore (grew 12 % YoY)

Consolidated Net Profit: ₹ 3,635 crore (grew 22 % YoY)

Overall, AUM across asset management, life insurance and health insurance at over ₹ 5.91 lakh crore (grew 16 % YoY)

Overall lending book (NBFC and Housing Finance) at ₹ 2.07 lakh crore (grew 32 % YoY)

Gross premium (across Life and Health Insurance) at ₹ 31,634 crore (grew 24 % YoY)

Share Capital

The Authorised Share Capital of the Company stood at ₹ 423.50 crore, comprising 2,06,25,00,000 Equity Shares of ₹ 2/- each and 11,00,000 Redeemable Cumulative Preference Shares of ₹ 100/- each as at 31st March 2026.

Issued Share Capital of the Company stood at ₹ 136.12 crore, comprising 68,05,83,601 Equity Shares of Face Value ₹ 2/- each as at 31st March 2026.

Subscribed and paid up capital of the Company stood at ₹ 136.11 crore, comprising 68,05,80,576 Equity Shares as at 31st March 2026.

Issue of Equity Shares on Rights Basis

In the FY 2024-25, the Board of Directors made two calls in respect of outstanding partly-paid up Equity Shares of the Company:

- **First Call:** ₹ 453/- per partly paid Equity Shares (comprising ₹ 0.50 towards face value and ₹ 452.50 towards securities premium), payable during the period from 4th July 2024 to 18th July 2024, both days inclusive; and
- **Second and Final Call:** ₹ 906/- per partly paid Equity Share (comprising ₹ 1/- towards face value and ₹ 905/- towards securities premium), payable during the period from 6th January 2025 to 20th January 2025, both days inclusive.

In the FY 2025-26, the Company sent reminder letters to shareholders from whom the First Call and/or Second Call monies are pending and have issued shares based on the receipt of the call monies. The call monies received by the Company have been utilised for the objects stated in the Letter of Offer, towards repayment of certain borrowings of the Company and general corporate purposes.

Employee Stock Option Scheme and Purchase of Treasury Shares

During the year, Grasim Employees' Welfare Trust (Trust) acquired 7,03,138 Equity Shares of the Company from the secondary market. As per Ind AS, purchase of own equity shares are treated as treasury shares. The Trust, constituted in terms of the Company's Employee Stock Option Schemes ('ESOS'), holds 23,27,819 Equity Shares of the Company as on 31st March 2026 for transfer to the eligible employees under ESOS-2018 and ESOS-2022. The ESOS-2018 and ESOS-2022 are being administered through the Trust.

ESOS-2018

During the year, 3,72,498 Equity Shares were transferred from the Trust's demat account to the employees account due to exercise of Stock Options and Restricted Stock Units ('RSUs') by the grantees under ESOS-2018.

ESOS-2022

During the year, the Nomination and Remuneration Committee ('NRC') of the Board approved grant of 5,81,072 Stock Options and 1,60,874 Performance Stock Units ('PSUs') to the eligible employees, including the Managing Director of the Company, under ESOS-2022.

During the year, 68,164 Equity Shares were transferred from the Trust's demat account to the employees account due to exercise of Stock Options and PSUs by the grantees under ESOS-2022.

The details of Stock Options and RSUs granted pursuant to ESOS-2018 and Stock Options and PSUs granted pursuant to ESOS-2022, and the other disclosures in compliance with the provisions of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, are available on your Company's website at: https://www.grasim.com/Upload/PDF/esos-disclosures-2025-26.pdf

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

Deposits

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

Issue of Non-Convertible Debentures (NCDs)

During the year, our Company has issued the following NCDs on private placement basis, which are listed on BSE Limited:

Particulars - NCDs	Face Value	Amount	Coupon rate	Maturity Date
1,00,000 Fully Paid, Unsecured, Listed, Rated, Redeemable, Rupee Denominated, NCDs	₹ 1,00,000 each	₹ 1,000 crore	6.56%	6th June 2030

During the year, no NCDs were due for redemption.

Particulars of Loans, Guarantees and Investments

Pursuant to Section 186 of the Act, read with the Companies (Meetings of the Board and Its Powers) Rules, 2014, disclosures relating to loans and investments as on 31st March 2026 are given in the Notes to the Financial Statements. During the year, there are no guarantees issued or securities provided by the Company, in terms of Section 186 of the Act, read with the Rules issued thereunder.

Management Discussion and Analysis

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

Corporate Governance

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

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

Directors and Key Managerial Personnel

Appointment/Re-appointment of Directors

In accordance with the provisions of the Act and the Articles of Association of the Company, Mr. Kumar Mangalam Birla and Mr. Sushil Agarwal, Non-Executive, Non-independent Director of our Company, are liable to retire by rotation at the ensuing Annual General Meeting ('AGM').

Mr. Kumar Mangalam Birla and Mr. Sushil Agarwal, being eligible, have offered themselves for re-appointment at the ensuing AGM.

Brief profiles of Mr. Kumar Mangalam Birla and Mr. Sushil Agarwal are provided in the Report on Corporate Governance and Notice of AGM.

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

Subsequently, the Members of the Company, by way of Postal Ballot held on 26th June 2025 approved the above appointment of Mr. Himanshu Kapania as MD and KMP of the Company.

During the year, the Board of Directors at its meeting held on 10th February 2026, based on the recommendation of NRC has re-appointed Mr. V. Chandrasekaran (DIN: 03126243) and Mr. Adesh Kumar Gupta (DIN: 00020403) as Independent Directors of the Company for a second term of 5 (five) consecutive years with effect from 24th May 2026 up to 23rd May 2031, in accordance with the provisions of the Act and SEBI Listing Regulations, subject to the approval of the Members of the Company.

Subsequently, the Members of the Company by way of Postal Ballot held on 27th March 2026, approved the above re-appointments of Mr. V. Chandrasekaran and Mr. Adesh Kumar Gupta, as Independent Directors of the Company.

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

Key Managerial Personnel

Pursuant to the provisions of Sections 2(51) and 203 of the Act, Mr. Himanshu Kapania, Managing Director, Mr. Hemant Kumar Kadel, Chief Financial Officer (CFO) and Mr. Neelabja Chakrabarty, Company Secretary are the Key Managerial Personnel ('KMP') of the Company as on 31st March 2026.

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

Further, Mr. Sailesh Kumar Daga, Company Secretary and Compliance Officer of the Company, has tendered his resignation to pursue opportunities outside the Company with effect from the close of business hours of 15th July 2025. Consequent to the same and based on the recommendation of the NRC, the Board of Directors, at its meeting held on 8th August 2025, approved the appointment of Mr. Neelabja Chakrabarty as Company Secretary and Compliance Officer and KMP of the Company, with effect from 1st October 2025.

The Board of Directors placed on record its deep appreciation for significant contribution made by Mr. Pavan Kumar Jain as CFO and Mr. Sailesh Kumar Daga as Company Secretary and Compliance Officer of the Company during their respective tenures.

Meetings of the Board

The Board of the Company met 7 (seven) times during the year to deliberate on various matters. The meetings were held on 22nd May 2025, 8th August 2025, 5th November 2025, 9th December 2025, 29th December 2025, 16th January 2026 and 10th February 2026. Further details are provided in the Report on Corporate Governance, which forms an integral part of this Integrated Annual Report.

Statutory Committees of the Board

Audit Committee

The Audit Committee comprises of Mr. N. Mohan Raj, Chairman, Mr. V. Chandrasekaran, Mr. Yazdi Piroj Dandiwala and Mr. Himanshu Kapania as its members. Three out of four members, including Chairman of Audit Committee are Independent Directors. The Chief Financial Officer of your Company is a permanent invitee at the Audit Committee Meetings.

Nomination and Remuneration Committee

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

Corporate Social Responsibility Committee

The Corporate Social Responsibility ('CSR') Committee comprises of Smt. Rajashree Birla, Chairperson, Ms. Anita Ramachandran and Mr. Himanshu Kapania as its members.

Stakeholders' Relationship Committee

The Stakeholders' Relationship Committee ('SRC') comprises of Ms. Anita Ramachandran, Chairperson, Mr. Yazdi Piroj Dandiwala and Mr. Himanshu Kapania as its members. Majority of the members, including Chairperson of SRC, are Independent Directors.

Risk Management and Sustainability Committee

The Risk Management and Sustainability Committee ('RMSC') comprises of Mr. N. Mohan Raj, Chairman, Mr. Ashvin Parekh, Mr. V. Chandrasekaran, Mr. Himanshu Kapania, Mr. Jayant V. Dhobley, Business Head, CFI and Mr. Kapil Agrawal, Business Head, Textiles, as its members.

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

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

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

Independent Directors

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

a) they meet the criteria of independence as prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations;

b) they are not aware of any circumstance or situation which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective of independent judgement and without any external influence; and

c) they have registered their names in the Independent Directors Databank.

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

Formal Annual Evaluation

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

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

The performance of Non-Independent Directors, the Board, as a whole, and the Committees of the Board have been evaluated by Independent Directors in a separate meeting. At the same meeting, the Independent Directors also evaluated the performance of the Chairman of the Company, after taking into account the views of Executive Director and Non-Executive Directors. Evaluation as done by the Independent Directors was submitted to the NRC and subsequently to the Board.

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

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

Directors' Responsibility Statement

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

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

a) in the preparation of the Annual Accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures, if any;

b) the accounting policies selected have been applied consistently, and judgements and estimates are made that are reasonable and prudent, so as to give a true and fair view of the state of affairs of the Company as at 31st March 2026, and of the profit of the Company for the year ended on that date;

c) proper and sufficient care have been taken for the maintenance of adequate accounting records, in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d) annual accounts have been prepared on a 'going concern' basis;

e) the Directors have laid down proper internal financial controls, and that such internal financial controls are adequate and were operating effectively; and

f) the Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

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

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

Integrated Annual Report

The Company is publishing its seventh Integrated Annual Report for FY 2025-26. This report is prepared in alignment with the Integrated Reporting Framework laid down by the International Integrated Reporting Council and aims to present the value creation approach for our stakeholders.

Auditors and Audit Reports

Statutory Auditors

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

The second term of BSR is up to the conclusion of the ensuing 79th AGM of the Company. The Board of Directors has at its meeting held on 20th May 2026, based on the recommendation of the Audit Committee, approved the appointment of M/s Deloitte Haskins & Sells Chartered Accountants LLP, (Registration Number: 117364W/W100739) ('Deloitte') as one of the Joint Statutory Auditor of the Company in place of BSR, to hold office from the conclusion of the ensuing AGM until the conclusion of the 84th AGM, subject to approval of the Members. Resolution seeking approval of the members on this item is included in the Notice convening the AGM. Both Deloitte and KKC have confirmed that they are not disqualified to act/continue as Auditors, and are eligible to hold office as Statutory Auditors of your Company.

The observations made by the Joint Statutory Auditors on the Financial Statements (Standalone and Consolidated) of the Company, in their Report for the financial year ended 31st March 2026, read with the Notes therein, are self-explanatory and, therefore, do not call for any further explanation or comments from the Board of Directors under Section 134(3)(f) of the Act. The Auditors' Report does not contain any qualification, reservation, disclaimer or adverse remark.

Cost Auditor

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

Based on the recommendation of the Audit Committee, the Board of Directors, at its meeting held on 20th May 2026, approved the appointed of M/s. D. C. Dave & Co., Cost Accountants, Mumbai (Registration No. 000611), as the Cost Auditors to conduct the cost audit of the Company for the FY 2026-27 at a remuneration of ₹ 28 lakh (Rupees Twenty Eight lakh only) plus applicable taxes and reimbursement of out-of-pocket expenses.

The Company has received the consent from M/s. D. C. Dave & Co., Cost Accountants, to act as the Cost Auditor of our Company for the FY 2026-27, along with the certificate confirming their eligibility.

In accordance with the provisions of Section 148(1) of the Act and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditor is required to be ratified by the Members of the Company. Accordingly, an Ordinary Resolution, for ratification of remuneration payable to the Cost Auditor for the FY 2026-27, forms part of the Notice of the ensuing AGM.

Secretarial Auditor

M/s. Makarand M. Joshi & Co., Company Secretaries (Firm Registration Number - P2009MH007000), Mumbai, was appointed as the Secretarial Auditor of the Company to hold office for a first term of five consecutive years from FY 2025-26 till FY 2029-30 of the Company. The said appointment was approved by the shareholders at the last AGM of the Company.

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

The Secretarial Audit Report, issued by M/s. Makarand M. Joshi & Co., Company Secretaries, for the FY 2025-26, is given in **Annexure 'D'** to this Report. The Secretarial Audit Report does not contain any qualification, reservation, disclaimer or adverse remark. Pursuant to the requirement of Regulation 24A of the Listing Regulations, the Secretarial Compliance Report for the financial year ended 31st March 2026, in relation to the compliance of all applicable SEBI Regulations/circulars/guidelines issued thereunder, is available on the website of the Company at https://www.grasim.com/Upload/PDF/annual-secretarial-compliance-report-q4fy26-20052026.pdf.

Secretarial Standards

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

Reporting of Frauds by Auditors

No instances of fraud were reported by the Auditors of the Company under Section 143(12) of the Act.

Disclosures

Contracts and Arrangements with Related Parties

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

In line with the requirements of the Act and the Listing Regulations, all Related Party Transactions have been approved by the Audit Committee and reviewed by it on a periodic basis. Our Company has formulated a 'Policy on Related Party Transactions', which is available on the Company's website at https://www.grasim.com/upload/pdf/Grasim_policy_on_RPT.pdf. The Policy intends to ensure that proper reporting, approval and disclosure processes are in place for all transactions between the Company and Related Parties.

The details of contracts and arrangements with Related Parties of the Company for the financial year ended 31st March 2026, are given in Notes to the Standalone Financial Statements, forming part of this Integrated Annual Report.

The Board at its meeting held on 22nd May 2025, has approved entering into material Related Party Transaction(s) in terms of the Listing Regulations with i) Hindalco Industries Limited, a promoter group Company for an aggregate value of up to ₹ 2,535 crore; and ii) AV Group NB Inc, Canada ('AVNB'), Joint Venture of the Company

for an aggregate value of up to ₹ 1,300 crore for the FY 2025-26. Subsequently, the members of the Company, by way of postal ballot on 26th June 2025, approved both the material related party transactions.

Vigil Mechanism/Whistle-Blower Policy

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

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

Corporate Social Responsibility

In terms of the provisions of Section 135 of the Act and Rules made thereunder, the Board has a Corporate Social Responsibility ('CSR') Committee, which is chaired by Smt. Rajashree Birla. The other Members of the Committee are Ms. Anita Ramachandran, Independent Director and Mr. Himanshu Kapania, Managing Director. Dr. Pragnya Ram, Group Executive President – CSR is a permanent invitee to the Committee. The Corporate Social Responsibility Policy ('CSR Policy'), indicating the activities undertaken by the Company, is available on your Company's website https://www.grasim.com/Upload/PDF/grasim-csr-policy.pdf

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

During the year, the Company has spent ₹ 73.35 crore, of which ₹ 53.89 crore was spent towards Committed CSR Projects of the Company, and an amount of ₹ 19.46 crore was voluntarily spent for CSR activities.

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

Risk Management and Sustainability

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

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

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

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

Sustainability

We continue to place sustainability at the core of our strategy, recognising it as a key driver of long-term value, resilience and responsible growth. In the FY 2025-26, ESG considerations were further accelerated into business planning, capital allocation and operations, aligned with the Aditya Birla Group's Net Zero roadmap and robust governance, transparent disclosures and alignment with leading global and national frameworks. The RMSC reviewed enterprise risks and sustainability priorities, covering areas such as decarbonisation, renewable energy, resource efficiency, water stewardship, circularity and cyber security, while also tracking emerging opportunities from evolving regulations, technology and customer expectations, enabling risk-informed and resilient decision-making.

The Company advanced its climate agenda through targeted investments in cleaner technologies, process optimisation and energy efficiency improvements, leading to a substantial increase in renewable power share to 24% (up from 11% in FY 2024-25). Water stewardship efforts were further strengthened, with up to 53% of total water consumption met through recycled water, reflecting a strong push towards conservation, reuse and reduced dependence on freshwater resources. These initiatives were complemented by continued focus on waste minimisation, circular economy practices and responsible sourcing. At the same time, sustained emphasis on employee safety, ethical conduct, responsible supply chains and community development reinforced the social and governance pillars of sustainability. Overall, the Company's sustainability framework remains robust and confident in navigating uncertainties while delivering sustainable long-term value to all stakeholders.

Business Responsibility and Sustainability Report

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

Annual Return

Pursuant to Sections 92 and 134 of the Act, and the Rules made thereunder, the Annual Return of your Company as on 31st March 2026 is available on the Company's website at https://www.grasim.com/Upload/PDF/form-mgt-7-annual-return-fy-2025-2026.pdf.

Internal Controls

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

Remuneration Policy

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

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

Research and Development (R&D)

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

Business-wise details are described hereunder:

Cellulosic Staple Fibre (CSF)

The CSF business continued to execute with clarity and conviction, anchored in its long-term vision of global leadership in sustainable man-made cellulosic fibres.

Sustainability, circularity and traceability have become defining requirements, shaped by evolving regulations, brand commitments and increasingly conscious consumer preferences. At the same time, trade patterns are shifting due to localisation, new trade blocs and geopolitical

realignments-creating both complexity and opportunity for fibre producers with scale, resilience and clarity.

Sustainability has evolved from a licence to operate into a core driver of growth and differentiation. Our Cellulosic Fibre business, Birla Cellulose retained the highest global sustainability rating from Canopy for the sixth consecutive year, reflecting consistent performance in responsible sourcing, traceability and environmental stewardship. Beyond recognition, sustainability is translating into tangible commercial advantage - strengthening customer trust, deepening brand partnerships and improving access to global markets as ESG-aligned sourcing becomes central to brand strategies.

Our CSF business continues to provide a strong and resilient foundation through scale, cash generation, cost discipline and quality leadership. This robustness enables investment opportunities in future-ready fibre platforms.

Against the backdrop of stagnating cotton availability due to land, water and climate constraints, Lyocell is emerging as the most credible and scalable solution to bridge the widening cellulosic gap. Its closed-loop process and strong alignment with sustainability, position it as a fibre of the future. The leading European and global brands increasingly view Lyocell as integral to long-term sourcing strategies.

In line with this conviction, we continue to invest in Lyocell capacity, technology and R&D. The first phase of the Lyocell project at Harihar is progressing in line with plan, with engineering, procurement and site execution advancing steadily reinforcing confidence in disciplined project execution and timely ramp-up.

The operating environment remained challenging through the year, with intensified competition and external volatility. In response, the CSF business remained sharply focused on controllable levers-tightening consumption norms, improving asset reliability, strengthening power-plant reliability and enhancing process discipline.

At the same time, the Company continues to engage constructively with policymakers and industry stakeholders for creating level playing field for Domestic Industry vs. imports by supporting frameworks that recognise sustainability, compliance and long-term value creation, while competing primarily through internal strengths.

Sustained investment in R&D - across both operating and capital expenditure-remains a defining strength. R&D efforts span new fibre solutions, premium and specialty offerings, process innovation, digital manufacturing and sustainability-led differentiation. Investments in pilot facilities, advanced modelling, specialised equipment and in-house engineering capabilities are accelerating scale-up and improving reliability. Partnerships with global technology providers, brands and downstream players ensure innovation remains closely aligned with customer needs and regulatory trends.

As global textiles move decisively toward sustainability, circularity and traceability, the CSF business is well positioned to lead. With expansion in Lyocell, sustained focus on operating efficiencies and R&D-led differentiation, Cellulosic Fibres remains a key pillar of growth.

Cellulosic Fashion Yarn (CFY)

The Cellulosic Fashion Yarn (CFY) business continues its purposeful journey toward excellence by integrating innovation, sustainability, and operational resilience at every stage of its value chain. With a strong foundation in responsible manufacturing and an unwavering focus on customer expectations, CFY is shaping the future of fashion yarn through advanced materials, transparent value chains, and world class safety and environmental practices.

At the heart of CFY's innovation agenda is the development of closed-loop Lyocell Filament Yarn (LFY) technology, undertaken in partnership with a leading European technology provider. Following a successful lab scale proof of concept, the pilot phase is now focused on scale up, performance optimisation, and yarn sample development for customer validation—laying the foundation for future commercialisation. Alongside this, CFY has introduced cutting edge yarn solutions such as high DPF, low DPF microfilaments, and dull-with-tracer yarns that enhance fabric aesthetics, performance, and supply chain traceability.

A breakthrough in product responsibility, the Raysileco brand integrates both molecular and digital traceability directly within the yarn, enabling end-to-end tracking across the textile value chain. This empowers brands and consumers with unprecedented visibility, transparency, and trust in the origins and journey of the product they use.

Sustainability remains a core differentiator for CFY. The Raysil® portfolio is backed by globally recognised certifications including FSC-COC, Canopy "Green Shirt," Higg Index, LCA, ZDHC MMCF 3.0, RCS, STeP, and OEKO TEX® Standard 100 Class 1, ensuring responsible sourcing, chemical stewardship, and the highest product safety standards. CFY also advanced its environmental performance through CEMS migration to the CPCB's ODAMS portal, securing SO_2-limit exemption for the TPP in line with national regulations, and progressing biodiversity assessment under a No Net Loss (NNL) framework.

The shift from paper-based permits to a digital E Permit system has transformed visibility and governance, enabling analysis of 12,000+ permits to identify work patterns, high-risk zones, and opportunities for engineering interventions.

Similarly, the structured Process Safety Event (PSE) reporting framework, aligned to API RP 754 and CCPS, has deepened risk visibility with 717 events captured across tiers, strengthening barrier management and early warning capability.

Through its integrated focus on product innovation, value chain transparency, safety leadership, and responsible operations, the CFY business continues to demonstrate resilience and steady, sustainable progress.

Chemicals

The R&D efforts are focusing on further enhancing our chlorine derivative portfolio, developing new products improving the chlorine utilisation, and cost optimisation of current product portfolio.

Through our R&D Centre, we continue to advance water treatment technologies with a strong focus on safety, sustainability, and regulatory compliance. During the year, we progressed the development of sustainable potable water solutions, including the demonstration of HSBP technology for both swimming pool and drinking water sanitation. For the textile sector, we introduced new Vytal formulations to address the treatment of coloured effluents effectively. We also developed cost effective solutions for COD reduction and fluoride removal, along with specialised products for Zero Liquid Discharge (ZLD) applications involving RO membrane systems used in Effluent Treatment Plants (ETPs) and Common Effluent Treatment Plants (CETPs). Additionally, we strengthened our Vytal portfolio to offer a comprehensive range of coagulants catering to diverse applications across textile, metallurgy, ceramics, and refinery industries. During the year, we developed sustainable manufacturing technology for the Vytalfix product range and have filed a patent for this innovation.

Business development and R&D team worked closely with customers across paver blocks, clear film liquids, and artificial leather segments during the year. As a result of these collaborations, sustainable formulations have been successfully developed and commercialised under the Twist brand. In addition, product ranges are being developed to enhance compatibility between PVC and phthalate free plasticisers, supporting both business growth and customer adoption of more human friendly formulations. Further, a compatibilizer product portfolio for coatings and adhesives applications is under development and is planned for commercialisation in the next financial year.

The Company's R&D Centre received an extension of recognition from the Department of Scientific and Industrial Research (DSIR) for a further three years and continued collaborative projects with reputed institutions. During the year, the Company obtained NSF/ANSI, Halal, and Kosher certifications for its operating units, with expansion to additional sites and product ranges in progress and achieved K REACH compliance along with EPA federal registration for high strength bleaching powder. The Company's systems and practices were recognised by the Indian Chemical Council (ICC) under the Responsible Care® programme, enabling the use of the Responsible Care® logo across all eight manufacturing sites. Auditors acknowledged the organisation's strong commitment to Responsible Care principles, particularly the effective implementation of product stewardship practices across the value chain, from raw material sourcing to end of life management, supported by R&D led stewardship initiatives. R&D activities also included technical publications and presentations at national and international forums to promote safe and responsible product use.

The Company's R&D Centre, in collaboration with Aditya Birla Science and Technology Company Private Limited (ABSTCPL), successfully supported the implementation of food grade phosphoric acid technology at the Karwar site. The R&D team also strengthened the process technology to accommodate key raw materials from multiple sources, thereby enhancing supply flexibility and supporting long-term business sustainability.

Specialty Chemicals (Epoxy Polymers and Curing Agents)

Our R&D team continues to lead the sustainability agenda through platform innovations focused on bio based products, waterless and solvent free systems, green processes, and circularity ready chemistries. We are expanding the epoxy portfolio's design principles to enable recyclability-spanning resin and curing agent development through end of life recovery pathways-while maintaining uncompromised performance. To close the loop, we are building strategic partnerships across the value chain, including customers, recyclers, collectors, and academic institutions, aimed at recycling, recovering, and reusing materials. Alongside these efforts, we maintain a strong and sustained focus on CMR free formulation development for multiple end applications, including flooring and wind energy. We continue to scale portfolios that prioritise safety, low emissions, and reduced environmental footprint.

We are also extending our technology platforms into adjacent markets, such as composites, electrical, coatings, and construction, while driving deeper penetration into polyester applications. Active collaboration with OEMs and Tier partners is enabling the introduction of recyclable epoxy systems into E&E applications, aligned with the sector's growing requirements for circularity and responsible end of life solutions. Our epoxy systems have advanced to deliver enhanced fire resistance for electronics applications, and we continue working closely with customers to further improve these offerings. A key focus area remains the development of Bisphenol A (BPA) free can coatings for the food industry, delivering sustainable and safe performance with excellent corrosion resistance, adhesion, and processability. This programme includes customer qualification testing and alignment with global regulatory and safety standards. In parallel, we are expanding the portfolio toward waterborne epoxies to reduce Volatile Organic Compounds (VOCs) and enhance worker and environmental safety, with targeted performance across industrial metal, flooring, and protective coatings. As we continue to develop new solutions, we remain committed to the constant improvement of the efficiency and sustainability of our existing liquid epoxy resin processes through focused process optimisation and continuous improvement initiatives.

Textiles

The Textiles business continues to drive innovation by serving emerging customer needs with a strong focus on sustainability, performance, and continuous process improvement. Our efforts are centred on developing future-ready textile solutions that balance comfort, aesthetics, and environmental responsibility. The key innovations launched this year are as follows:

Key Innovations Launched this Year

All-Season Fabric: Our All-Season Fabric is a premium blend of Linen and Wool, engineered to deliver comfort across varied climatic conditions. Linen provides a cooling effect, while wool naturally regulates body temperature, ensuring all-day comfort with superior moisture management. The fabric features a subtle linen slub combined with the softness of wool, creating a refined and luxurious appearance with a soft hand feel and structured drape. Its ability to rapidly absorb and release moisture helps keep the wearer dry and fresh throughout the day. Crafted entirely from natural, bio-degradable fibres, this breathable yet temperature-balancing fabric reflects our commitment to eco-conscious innovations while meeting premium performance expectations.

Circular Solutions: While Linen is inherently considered an eco-friendly fibre, we have extended its sustainability potential by developing fabrics using recycled Linen sourced from pre-consumer linen waste. This initiative aligns with the growing global emphasis on circular economy principles and the increasing demand for recycled textile solutions.

We are actively working toward establishing a closed loop system, enabling resources to be reused and recycled continuously, thereby minimising waste and environmental impact. Recycled Linen plays a critical role in reducing waste and conserving natural resources, making it a key value driver in our journey toward a more sustainable and future-ready textile business.

Innovation at our Textiles business is strongly supported through strategic collaborations with leading research and industry partners. We work closely with ABSTCPL, TRADC (Textile Research & Application Development Centre), and ICAR (Indian Council of Agricultural Research), alongside global partners, such as CEC, The Woolmark Company, Sanitized, Asahi Kasei, and other specialty fibre and chemical suppliers. These collaborations enable us to explore and develop innovative yarns, finishes, and fabric solutions. Our broad R&D initiatives are designed to address both present and future needs of the textile industry, ensuring we remain at the forefront of sustainable innovation, quality, and customer-centric product development.

Particulars of Employees

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

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

Policy on Prevention of Sexual Harassment of Women at Workplace

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

Our Company has constituted Internal Complaints Committee to redress and resolve any complaints arising under the POSH Act. There were 2 (two) complaints pending at the beginning of the year. During the year, 8 (eight) complaints were received, out of which 8 (eight) complaints were resolved, and 2 (two) complaints were unresolved at the end of the year. The Company is committed to providing a safe and conducive work environment to all its employees and associates.

Compliance of the Provisions Relating to the Maternity Benefit Act, 1961

The Board affirms that the Company remains fully committed to upholding its Maternity Policy in strict compliance with applicable laws, including the Maternity Benefit Act, 1961, and in alignment with internal human resource protocols.

The policy is designed to support the health, well-being, and work-life balance of women employees during and after pregnancy.

Human Resources

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

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

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

Awards and Accolades

- BW Businessworld Top 3 Conglomerates - Sustainable Organization 2025
- Times Group, Global Sustainability Alliance Sustainable Organization 2025
- CNBC-TV18 India Risk Management Awards 2025 - "Masters of Risk, Conglomerate" Large Cap category.
- Grasim Ranks 3rd in Hurun Perpetual 2026
- Grasim Treasury won Adam Smith Award 2025
- Grasim won ICC Social Impact Awards – 2026 in education and animal care
- Grasim won the CSR Times Award – 2025
- Grasim CSR won Large Corporate Health Program and Most Innovative education project from IHW, Integrated Health & Wellbeing Council, Delhi
- Grasim recognised for contribution to NSE Nifty 50 - 3 decades event
- Birla Cellulose No 1 ranking in Canopy's Hot Button Report 2025
- SFD, Nagda awarded "12th CSR Times Awards 2025 – Gold –" Livelihood category"
- CFY, Veraval Unit awarded Golden Peacock National Energy Award 2025
- CFY, Veraval Unit awarded CII Energy Efficient Unit Award at 26th National Award for Excellence in Energy Management 2025
- CFY, Kalyan Unit awarded Golden Peacock HR Excellence Award 2025
- CFY, Kalyan Unit awarded CII National Manufacturing Excellence Award and Energy Efficient Unit Award 2025
- CFY, Kalyan Unit awarded National Award for Manufacturing Competitiveness by IRIM Mumbai
- Chemical Division awarded with Responsible Care Logo, a global voluntary initiative by the Chemical Industry aimed at continuously improving Environment, Health and Safety performance
- Chemical Division, Vilayat Unit won the ICC EVONIK Award of Excellence in Management of Environment
- Insulator Business, Rishra Unit won the Quality Award in the Gold Category at ICC Quality Management Systems Conference 2025
- Birla Opus Paints awarded Gold at PRCA Awards 2025 in Best New Product Launch (for 'Make Life Beautiful')
- Birla Opus Paints won SABRE APAC 2025 in Home/Furniture Industry Category.

Update on Material Orders passed by the Regulators

- The Competition Commission of India ('CCI') had passed an order under Section 4 of the Competition Act, 2002, dated 16th March 2020, imposing a penalty of ₹ 301.61 crore in respect of the investigation period 2012-17. The Company had filed an appeal against the order before the Hon'ble National Company Law Appellate Tribunal ('NCLAT'), and had obtained a stay by depositing ₹ 30.16 crore with NCLAT by way of fixed deposit. On 5th May 2026, the NCLAT set aside the Order dated 16th March 2020, and remanded the matter back to the CCI for fresh hearing and consideration. Consequently, the penalty of ₹ 301.61 crore and certain behavioural directions imposed earlier on the Company have been set aside.
- The CCI had passed another order dated 6th August 2021, under Section 4 of the Competition Act, 2002, in respect of the investigation period 2017-18. The Company filed an appeal before the Hon'ble NCLAT. Pursuant to the NCLAT order dated 5th May 2026 setting aside and remanding the CCI's order dated 16th March 2020, the Company shall take appropriate steps in the pending appeal.

General

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

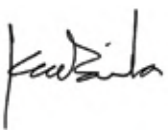
1. No material changes and commitments affected the financial position of the Company between the end of the financial year and the date of this Report;
2. No Issue of equity shares with differential rights as to dividend, voting or otherwise;
3. No Issue of sweat equity shares to the employees or directors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

Acknowledgement

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

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

For and on behalf of the Board



Kumar Mangalam Birla
Chairman
DIN: 00012813

Mumbai, 20th May 2026

Annexure 'A' to the Board's Report

Form AOC - 1

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

Part "A" - Subsidiaries

Sr. No	1	2	3	4	5	6
Name of Subsidiaries	Samrit Buildcon Limited (formerly known as Samrudhhi Swastik Trading and Investments Limited)	ABNL Investments Limited	Grasim Business Services Private Limited	Aditya Birla Renewables Limited (ABReL) (w.e.f. 21st January 2026)*	ABReL Hybrid Projects Limited ¥¥	Aditya Birla Renewables SPV1 Limited ¥¥ +
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	8.17	28.14	0.10	1,673.65	0.01	62.61
Other Equity	79.67	55.97	3.62	(30.56)	(4.73)	5.66
Total Assets	88.93	91.28	11.40	5,383.35	38.00	245.94
Total Liabilities	1.09	7.17	7.68	3,740.25	42.72	177.67
Investments	42.32	35.19	-	171.97	-	3.89
Revenue from Operations	1.18	6.66	78.56	261.53	-	35.98
Profit/(Loss) before Tax	2.19	2.90	1.93	(118.63)	(4.60)	2.17
Tax Expenses	0.48	1.37	0.39	(25.44)	-	0.53
Profit/(Loss) for the Year	1.71	1.53	1.55	(93.19)	(4.60)	1.64
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	100.00%	100.00%	100.00%	70.57%	70.57%	66.81%
Exchange Rate as on 31st March 2026	NA	NA	NA	NA	NA	NA

Sr. No	7	8	9	10	11	12
Name of Subsidiaries	Aditya Birla Renewables Subsidiary Limited ¥¥	Aditya Birla Renewables Utkal Limited ¥¥	Aditya Birla Renewables Energy Limited ¥¥ +	Aditya Birla Renewables Solar Limited ¥¥	ABRel SPV 2 Limited ¥¥	Aditya Birla Renewables Green Power Private Limited ¥¥
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	507.00	4.90	200.83	158.50	421.02	34.26
Other Equity	2.28	1.65	(20.36)	(11.28)	(376.01)	(0.96)
Total Assets	2,314.37	20.45	934.67	811.74	3,797.40	87.97
Total Liabilities	1,805.10	13.90	754.19	664.51	3,752.38	54.67
Investments	52.02	1.98	55.93	21.02	6.82	12.88
Revenue from Operations	15.28	3.37	61.46	89.61	319.32	10.15
Profit/(Loss) before Tax	3.28	0.78	(19.93)	(12.95)	(155.15)	0.17
Tax Expenses	(1.76)	0.20	0.02	-	0.00	0.16
Profit/(Loss) for the Year	5.04	0.58	(19.95)	(12.95)	(155.15)	0.01
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	52.22%	52.22%	66.81%	52.22%	70.57%	70.57%
Exchange Rate as on 31st March 2026	NA	NA	NA	NA	NA	NA

¥¥ Subsidiaries of ABReL

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

* Up to 20th January 2026 percentage of holding in ABReL was 100%

Sr. No	13	14	15	16	17	18
Name of Subsidiaries	ABRel Solar Power Limited ¥¥ $	ABReL (MP) Renewables Limited ¥¥ +	ABReL Green Energy Limited ¥¥ +	ABReL EPCCO Services Limited ¥¥	ABReL EPC Limited ¥¥	ABReL (RJ) Projects Limited ¥¥ +
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	283.39	136.12	91.77	0.01	0.25	765.69
Other Equity	(87.53)	(36.48)	(17.58)	0.41	35.72	11.99
Total Assets	1,641.60	792.95	450.30	3.14	1,005.03	4,024.91
Total Liabilities	1,445.74	693.31	376.11	2.71	969.06	3,247.24
Investments	-	-	-	-	-	138.78
Revenue from Operations	107.83	52.00	39.06	0.91	1,463.97	-
Profit/(Loss) before Tax	(48.94)	(27.68)	(17.87)	1.52	9.45	13.22
Tax Expenses	0.01	0.01	0.00	0.08	2.66	(0.25)
Profit/(Loss) for the Year	(48.95)	(27.69)	(17.87)	1.44	6.79	13.46
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	78.22%	66.81%	66.81%	70.57%	70.57%	66.81%
Exchange Rate as on 31st March 2026	NA	NA	NA	NA	NA	NA

Sr. No	19	20	21	22	23	24
Name of Subsidiaries	ABReL (Odisha) SPV Limited ¥¥ +	ABReL Renewables EPC Limited ¥¥	ABReL Century Energy Limited ¥¥	Aditya Birla Renewables SPV 3 Limited ¥¥	Aditya Birla Renewables SPV 4 Limited ¥¥	Aditya Birla Renewables SPV 5 Limited ¥¥
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	19.28	0.01	34.03	0.01	0.01	0.01
Other Equity	(16.02)	(4.79)	(3.91)	(1.31)	(1.86)	(0.16)
Total Assets	100.09	8.24	169.93	27.10	151.66	14.82
Total Liabilities	96.83	13.03	139.80	28.40	153.51	14.96
Investments	-	-	11.63		-	-
Revenue from Operations	9.59	2.30	18.50	-	-	-
Profit/(Loss) before Tax	(5.48)	(1.99)	(3.25)	(1.03)	(0.15)	(0.09)
Tax Expenses	-	0.18	0.00	-	-	-
Profit/(Loss) for the Year	(5.48)	(2.17)	(3.25)	(1.03)	(0.15)	(0.09)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	66.81%	70.57%	52.22%	70.57%	52.22%	70.57%
Exchange Rate as on 31st March 2026	NA	NA	NA	NA	NA	NA

¥¥ Subsidiaries of ABReL

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

$ 74% shares held by ABReL and 26% shares held by Grasim

Sr. No	25	26	27	28
Name of Subsidiaries	UltraTech Cement Limited (UTCL)	Harish Cement Limited !	Gotan Limestone Khanij Udyog Pvt. Ltd. !	Bhagwati Lime Stone Company Pvt. Ltd. !
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	294.68	0.25	2.33	0.01
Other Equity	74,368.69	155.23	15.57	0.52
Total Assets	1,27,841.25	157.84	18.78	7.60
Total Liabilities	53,177.88	2.37	0.88	7.07
Investments	17,284.04	-	-	-
Revenue from Operations	82,169.65	-	-	6.76
Profit/(Loss) before Tax	10,026.79	ß	(0.01)	(0.05)
Tax Expenses	2,621.54	-	-	-
Profit/(Loss) for the Year	7,405.25	ß	(0.01)	(0.05)
Proposed/Interim Dividend	7,072.30	-	-	-
Percentage Holding as on 31st March 2026	56.11%	56.11%	56.11%	56.11%
Exchange Rate as on 31st March 2026	NA	NA	NA	NA

Sr. No	29		30		31	
Name of Subsidiaries	UltraTech Cement Lanka Pvt. Ltd. !		UltraTech Cement Middle East Investment Ltd. (UCMEIL) !		Star Cement Co LLC, Dubai @	
Currency	SLR in crore	₹ in crore	AED in crore	₹ in crore	AED in crore	₹ in crore
Share Capital (Equity)	50.00	15.05	50.61	1,306.93	1.50	38.73
Other Equity	(190.79)	(57.43)	30.40	785.11	(27.13)	(700.69)
Total Assets	487.91	146.86	158.90	4,103.09	13.24	341.80
Total Liabilities	628.71	189.23	77.88	2,011.05	38.87	1,003.76
Investments	-	-	37.44	850.30	-	-
Revenue from Operations	1,566.62	454.80	-	-	55.40	1,332.72
Profit/(Loss) before Tax	(110.83)	(32.18)	(2.65)	(63.85)	2.32	55.85
Tax Expenses	18.56	5.39	0.91	21.87	ß	(0.03)
Profit/(Loss) for the Year	(129.39)	(37.56)	(3.56)	(85.72)	2.32	55.88
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	44.88%		56.11%		56.11%	
Exchange Rate as on 31st March 2026	BS - SLR 3.3224 = 1.00 INR		BS - AED 0.0387 = 1.00 INR		BS - AED 0.0387 = 1.00 INR	
	PL - SLR 3.4446 = 1.00 INR		PL - AED 0.0416 = 1.00 INR		PL - AED 0.0416 = 1.00 INR	

! Subsidiaries of UltraTech Cement Ltd.

@ Subsidiaries of UltraTech Cement Middle East Investment Ltd.

ß Represents that the amount is less than ₹ 50,000

Sr. No	32		33		34	
Name of Subsidiaries	Arabian Cement Industry LLC, Abu Dhabi @		Star Cement Co LLC, Ras Al Khaimah @		Al Nakhla Crushers LLC, Fujairah @	
Currency	AED in crore	₹ in crore	AED in crore	₹ in crore	AED in crore	₹ in crore
Share Capital (Equity)	1.00	25.82	0.50	12.91	0.20	5.16
Other Equity	13.49	348.37	30.93	798.77	13.59	351.03
Total Assets	19.94	514.96	53.64	1,385.07	15.00	387.30
Total Liabilities	5.45	140.77	22.20	573.38	1.20	31.10
Investments	-	-	-	-	-	-
Revenue from Operations	39.42	948.28	47.99	1,154.45	4.93	118.69
Profit/(Loss) before Tax	6.44	155.01	10.11	243.13	1.77	42.52
Tax Expenses	0.02	0.49	0.08	1.93	-	-
Profit/(Loss) for the Year	6.42	154.52	10.03	241.20	1.77	42.52
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	56.11%		56.11%		56.11%	
Exchange Rate as on 31st March 2026	BS - AED 0.0387 = 1.00 INR		BS - AED 0.0387 = 1.00 INR		BS - AED 0.0387 = 1.00 INR	
	PL - AED 0.0416 = 1.00 INR		PL - AED 0.0416 = 1.00 INR		PL - AED 0.0416 = 1.00 INR	

Sr. No	35		36	37	38	
Name of Subsidiaries	UltraTech Cement Bahrain Company WLL, Bahrain @		Letein Valley Cement Ltd !	Birla White WallCare Private Limited (erstwhile Wonder WallCare Private Limited) (w.e.f. 29th May 2025) !	Star Super Cement Industries LLC (SSCILLC) @	
Currency	BHD in crore	₹ in crore	₹ in crore	₹ in crore	AED in crore	₹ in crore
Share Capital (Equity)	0.03	7.52	6.26	254.24	3.19	82.48
Other Equity	1.37	344.55	-	(79.06)	13.32	344.00
Total Assets	1.75	438.44	6.26	214.65	28.54	737.05
Total Liabilities	0.34	86.37	β	39.47	12.03	310.56
Investments	-	-	-	-	-	-
Revenue from Operations	1.41	330.08	-	162.19	67.82	1,631.33
Profit/(Loss) before Tax	0.03	6.94	-	31.41	8.46	203.56
Tax Expenses	0.00	0.32	-	2.96	1.15	27.72
Profit/(Loss) for the Year	0.03	6.62	-	28.46	7.31	175.84
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	56.11%		56.11%	56.11%	56.11%	
Exchange Rate as on 31st March 2026	BS - BHD 0.0040 = 1.00 INR		NA	NA	BS - AED 0.0387 = 1.00 INR	
	PL - BHD 0.0043 = 1.00 INR				PL - AED 0.0416 = 1.00 INR	

! Subsidiaries of UltraTech Cement Ltd.

@ Subsidiaries of UltraTech Cement Middle East Investment Ltd.

ß Represents that the amount is less than ₹ 50,000

Sr. No	39		40	41	42	
Name of Subsidiaries	Duqm Cement Project International, LLC, Oman@@		The India Cements Limited (ICEM) !	Industrial Chemicals & Monomers Limited ^ $$	PT Adcoal Energindo (AEI) !! (upto 2nd December, 2025)	
Currency	OMR in crore	₹ in crore	₹ in crore	₹ in crore	IDR in crore	₹ in crore
Share Capital (Equity)	0.06	13.55	309.90	2.23	1,005.27	5.59
Other Equity	(0.01)	(3.43)	9,717.09	144.97	147.25	0.82
Total Assets	0.06	14.96	13,305.29	158.63	1,173.92	6.53
Total Liabilities	0.02	4.84	3,278.29	11.43	21.40	0.12
Investments	-	-	59.35	ß	269.60	1.50
Revenue from Operations	-	-	4,580.98	1.06	-	-
Profit/(Loss) before Tax	ß	(0.83)	67.57	0.91	(102.69)	(0.55)
Tax Expenses	-	-	2.25	-	-	
Profit/(Loss) for the Year	ß	(0.83)	65.31	0.91	(102.69)	(0.55)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	39.28%		42.08%	41.48%	42.08%	
Exchange Rate as on 31st March 2026	BS - OMR 0.0041 = 1.00 INR		NA	NA	BS - IDR 179.73 = 1.00 INR	
	PL - OMR 0.0044 = 1.00 INR				PL - IDR 187.984 = 1.00 INR	

Sr. No	43		44		45	
Name of Subsidiaries	BC Tradelink Limited ##		Binani Cement Tanzania Limited ##		Binani Cement (Uganda) Ltd ##	
Currency	TZS in crore	₹ in crore	TZS in crore	₹ in crore	UGX in crore	₹ in crore
Share Capital (Equity)	ß	ß	3.20	0.12	ß	ß
Other Equity	2.42	0.09	249.07	9.04	0.59	0.01
Total Assets	2.42	0.09	252.53	9.16	0.59	0.01
Total Liabilities	-	-	0.25	0.01	-	-
Investments	-	-	-	-	-	-
Revenue from Operations	-	-	-	-	-	-
Profit/(Loss) before Tax	-	-	-	-	-	-
Tax Expenses	-	-	-	-	-	-
Profit/(Loss) for the Year	-	-	-	-	-	-
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	56.11%		56.11%		56.11%	
Exchange Rate as on 31st March 2026	BS - TZS 27.561 = INR 1.00		BS - TZS 27.561 = INR 1.00		BS - UGX 39.7578 = INR 1.00	
	PL - TZS 30.9511 = INR 1.00		PL - TZS 30.9511 = INR 1.00		PL - UGX 43.9011 = INR 1.00	

Wholly owned subsidiaries of SSCILLC

@@ Subsidiaries of UCMEIL

! Subsidiaries of UltraTech Cement Ltd.

!! 71.90% by Raasi Minerals Pte Ltd (RMP) and 28.10% by PT Coromandel Mineral Resources (CMR)

^ Subsidiaries of ICME

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

ß Represents that the amount is less than ₹ 50,000

Sr. No	46		47		48	
Name of Subsidiaries	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW)@@		Ras Al Khaimah Lime Co, Noora LLC *		Modern Block Factory Establishment *	
Currency	AED in crore	₹ in crore	AED in crore	₹ in crore	AED in crore	₹ in crore
Share Capital (Equity)	50.02	1,291.53	4.40	113.62	1.00	25.82
Other Equity	37.62	971.56	(1.96)	(50.52)	2.47	63.84
Total Assets	94.85	2,449.39	15.40	397.76	5.06	130.74
Total Liabilities	7.21	186.30	12.96	334.66	1.59	41.08
Investments	6.65	171.74	-	-	-	-
Revenue from Operations	16.18	389.23	6.24	150.15	6.71	161.50
Profit/(Loss) before Tax	2.09	50.37	(0.55)	(13.24)	2.71	65.26
Tax Expenses	0.16	3.96	0.00	0.00	0.24	5.79
Profit/(Loss) for the Year	1.93	46.41	(0.55)	(13.24)	2.47	59.47
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	37.22%		37.22%		37.22%	
Exchange Rate as on 31st March 2026	BS - AED 0.0387 = 1.00 INR		BS - AED 0.0387 = 1.00 INR		BS - AED 0.0387 = 1.00 INR	
	PL - AED 0.0416 = 1.00 INR		PL - AED 0.0416 = 1.00 INR		PL - AED 0.0416 = 1.00 INR	

Sr. No	49		50		51	
Name of Subsidiaries	Coromandel Minerals Pte Ltd (CMP) (w.e.f. 24th December 2024) @		PT Coromandel Mineral Resources (CMR) (w.e.f. 24th December 2024) $		Raasi Minerals Pte Ltd (RMP) (w.e.f. 24th December 2024) #	
Currency	USD in crore	₹ in crore	IDR in crore	₹ in crore	USD in crore	₹ in crore
Share Capital (Equity)	1.30	123.05	282.81	1.57	0.11	10.17
Other Equity	(0.05)	(4.57)	(56.79)	(0.32)	(0.07)	(6.24)
Total Assets	1.25	118.52	305.39	1.70	0.04	3.96
Total Liabilities	0.00	0.05	79.37	0.44	0.00	0.04
Investments	0.34	31.80	-	-	-	-
Revenue from Operations	-	-	-	-	-	-
Profit/(Loss) before Tax	(0.00)	(0.09)	(183.86)	(0.98)	(0.06)	(4.86)
Tax Expenses	-	-	-	-	-	-
Profit/(Loss) for the Year	(0.00)	(0.09)	(183.86)	(0.98)	(0.06)	(4.86)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	42.08%		42.08%		42.08%	
Exchange Rate as on 31st March 2026	BS - USD 0.0105 = 1.00 INR		BS - IDR 179.73 = 1.00 INR		BS - USD 0.0105 = 1.00 INR	
	PL - USD 0.0113 = 1.00 INR		PL - IDR 187.984 = 1.00 INR		PL - USD 0.0113 = 1.00 INR	

@ Subsidiaries of The India Cements Limited

@@ Subsidiaries of UCMEIL

$ 98% by India Cements Limited and 2% ICL Financial Services Limited (ICLFSL)

Subsidiary of Coromandel Minerals Pte Ltd (CMP)

* Subsidiaries of RAKW

Sr. No	52	53	54	55	56	57
Name of Subsidiaries	Aditya Birla Capital Limited (ABCL)	Aditya Birla Housing Finance Limited !!	Aditya Birla Financial Shared Services Limited !!	Aditya Birla PE Advisors Private Limited !!	Aditya Birla Sun Life Pension Management Limited ¥¥¥	Aditya Birla Trustee Company Private Limited !!
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	2,619.61	737.72	3.12	3.50	113.00	0.05
Other Equity	26,081.51	5,241.04	131.24	1.16	(44.84)	0.42
Total Assets	1,70,585.93	44,734.41	378.18	4.70	90.39	0.50
Total Liabilities	1,41,884.81	38,755.65	243.82	0.04	22.23	0.03
Investments	16,691.37	939.20	2.96	1.56	70.29	0.22
Revenue from Operations	17,473.00	4,065.57	2.89	-	10.80	-
Profit/(Loss) before Tax	4,167.97	832.26	2.69	0.17	(8.52)	0.01
Tax Expenses	1,058.65	184.94	0.14	0.02	(0.07)	-
Profit/(Loss) for the Year	3,109.32	647.32	2.55	0.15	(8.45)	0.01
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	52.29%	52.29%	52.29%	52.29%	26.67%	52.29%
Exchange Rate as on 31st March 2026	NA	NA	NA	NA	NA	NA

Sr. No	58	59	60	61	62	63
Name of Subsidiaries	Aditya Birla Money Limited !!	Aditya Birla ARC Limited !!	Aditya Birla Sun Life Insurance Company Limited !!	Aditya Birla Capital Digital Limited !!	Aditya Birla Sun Life Trustee Private Limited !!	Aditya Birla Wellness Private Limited !!
Currency	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore	₹ in crore
Share Capital (Equity)	5.65	100.00	2,093.12	1,046.00	0.02	15.05
Other Equity	294.60	389.47	2,884.59	(785.92)	2.11	3.71
Total Assets	3,466.19	1,346.35	1,17,003.80	414.13	2.40	37.03
Total Liabilities	3,165.94	856.88	1,12,026.09	154.05	0.27	18.27
Investments	818.35	59.01	1,10,505.42	75.11	2.06	15.97
Revenue from Operations	468.59	97.74	28,793.86	72.13	0.40	38.43
Profit/(Loss) before Tax	78.71	58.30	179.93	(264.19)	0.07	(8.95)
Tax Expenses	20.23	25.86	(0.45)	-	0.02	-
Profit/(Loss) for the Year	58.48	32.44	180.38	(264.19)	0.05	(8.95)
Proposed/Interim Dividend	-	-	-	-	-	-
Percentage Holding as on 31st March 2026	38.45%	52.29%	26.67%	52.29%	26.59%	26.67%
Exchange Rate as on 31st March 2026	NA	NA	NA	NA	NA	NA

!! Subsidiaries of Aditya Birla Capital Limited

¥¥¥ Wholly owned subsidiary of Aditya Birla Sun Life Insurance Company Limited

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

Notes:

A. Subsidiaries which are yet to commence operations:

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

B. Additional Notes

1. On 9th March, 2026 the Hon'ble National Company Law Tribunal, Chennai Bench ("NCLT"), has approved the Scheme of Amalgamation entered into by INDIACEM, with ICL Financial Services Limited (ICLFSL), ICL International Limited (ICLIL), ICL Securities Limited ("ICLSL") and India Cements Infrastructures Limited ("ICIL"), wholly owned subsidiaries of the INDIACEM (collectively "Transferor Companies") (hereinafter referred to as "the Scheme" or "the Scheme of Amalgamation") under Sections 230-232 of the Companies Act, 2013. The Order has been filed with the Registrar of Companies, Chennai, Tamil Nadu and the Scheme has been made effective from 28th March 2026.

   The Appointed date of the Scheme is 1st January, 2026. All assets and liabilities of ICLFSL, ICLIL, ICLSL and ICIL stand transferred to INDIACEM from the Appointed Date and all four companies, viz. ICLFSL, ICLIL, ICLSL and ICIL stand dissolved without winding up. Since the amalgamated entities are under common control, the accounting of the said amalgamation In the INDIACEM Standalone Financials has been done applying Pooling of Interest method as prescribed in Appendix C of Ind AS 103 'Business Combination'.

2. Aditya Birla Stressed Asset AMC Private Limited was amalgamated with Aditya Birla Financial Shared Services Limited having appointed date of 1st April 2025 and effective date of 1st April 2026.

3. On 21st January 2026, the Board of Directors of ABRen has allotted ~ 49.26 crore fully paid-up equity shares through private placement on preferential basis to Essel Mining & Industries Limited ("EMIL") aggregating to ₹ 500 crore. Consequent to this transaction, ABRen had ceased to be wholly-owned subsidiary of the Company w.e.f. 21st January 2026, but the Company continues to hold controlling stake in ABRen.

   The Company's shareholding has reduced from 100% to 70.57% pursuant to the transaction.

4. Pursuant to the Scheme of Amalgamation approved by the Hon'ble National Company Law Tribunal (NCLT) under Sections 230–232 of the Companies Act, 2013, erstwhile Aditya Birla Finance Limited ("ABFL"), a then wholly owned subsidiary of Aditya Birla Capital Limited ("ABCL"), was amalgamated with ABCL from the Appointed Date, i.e., 1st April 2024. The Scheme became effective upon filing of the certified order of the NCLT with the Registrar of Companies on 1st April 2025. As per the Scheme, all the shares of erstwhile ABFL, which were held by ABCL (either directly and/or through nominees) has been cancelled.

   Further, in accordance with the no objection letter issued by the Reserve Bank of India ("RBI"), the Certificate of Registration held by the erstwhile ABFL as NBFC-ICC has been surrendered. Further, ABCL has received the Certificate of Registration dated 9th December 2025 from RBI as an NBFC-ICC.

Annexure 'A' to the Board's Report

Form AOC - 1

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

Part B : Joint Ventures/Associates

₹ in crore

Sr No	Name of the Associates and Joint Ventures	Latest audited Balance Sheet Date	Shares of Joint venture/Associate held by the company on year end			Networth attributable to shareholding as per latest audited Balance Sheet	Profit / (Loss) for the year	Considered in Consolidation	Not considered in Consolidation
			Nos.	Amount of Equity Investment in Joint venture/ Associate	Extent of Holding (%)				
1	Madanpura (North) Coal Company Private Limited#$$	31.03.2026	11,52,560	1.12	11.17%	0.26	0.07	0.01	0.06
2	Bhaskarpara Coal Company Limited#$$	31.03.2026	81,41,050	8.44	47.37%	6.77	0.48	0.23	0.25
3	AV Group NB Inc.	31.03.2026	2,04,750	153.04	45.00%	222.48	(506.82)	(228.07)	(278.75)
4	Birla Jingwei Fibres Company Limited	31.03.2026	-	117.40	26.63%	72.98	13.41	3.57	9.84
5	Bhubaneswari Coal Mining Limited	31.03.2026	3,35,40,000	33.54	26.00%	293.01	82.81	21.53	61.28
6	Aditya Birla Elyaf Sanayi Ve Ticaret Anonim Sirketi	31.03.2026	16,665	0.47	33.33%	-	(0.12)	(0.04)	(0.08)
7	Aditya Group AB	31.03.2026	50	274.89	33.33%	324.45	(197.60)	(65.86)	(131.74)
8	AV Terrace Bay Inc. (AVTB)	31.03.2025	11,04,00,000	666.86	40.00%	-	(7.57)	(3.03)	(4.54)
9	Aditya Birla Science & Technology Company Private Limited#	31.03.2026	98,99,500	11.35	49.50%	56.66	13.15	6.51	6.64
10	Birla Advanced Knits Private Limited	31.03.2026	12,75,00,000	127.50	50.00%	(31.03)	(63.72)	(31.86)	(31.86)
11	PT Mitra Setia Tanah Bumbu **$$	31.12.2024	NA	NA	0.00%	-	(3.14)	(1.54)	(1.60)
12	Aditya Birla Sun Life AMC Limited# ^^	31.03.2026	12,96,43,873	29.75	44.94%	1,814.30	975.07	437.87	537.20
13	Aditya Birla Health Insurance Co. Limited^^	31.03.2026	25,69,00,011	1,318.74	45.89%	3,267.56	39.48	18.12	21.36
14	Aditya Birla Power Composites Limited	31.03.2026	2,27,32,740	22.73	51.00%	33.71	23.54	12.01	11.53
15	Renukeshwar Estates LLP@	31.03.2026	-	4.35	50.00%	8.67	(0.02)	(0.01)	(0.01)
16	Mangalyaan Estates LLP@	31.03.2026	-	-	50.00%	-	-	-	-
17	Shambhavnath Estates LLP@	31.03.2026	-	7.20	50.00%	14.40	(0.01)	(0.00)	(0.00)
18	Chandanprabhu Estates LLP@	31.03.2026	-	-	50.00%	-	-	-	-

#Represents Associates

$$Joint venture and associate of UltraTech Cement Limited

^^Joint venture and associate of Aditya Birla Capital Limited

**Ceased to be Associates of ICEM from 2nd December 2025

@Represents Joint operations

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

Himanshu Kapania
Managing Director
DIN: 03387441
Date: 20th May 2026
Place: Mumbai

Hemant Kumar Kadel
Chief Financial Officer

Neelabja Chakrabarty
Company Secretary
Membership No.: A 16075

V. Chandrasekaran
Independent Director
DIN: 03126243

N. Mohan Raj
Independent Director
DIN: 00181969

Annexure 'B' to the Board's Report

Independent Auditors' Certificate on Corporate Governance

To the Members of
Grasim Industries Limited

We have examined the compliance of conditions of Corporate Governance by Grasim Industries Limited (the 'Company'), for the year ended 31st March 2026, as per the relevant provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations').

Management's Responsibility

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

Auditor's Responsibility

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

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

We have carried out an examination of the relevant records of the Company in accordance with the Guidance Note on Certification of Corporate Governance, issued by the Institute of the Chartered Accountants of India (the ICAI), the Standards on Auditing specified under Section 143(10) of the Companies Act, 2013, in so far as applicable for the purpose of this certificate, and as per the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

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

Opinion

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

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

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

Gautam Shah
Partner
Membership No.: 117348
ICAI UDIN: 26117348ECKVVO8172

Place: Mumbai
Date: 20th May 2026

Annexure 'C' to the Board's Report

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings & Outgo pursuant to provisions of Section 134 of the Companies Act, 2013, read with the Companies (Accounts) Rules, 2014

A. Conservation of Energy

a. Steps taken and impact on conservation of energy

The Company undertakes various initiatives for energy conservation through continuous improvements in operational efficiency, equipment upgradation, modernisation, etc. Following measures have been taken by different Businesses of the Company:

Cellulosic Staple Fibre (CSF) Business

- Adopted pusher type centrifuges in place of Top Feed Filter (TFF) to improve process efficiency and reduce power consumption.
- Installed a Medium Voltage Drive (MVD) on Boiler Feed Pump of the IJT Boiler for energy optimisation and better load control.
- Replaced old transformers of the Carbon disulphide (CS_2) furnace with new energy-efficient transformers to minimise electrical losses.
- Replaced multiple old/inefficient motors, pumps with new energy-efficient versions to reduce electrical energy consumption across the businesses.
- Adopted a small-size vacuum pump on Multi-Stage Flash Evaporator (MSFE) for improved operating efficiency and lower power usage.
- Installed Variable Frequency Drives (VFDs) for multiple processes across units for improved speed control, improved energy efficiency, better flow control and reduced energy consumption.
- Upgradation of old lighting fixtures with energy efficient LED lighting fixtures for enhanced illumination and power savings.
- Dryer-2 air optimisation at BC Kharach plant by increasing distribution plate hole openings to reduce steam consumption.
- Improvement in pulper capacity utilisation in Nagda Viscose plant by increasing batch weight for power saving.
- Audit and fast-track actions on insulation in Auxiliary MSFE and other areas to minimise steam losses.
- Installed an economiser at Nagda Acid plant to recover waste heat and improve overall thermal efficiency.

Chemicals Business

- Membrane Recoating of 7 Electrolysers for improvement of cell efficiency and reduction in cell power consumption.
- Installation of a new high capacity cooling water pump system replacing two small capacity pumps at Veraval resulted in reduction of auxiliary power consumption. The unit also replaced FRP lines with MS piping and elimination of bends to reduce hydraulic losses.
- Vacuum improvement through new pump installation and cooling tower revamp at Veraval, achieving heat rate improvement and coal savings of ~1.9 ton/day.
- Implementation of Boiler Losses Dashboard based on BEE methodology at Rehla, enabling real-time loss monitoring and reduction of coal consumption by ~70 ton/day.
- Installation of Armstrong steam traps by replacing old units at Balabhadrapuram contributed to steam savings of ~12 ton/day.

Advance Materials Business

- The Vilayat unit installed energy efficient motors (I3, I4) and LED Lighting during the year. VFDs have been installed on motors to enable precise speed control and automation of operations.

Cellulosic Filament Yarn (CFY) Business

- Replacement of cooling tower blades with Aerodynamic Blades (3 nos.) resulted in improved operational efficiency and reduced power consumption.
- Lighting replacements, retrofits and LED upgrades across units for enhanced illumination and power savings.
- Modification work carried out in the CSY-3 plant by replacing Air washer AHU pumps and spray pumps resulted in improved operational efficiency and reduced power consumption.
- Upgradation of an existing centrifugal fan with an energy-efficient fan for Textile air washer at Spool Spun Yarn (SSY).
- Improvement in Spin bath pump efficiency through redesigning the pump suction strainer.
- Installation of energy saving device in Power Control Center (PCC)-4 of SSY Textile PCC room.

Textiles Business

- Adoption of energy efficient pumps, motors and VFDs for various applications such as hacking, drawing section and preparatory section, ETP, including spray pumps, etc.

Insulators Business

- Improvement in the conversion ratio (blank to finished goods) resulting in significant savings in Specific Power Consumption per ton.
- Implementation of closed-loop operation in humidifier blowers for electricity savings.
- Installation of VFDs in dryer blowers to enhance energy efficiency.
- Efficient utilisation of waste heat from the downdraft kiln to preheat combustion air in the updraft kiln, resulting in reduced gas consumption.

Paints Business

- Implemented load-based automation of chillers, pumps, and cooling tower fans, reducing energy consumption and enabling scalable deployment across six sites.
- Developed an intelligent Distributed Control System (DCS)-controlled lighting system with demand-based operating modes, achieving energy savings and improving SPC from 10 to 6.1.
- Enabled pressure-based automated operation of nitrogen compressors, eliminating idle running and generating energy savings with potential roll-out across six sites.

b. Steps taken by the Company for utilising alternate sources of energy

Cellulosic Staple Fibre (CSF) Business

- At Harihar Power Plant, Alternate Fuel Resource consumption has increased from 4.5% in FY 2024-25 to 6.3% in FY 2025-26.
- BC Kharach has signed a Power Purchase Agreement with Aditya Birla Renewable Energy Ltd for 4.2 MW hybrid power, with power expected to commence from July 2027.

Chemicals Business

The GCA business commissioned renewable projects at Nagda, enhancing overall renewable energy share.

Advance Materials Business

Advanced Materials business continues to utilise 100% power requirement through renewable energy

Cellulosic Filament Yarn (CFY) Business

Veraval unit continue to receive renewable power during the year.

Textiles Business

- Rishra Unit started utilizing pellets made from linen dust which were going for landfill category through in-house process conversion mechanisms and used 394 MT of pellets in the form of bio-mass fuel.
- Rishra Unit signed power purchase agreement with grid to purchase 25% of power from renewable source as green power thereby increasing RE share to 29% across its sites.

Insulators Business

The business continues to source renewable energy, which accounts for 21.2% of its total electricity consumption, and is further exploring opportunities to increase its renewable energy share.

Paints Business

The Panipat unit has commissioned a 2.36 MWp renewable energy capacity under a Power Purchase Agreement.

c. Capital investment on energy conservation equipment:

Total Investment made during FY 2025-26: ₹ 30.96 crore.

B. Technology Absorption

a. Efforts made towards technology absorption

Cellulosic Staple Fibre (CSF) Business

- Installed a new mechanical recycled fibre blending unit "Reviva M" of 15 TPD capacity at Nagda to improve recycled fibre utilisation and reduce overall energy consumption in the production process.

Chemicals Business

- Better technology of brine treatment membrane filtration unit installed at Vilayat unit supporting supply of treated brine for increased production.

Cellulosic Filament Yarn (CFY) Business

- Yarn with complete traceability across the textile value chain has been introduced for both molecular level traceability and technology enabled digital traceability.
- Introduced WSF rewinding in Elko meter yarn defect analysis to avoid yarn waste generation.
- Increased elongation in SSY products by 3-4% to improve yarn workability at customer end.
- Commercialized new coning oil to penetrate low TPM segment for SSY products by reducing fluff generation on loom and reducing breakage during Cop/TFO.
- Designed and developed new spinnerets to produce innovative products such as SSY high Denier Per Filament (DPF) and Low DPF products in SSY, aimed at capturing market share and substituting imports

Textiles Business

- Installation of Pressure Reducing Station (PRS) in Hank Dyeing was carried out at Rishra.

b. Benefits derived from product improvement, cost reduction, product development or import substitution

Cellulosic Staple Fibre (CSF) Business

- Strengthened the SAP PM module for reliability improvement through standardized maintenance strategies, equipment master data standardization, LLF checklists, preventive measures optimization, spare parts codification, breakdown history analysis, and centralized monitoring for better maintenance planning and equipment performance improvement.

Chemicals Business

- Process improvements at Vilayat have enhanced High Strength Bleaching Powder (HSBP) quality, resulting in increased export market share.

Cellulosic Filament Yarn (CFY) Business

- A trial using 100% hardwood pulp was conducted at the PSY Plant. Following the successful trial, the plant is now operating with 100% hardwood pulp as part of its cost optimisation initiative.
- A Single Flash De-aeration System implemented across two Viscose Systems resulted in monetary savings, while reducing steam consumption and cutting coal usage by 118 MT.
- Commercialisation of SSY dull tracer products (120/30, 75/30, 40/24, 60/40) expanded tracer technology to dull segments, improving market reach and product differentiation.
- Development of specialty products at pilot scale—SSY 60/08 HDF, SSY 75/70 and 58/48 micro denier, and PSY 150/40 FR will enable entry into high-value and export segments, strengthening portfolio diversification.

Textiles Business

- Installation of Pressure Reducing Station (PRS) resulted in savings of 145 MT of coal per annum.

c. Imported technology (imported during the last three years reckoned from the beginning of the financial year):

Cellulosic Filament Yarn (CFY) Business

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

d. Expenditure incurred on Research and Development ('R&D'):

Expenditure	₹ in crore
For in-house R&D:	
i) Capital	17.95
ii) Revenue	137.26
Contribution to Scientific Research Company	28.99
Total R&D Expenses	**184.20**

C. Foreign Exchange Earnings and Outgo

	₹ in crore
Foreign Exchange Used	9,581.49
Foreign Exchange Earned	3,483.20

Annexure 'D' to the Board's Report

Form No. MR-3

SECRETARIAL AUDIT REPORT

for the Financial Year ended 31st March 2026

[Pursuant to Section 204(1) of the Companies Act, 2013 and rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Grasim Industries Limited,
Birlagram, Nagda, Ujjain - 456 331,
Madhya Pradesh, India.

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Grasim Industries Limited** (hereinafter called 'the Company'). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Auditor's Responsibility:

Our responsibility is to express an opinion on the compliance of the applicable laws and maintenance of records based on audit. We have conducted the audit in accordance with the applicable Auditing Standards issued by the Institute of Company Secretaries of India. The Auditing Standards requires that the Auditor shall comply with statutory and regulatory requirements and plan and perform the audit to obtain reasonable assurance about compliance with applicable laws and maintenance of records.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2026 (hereinafter called the 'Audit Period') complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31st March 2026 according to the provisions of:

(i) The Companies Act, 2013 ('the Act') and the rules made thereunder;

(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Overseas Direct Investment; (Foreign Direct Investment and External Commercial Borrowings is not applicable to the Company during the Audit Period); and

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'): -

  (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

  (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

  (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (Not Applicable to the Company during the Audit Period);

  (d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

(e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

(f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 and Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 regarding the Companies Act and dealing with client;

(g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; **(Not Applicable to the Company during the Audit Period)** and

(h) The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018. **(Not Applicable to the Company during the Audit Period)**

We have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards issued by The Institute of Company Secretaries of India.

(ii) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and amendments made thereunder. ('Listing Regulations')

During the audit period the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines and Standards etc. as mentioned above.

We further report that, having regard to the compliance system prevailing in the Company and on the examination of the relevant documents and records in pursuance thereof, on test-check basis, the Company has complied with the following law applicable specifically to the Company:

a) The Electricity Act, 2003;

b) Central Electricity Authority Regulation, 2010;

c) Textile Committee Act, 1963;

d) The Textile (Consumer Protection) Regulation 1988;

e) The Environment (Protection) Act, 1986;

f) Consumer Protection (E-Commerce) Rules, 2020;

g) Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016;

h) The Manufacture, Storage and Import of Hazardous Chemicals Rules, 1989; and

i) The Regulation on Lead Contents in Household and Decorative Paints Rules, 2016.

We further report that,

The Board of Directors of the Company is duly constituted with proper balance of Executive, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the audit period were carried out in compliance with the provisions of the Act and Listing Regulations.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days (except in one instances where meeting is convened at a shorter notice for which necessary approvals obtained as per applicable provisions), and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

All decisions at the Board Meetings and Committee Meetings are carried out unanimously as recorded in the minutes of the meetings of the Board of Directors or Committee of the Board, as the case may be.

We further report that, there are systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations, and guidelines.

We further report that, during the audit period, the Company has:

a) Redeemed its Commercial Paper amounting to ₹ 6,500 crore.

b) Issued and allotted 1,00,000 - 6.56% Fully Paid, Unsecured, Listed, Rated, Redeemable, Rupee Denominated, Non-Convertible Debentures of Face Value of ₹ 1,00,000/- each aggregating to ₹ 1,000 crore on June 6, 2025, on a private placement basis;

c) Approved the proposal for infusion of fund in Aditya Birla Renewables Limited ("ABRen"), a wholly owned subsidiary of the Company, by Essel Mining & Industries Limited ("EMIL") and GIP EM Star Pte Limited, by way of a preferential issue on private placement basis, amounting to ₹ 500 crore and ₹ 2,000 crore, vide a combination of Compulsory Convertible Preference Shares and Equity Shares within the current financial year 2026 for meeting urgent business needs of ABRen. Pursuant to this, ABRen has ceased as wholly owned subsidiary of the Company but continues to be a Subsidiary of the Company; and

d) Acquired / agreed to acquire equity stakes in the following Special Purpose Vehicles ("SPVs"), formed as Captive Users for renewable energy projects:

   i. For Vilayat Plant, Gujarat: Investment in the SPV with Prozeal Green Energy Limited, namely Pro-Zeal Green Power Eighteen Private Limited, incorporated on 19th September 2025, in which the Company is holding 26% equity stake.

   ii. For Balabhadrapuram Plant, Andhra Pradesh: Investment in the SPV with Prozeal Green Energy Limited, namely Pro-Zeal Green Power Nineteen Private Limited, incorporated on 24th September 2025, in which the Company is holding 26% equity stake.

   iii. For Ganjam Plant, Odisha: Investment in the SPV with GMR Energy Limited, incorporated on 22nd November 2025, in which the Company has agreed to acquire 29% equity stake.

For Makarand M. Joshi & Co.
Company Secretaries
ICSI UIN: P2009MH007000
Peer Review Cert. No.: 6832/2025

Kumudini Bhalerao
Partner
FCS: 6667
CP No.: 6690
UDIN: F006667H000414371

Date: 20th May 2026
Place: Mumbai

This report is to be read with our letter of even date which is annexed as Annexure A and forms an integral part of this report.

'Annexure A'

To,
The Members,
Grasim Industries Limited
Birlagram, Nagda, Ujjain - 456 331,
Madhya Pradesh, India

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the Management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Account of the company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events, etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of Management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the Management has conducted the affairs of the Company.

For Makarand M. Joshi & Co.
Company Secretaries
ICSI UIN: P2009MH007000
Peer Review Cert. No.: 6832/2025

Kumudini Bhalerao
Partner
FCS: 6667
CP No.: 6690
UDIN: F006667H000414371

Date: 20th May 2026
Place: Mumbai

Annexure 'E' to the Board's Report

Annual Report on CSR Activities

1. Brief Outline on CSR Policy of the Company:

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

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

2. Composition of CSR Committee:

Sr. No.	Name of the Director	Designation/Nature of Directorship	Number of meetings of CSR Committee held during the tenure	Number of meetings of CSR Committee attended during the tenure
1	Smt. Rajashree Birla	Chairperson, Non-Executive Director	1	-
2	Ms. Anita Ramachandran	Member, Independent Director	1	1
3	Mr. Himanshu Kapania	Member, Managing Director	1	1

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

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

Composition of the CSR Committee: https://www.grasim.com/investors/corporate-governance
CSR Policy and Projects: https://www.grasim.com/investors/policies-and-code-of-conduct

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

The Company has appointed independent agency to undertake impact assessment for eligible CSR projects.

The detailed reports of impact assessment carried out in pursuance of Rule 8(3) of the Companies (Corporate Social Responsibility Policy) Rules, 2014, by the independent agency can be accessed on the Company's website at https://www.grasim.com/Upload/PDF/grasim-csr-impact-assessment-report-2023-24.pdf. Executive Summary of the aforesaid impact assessment reports are attached as Annexure to this Report.

5. Details of the amount available for set off in pursuance of Sub-rule (3) of Rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any: NIL

6.	(a)	Average net profit of the company as per section 135(5):	₹ 713.41 crore
	(b)	Two percent of average net profit of the Company as per sub-section (5) of Section 135:	₹ 14.27 crore
	(c)	Surplus arising out of the CSR Projects or programmes or activities of the previous financial years:	Nil
	(d)	Amount required to be set-off for the Financial Year, if any:	Nil
	(e)	Total CSR obligation for the Financial Year [(b)+(c)-(d)]:	₹ 14.27 crore

7.	(a)	Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project):	₹ 72.49 crore*
	(b)	^Amount spent in Administrative Overheads:	₹ 0.86 crore
	(c)	Amount spent on Impact Assessment, if applicable:	₹ 0.15 crore
	(d)	Total amount spent for the Financial Year [(a)+(b)+(c)]: *Including ₹ 19.46 crore spent towards voluntary CSR activities.	₹ 73.50 crore
	(e)	CSR amount spent or unspent for the Financial Year:	

	Amount Unspent	
Total Amount Spent for the Financial Year	Total Amount transferred to Unspent CSR Account as per sub-section (6) of Section 135#	Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of Section 135
The Company has spent ₹ 53.89 crore towards committed CSR activities and additionally ₹ 19.46 crore as voluntary CSR activities (including administrative overheads).		NIL

*Excluding ₹ 0.15 crore spent on study of Impact Assessment.

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

^The administrative overheads incurred by the Company in relation to Corporate Social Responsibility (CSR) is 1.17% of total CSR expenditure made by the Company during the FY 2025-26. The administrative overheads are within the prescribed limit of 5% as stipulated by the Companies (Corporate Social Responsibility Policy) Rules, 2014.

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

Sl. No.	Particulars	Amount (₹ in crore)
i.	Two percent of average net profit of the Company as per sub-section (5) of Section 135	14.27
ii.	Total amount spent for the Financial Year (including Administrative Overheads)*	73.35
iii.	Excess amount spent for the Financial Year [(ii)-(i)]#	59.08
iv.	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	Nil
v.	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	Nil

*excluding ₹ 0.15 crore spent on study of Impact Assessment.

#The Company shall not utilise the excess CSR amount spent in FY 2025-26 towards set-off of CSR expenses in succeeding three financial years.

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

(₹ in crore)

Sl. No	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub-section (6) of Section 135	Balance Amount in Unspent CSR Account under subsection (6) of Section 135	Amount spent in the Financial Year	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of Section 135, if any		Amount remaining to be spent in succeeding Financial Years	Deficiency, if any
					Amount	Date of Transfer		
1	FY–1 [2024-25]	-	-	-	-		-	-
2	FY–2 [2023-24]	-	-	4.50	-		-	-
3	FY–3 [2022-23][#]	4.50	-	-	-		-	-
	Total	**4.50**		**4.50**				

[#]The Company has spent over the obligatory requirement of two percent of average net profit of the Company as per Section 135(5) in FY 2022-23.

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

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

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

Himanshu Kapania
Managing Director
DIN: 03387441

Rajashree Birla
Chairperson, CSR Committee
DIN: 00022995

Date: 20th May 2026
Place: Mumbai

Executive Summary

Grasim Industries Limited, part of the Aditya Birla Group, began as a textile manufacturer in 1947 and has grown into a diversified leader in cellulosic fibres, chemicals, and textiles. It has expanded into new businesses like paints (Birla Opus) and a B2B building materials platform (Birla Pivot).

The Company operates in regions where rural communities face challenges such as low literacy, poor healthcare, unemployment, and inadequate infrastructure. Guided by its trusteeship philosophy and the Companies Act, 2013, the Company's CSR focuses on improving quality of life through structured governance and strong community engagement.

Its CSR strategy adopts a holistic approach—

- Enhancing education through digital access, infrastructure support, teacher training and scholarships, and mental health support;
- Improving healthcare through preventive, diagnostic and curative interventions; and
- Strengthening rural livelihoods via sustainable farming, skill development, and women empowerment. Aadyam initiative focuses on conservation of traditional art and heritage by supporting weavers.

MMJC Consultancy LLP has undertaken the impact assessment of the Company's CSR projects for the FY 2023-24. This assessment process helps measure the effectiveness, relevance and sustainability of interventions, offering valuable insights for continuous improvements.

Study Methodology:

A Concurrent Mixed Methods Research Design was used, combining quantitative and qualitative data collected simultaneously. Quantitative surveys measured programme reach and outcomes (e.g., education, healthcare, livelihoods), while qualitative tools like FGDs, interviews, case studies, testimonials, and observations captured community experiences and insights.

Evaluation Framework:

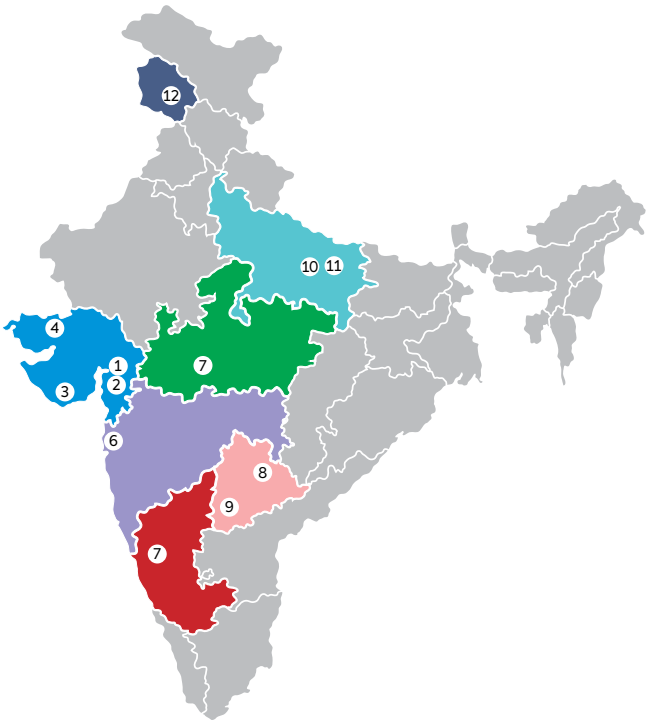
Data was gathered from approximately 3,000 beneficiaries across multiple locations using purposive sampling, supported by secondary data review. The OECD–DAC (Organisation for Economic Co-operation and Development – Development Assistance Committee) criteria covered key parameters including Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.

In education, ASER (Annual Status of Education Report) was used to assess learning outcomes such as basic reading and arithmetic levels among children.

In healthcare, the 4A framework—Availability, Accessibility, Affordability, and Acceptability—was applied to evaluate service delivery and equity. The study was also aligned with the UN Sustainable Development Goals (SDGs). Ethical practices such as informed consent, voluntary participation, and data protection were strictly followed throughout the assessment.

Locations visited: Nagda, Ujjain, Kharach, Veraval, Vilayat, Harihar, Mumbai, Varanasi, Bhadohi, and Pochampally.

Grasim CSR Outreach Map:



Gujarat
1. Kharach
2. Vilayat
3. Veraval
4. Bhuj

Madhya Pradesh
5. Nagda

Maharashtra
6. Mumbai

Karnataka
7. Harihar

Telangana
8. Pochampally
9. Gadwal

Uttar Pradesh
10. Bhadohi Mirzapur
11. Varanasi

Jammu & Kashmir
12. Kashmir

Education:

Grasim's education initiatives in FY 2023-24 were designed to strengthen **access to education, improve learning quality, and upgrade educational infrastructure** across its key operational locations—Nagda, Veraval, Vilayat, Kharach, and Harihar.

In FY 2023-24, it supported ~26,000 persons through CSR funding of ₹ 18.62 crore.

During the impact assessment, a total of 2,075 samples were collected from five different locations.

- **Early Childhood Care and Education** – Strengthened foundational learning by supporting Anganwadi centres through infrastructure upgrades, smart/renovated facilities, and innovative methods like BaLA and visual learning approaches, creating engaging and child-friendly environments. Mata Samiti, Bal Sansad, Anandalay, and Anandghar concepts help increase parental involvement and community participation, instill leadership and responsibility in children, and overall enhance student attendance.
- **Education for the Girl Child** – Focused on improving enrolment and reducing dropouts through health awareness, anaemia check-ups, scholarships, and provision of study materials and school infrastructure, ensuring holistic support for girls' education.
- **Science and Computer Education** – Promoted STEM (Science, Technology, Engineering, Mathematics) and digital learning through computer labs, IT training programmes, science exhibitions, AI workshops, and exposure activities, enhancing students' technical skills and curiosity.
- **Teaching Learning Materials (TLMs)** – Distributed essential materials such as notebooks, school kits, uniforms, and study aids to improve school readiness, attendance, and participation among students.
- **Scholarships and Performance Awards** – Encouraged academic excellence through scholarships, recognition programmes like "Star Topper of the Year," competitions, and career counselling sessions to guide students' future pathways.
- **Aditya Birla School (ABS)** – These schools offering quality education from Montessori to Class XII in multiple mediums, along with continuous infrastructure support including classrooms, sanitation, furniture, and learning resources.
- **Awareness and Capacity Building Initiatives** – Conducted programmes on school safety, disaster management, fire safety, health awareness, and teacher capacity building, ensuring a safe and supportive learning environment.

OECD (Organisation for Economic Cooperation and Development) Evaluation:

Relevance – The programme effectively addresses key educational and socio-economic challenges, including financial constraints, nutrition, and gender disparities. With over 90% of respondents acknowledging the role of mid-day meals in improving attendance and 100% supporting girl-focused interventions, the initiative is well aligned with community needs and priorities. Its focus on foundational learning through play-based and activity-oriented approaches further strengthens early childhood development.

Coherence - By converging with national initiatives such as the Integrated Child Development Services and the PM POSHAN Scheme, it integrates education, health, and nutrition, ensuring complementarity and strengthening public service delivery mechanisms. Early childhood initiatives place a strong focus on the implementation of the National Education Policy.

They contribute to SDG 3 by promoting child health through anaemia check-ups, mid-day meals, and health awareness; SDG 4 by improving access to quality education through school support, digital learning, and Anganwadi development; SDG 5 by promoting gender equality via scholarships, sanitary support, and girl-focused initiatives; and SDG 17 through partnerships with government departments, NGOs, and local institutions for effective programme delivery.

Effectiveness - The programme has achieved significant improvements in learning outcomes and student engagement. All respondents reported improvements in basic reading and numeracy, while 89% observed enhanced communication skills. Increased interest in learning (88%) and improved confidence (73%) highlight the success of activity-based pedagogy and teacher capacity-building efforts in enhancing classroom processes.

Efficiency - Leveraging existing infrastructure such as Anganwadi centres and government schools to maximise outreach. High satisfaction levels (over 90%) with educational resources and universal positive feedback on digital training indicate optimal utilisation of inputs, making the model cost-effective and scalable.

Impact - The initiative has contributed to holistic development, with approximately 80% of respondents reporting improved confidence and communication among children, alongside better discipline and hygiene practices. Community-level changes are also evident, with 65% reporting increased awareness about education and over 90% of parents demonstrating greater involvement in their children's learning. While foundational skills are strong, ASER (Annual Status of Education Report) findings indicate the need for continued focus on higher-order learning outcomes. The initiation of Project Pragati, aimed at girls who have discontinued their education after Class 8 or 10, is contributing to a positive shift in community mindsets and reciprocal support in select villages, under Grasim's initiative.

Sustainability - The programme benefits from well-maintained infrastructure, with over 90% of Anganwadi centres reported to be in good condition, and strong community engagement through parents and local committees.

Findings of the Study:

100%	respondents observed that children's basic reading and counting skills have improved while 89% noted improvement in children's speaking and communication skills.
88%	shared that children now show greater interest in learning, and 73% reported that children have become more confident and active in the classroom.
100%	respondents agreed that being a Shikshak has increased their confidence that they feel respected in the community, and that the training provided has helped them clearly understand their role.
90%	of the respondents agreed that the Mid-Day Meal programme provides nutritious food for children, contributing positively to their health, well-being, and regular attendance at school.
100%	of respondents agreed (including those who somewhat agree) that initiatives such as sanitary pad machines, adolescent education, and health camps for girls, help reduce the dropout ratio among them.
99%	of respondents agreed (including those who somewhat agree) that without scholarship support they would not have been able to continue their daughter's education, highlighting the importance of financial assistance.
75%	agreed that the child follows a regular sleep routine and their screen time is reduced.
99%	of respondents agreed (including those who somewhat agree) that classrooms and play areas are clean and well-maintained.
90%	of them agreed (including those who somewhat agree) that the computers provided in their school are useful for their studies and teachers guide and support them while using the computers.
90%	students reported increased confidence in their studies, indicating improved self-belief because of star topper of the year initiative.
80%	of respondents expressed positive perceptions across key aspects, including well-maintained school facilities, the effective use of digital boards for creative learning, the promotion of good habits and respectful behaviour, attentive and responsive teachers, and students being enthusiastic and self-motivated.
50%	of respondents observed positive changes in their children's behaviour at home, including being more respectful and caring, completing homework regularly, following a consistent sleep routine, maintaining better hygiene, and showing improved performance in exams and assessments.
80%	observed greater interest in extracurricular activities and increased confidence and participation reflecting enhanced engagement beyond academics.
90%	of respondents (including those who somewhat agree) expressed positive feedback across key areas, including learning skills beyond textbooks, teachers' ability to effectively resolve doubts, a strong focus on overall development, availability of career guidance, and the usefulness of subjects taught.
87%	respondents are driven by fun and experiential learning approaches such as games, stories, activities, and field visits.
58%	Students can read fluently and with relative ease, indicating that basic reading proficiency has been achieved by more than half of the children.
80%	respondents can correctly identify all 5 letters, demonstrating strong foundational literacy skills at the basic level.
90%	respondents assigned the highest rating (5) for both overall effectiveness and its contribution to the mental health ecosystem, reflecting high satisfaction and strong impact of the Mpower outreach program.
100%	respondents rated 5, that the Mpower project helped them manage their emotions, indicating a very strong impact on emotional regulation.
100%	reported receiving emotional support and support for stress or anxiety management, highlighting the Mpower program's strong contribution towards improving beneficiaries' emotion well.
90%	respondents stated that they experienced improved clarity of thoughts, indicating better understanding, decision making, and emotional processing after receiving support.

Healthcare:

This report presents the assessment of healthcare CSR initiatives implemented by the company with the objective of improving access to quality healthcare services for rural and underserved communities around its operational locations. Through partnerships with hospitals, government health departments, and community institutions, a range of initiatives have been implemented across **Nagda, Veraval, Vilayat, Kharach**, and **Harihar**, benefiting thousands of community members.

In FY 2023-24, it supported around ~2 lakh persons through CSR funding of ₹ 7.02 crore.

During the impact assessment, a total of 436 samples were collected from five different locations.

The company adopts an integrated healthcare approach that combines **preventive, diagnostic, and curative** interventions, addressing both immediate medical needs and long-term health awareness and disease prevention:

- **Preventive healthcare initiatives** such as immunization drives, maternal and child health services, menstrual hygiene awareness, and disease awareness campaigns are playing an important role in **improving community health awareness and early disease prevention**.
- **Diagnostic healthcare initiatives** provide accessible and early disease detection through various screening services such as eye, dental, ENT, and gynaecology camps, along with TB screening programs. They also include blood group, haemoglobin, anaemia, BP, sugar, and thalassaemia testing. In addition, school health camps and eye check-ups are conducted. These efforts **help in early identification of health issues and timely treatment, improving overall community health outcomes**.
- **Curative healthcare initiatives** are strengthened through support to hospitals such as Aditya Birla Hospital, Indubhai Parekh Memorial Hospital, Jan Kalyan Hospital and G.D. Birla Memorial Hospital, along with mobile medical units and community health camps. Mobile medical units and health camps play a **critical role in reaching remote communities** by providing free consultations, screenings, diagnostics, and medicines, thereby **reducing barriers related to distance and cost**. The TB elimination initiative implemented in Kharach and Veraval provides nutrition support to TB patients.

  4A Framework: which helps assess whether healthcare services are functioning in a manner that ensures equitable and effective service delivery, in rural and underserved areas.

- **Availability** - These initiatives provide preventive services such as immunization, maternal and child health care, anaemia screening, nutrition support, and disease awareness, along with curative services including consultations, diagnostics, and medicines supported by trained staff and essential medical facilities.
- **Accessibility** - Mobile medical vans and regular health camps help reach communities that may otherwise face difficulty accessing hospitals. TB patients reported that medicines and diagnostic tests were easily available, and more than 70% stated that TB testing and treatment guidance were easy to access. Mamta (health & hygiene awareness sessions for the mothers and children) sessions also improved access to maternal and child health services, with more than 80% of respondents attending for health check-ups and child immunization.
- **Affordability** - Most services are provided at low or no cost, reducing financial burden on beneficiaries. Free health camps, diagnostics, mobile consultations, and support such as artificial limbs and nutrition kits for TB patients further enhance affordability. Alignment with government schemes like Nikshay Poshan Yojana supports patient nutrition and recovery, while improved awareness of Ayushman Bharat can further strengthen financial protection and reduce out-of-pocket expenses.
- **Acceptability** - Grasim's healthcare initiatives show high community acceptance and satisfaction, with beneficiaries positively rating the behaviour and services of doctors, nurses, and staff. TB patients expressed confidence in consultations and treatment, while beneficiaries of artificial limb camps reported improved mobility, usability of devices, and greater confidence in daily life.

Findings of the Study:

90%	respondents confirmed that they receive monthly nutrition kits, indicating regular nutritional support to improve treatment adherence and recovery.
100%	respondents rated TB healthcare support through doctors, nurses, and diagnostic processes between good and excellent, indicating strong confidence in the quality of medical care and support provided.
89%	respondents reported that after attending Mamta Session, they now regularly track their child's growth, suggesting improved monitoring of child development.
82%	respondents reported improving their child feeding practices, suggesting that the nutrition counselling provided during the sessions has influenced better dietary practices for children.
94%	respondents reported that the artificial limb/hand is light and easy to carry, indicating that the devices are comfortable and suitable for daily use.

87%	respondents confirmed that doctors were available during OPD visits and that the prescribed medicines were available at the hospital pharmacy.
84%	respondents agreed that diagnostic services such as tests, X-rays, and laboratory facilities are accessible to patients.
100%	reported that beds were available at the time of admission.
88%	rated doctors' communication, diagnosis, treatment, and medicines between 4 and 5, indicating a high level of satisfaction with the medical services provided.

Rural Development:

This report presents the assessment of rural development CSR initiatives implemented by the company with the objective of improving livelihoods, strengthening infrastructure, and enhancing the overall quality of life for rural and underserved communities around its operational locations.

Through partnerships with government departments, NGOs, and community institutions, a range of interventions have been implemented across Nagda (MP), Kharach, Vilayat, Veraval, Bhuj (GJ), Harihar (KA), Varanasi, Bhadohi Mirzapur (UP), Pochampally, Gadwal (TG), Kashmir (J&K), benefiting thousands of community members through sustainable agriculture, skill development, women empowerment, and infrastructure development initiatives.

In FY 2023-24, it supported ~74,200 persons through CSR funding of ₹ 15.35 crore.

During the impact assessment, a total of 695 samples were collected from five different locations.

- **Sustainable Agriculture** – Strengthened farm-based livelihoods through training, demonstrations, and exposure visits, promoting organic and resilient agriculture practices. Initiatives such as Wadi development, nutrition gardens, soil health improvement, INM (Integrated Nutrient Management)/IPM(Integrated Pest Management) practices, vermicomposting, and water management systems enhanced productivity and sustainability.

  Afforestation and large-scale plantation drives contributed to environmental conservation. Additionally, Farmer Producer Organizations (FPOs) were established to strengthen market linkages and enable collective growth.

- **Animal Husbandry** – Improved livestock productivity through veterinary camps, animal treatment services, and the establishment of Artificial Insemination (AI) centres. Efforts focused on cattle breed improvement, disease management, and increased access to veterinary care, benefiting farmers through enhanced income and livestock health.

- **Gaushala** established by the Company plays a key role in cattle management by providing shelter and care for stray and non-productive cattle, improving animal welfare, reducing crop damage and road accidents, and supporting farmers through better livestock management and fodder linkages.

- **Skill Development Programmes (Vocational Training Centre, Women Empowerment, Entrepreneurship Development)** - Promoted employability through vocational training centres and skill-building initiatives in areas such as tailoring, embroidery, food processing, and other trades. Training programmes enabled youth and women to gain livelihood skills, with some transitioning into micro-enterprises and income-generating activities.

  Women were empowered through the formation and strengthening of Self-Help Groups (SHGs), enterprise development, and financial inclusion. Activities included tailoring units, food processing, handicrafts, and awareness programmes, along with support for vulnerable groups, leading to increased participation of women in economic and social spheres. Entrepreneurship was encouraged through SHG-led enterprises, production units, and market linkage support. Initiatives such as local fairs, exhibitions, and enterprise training enabled beneficiaries to scale their businesses and improve income stability.

- **Infrastructure Development** – Enhanced rural infrastructure through water conservation structures (check dams, ponds, soak pits), sanitation and hygiene initiatives, RO plants, and community assets like schools, Anganwadi's, panchayat buildings, and roads. Additional interventions included solar street lighting, community halls, and irrigation support, improving overall quality of life in villages.

- **Village Development** – Adopted an integrated approach to rural development by combining livelihood promotion, infrastructure creation, environmental sustainability, and social welfare initiatives such as disaster relief, health and safety awareness, and community engagement programmes, contributing to the creation of self-reliant and resilient rural communities.

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

Findings of the Study:

56%	respondents identified stray cattle as a moderate issue, while 31% considered it a major concern, underlining the relevance of the intervention.
80%	respondents reported reduced crop damage, 60% observed lower crop loss, and over 50% noted a decline in illegal grazing.
71%	reporting fewer road accidents involving cattle and over 50% experiencing overall improvement in the situation.
70%	households are engaged in fodder supply or related activities, indicating strong community participation and livelihood linkages.
87%	agreed that cattle are now safer and better cared for, while 85% believed road safety has improved, conflicts between farmers and cattle have reduced, and the initiative has delivered broader community benefits.
93%	respondents applied organic compositing and 72% applied natural pest control methods, showing that techniques which are easy to implement and reduce input costs are readily accepted and integrated into farming practices.
95%	respondents identified natural input preparation as the most useful training component.
90%	respondents reported improvement in soil health and increase in yield, suggesting that the practices promoted are effective in enhancing productivity.
83%	observed a reduction in input costs, highlighting the success of low-cost, sustainable techniques introduced during the training.
97%	respondents agreed (including those who somewhat agree) that the training helped reduce the overall cost of cultivation.
93%	agreed (including those who somewhat agree) that agriculture training reduced financial risk during crop failure and reduced dependency on external inputs.
90%	respondents reported improved crop yield and productivity and better soil quality and better access to training, knowledge, and skills.
90%	respondents reported an additional source of income from fruit crops and improved long-term livelihood security.
90%	respondents agreed (including those who somewhat agree) that the training provided was relevant, practices such as seed treatment, INM (Integrated Nutrient Management), and IPM (Integrated Pest Management) improved crop performance, water-efficient practices helped manage water stress, and observed an increase in farm income.
54%	respondents reported an income increase of more than 25% after joining FPO.
90%	respondents agreed that the FPO provides essential services such as seeds and fertilizers, storage facilities, and credit support to farmers.
99%	respondents agreed (including those who somewhat agree) that the FPO helped them get better prices for their produce and improved their farming and business skills and reduced dependence on middlemen.
100%	agreed (including those who somewhat agree) that Wadi/fruit plantation support strengthened long-term income prospects and that their farm income has increased and would recommend FPO membership to other farmers.
90%	of respondents agreed that cows are very healthy, indicating improved livestock health and effective animal care practices under the program.
100%	respondents agreed (including those who somewhat agree) that they intend to continue AI services even after project support ends.
95%	agreed (including those who somewhat agree) that AI has improved the genetic quality of livestock, income from dairy has become more stable and that doorstep AI services helped save time and reduce costs.
95%	of SHG respondents are engaged in regular savings, indicating strong financial discipline at the group level.
83%	of SHG respondents are involved in financial literacy activities, reflecting good progress in awareness and understanding of financial management.
100%	respondents agreed that skill training improved confidence, income generation, household decision-making, and reduced dependence on others, reflecting strong empowerment and livelihood impact.

Alignment with SDGs:

	The company provides flood relief to people, emergency shelter support, ration kits for 1,000 families, disaster preparedness and livelihood continuity measures.
	The company contributes to SDG 2 by providing nutrition support to vulnerable groups, particularly TB patients through monthly nutrition kits, and by promoting maternal and child nutrition awareness during community health sessions.
	The company improves community health through child health initiatives, preventive and curative services, and infrastructure support, with over 90% reporting better nutrition and attendance and 100% improved health awareness among children.
	The company strengthens education through school operations, Anganwadi development, digital learning, and inclusive support initiatives, while improving infrastructure, learning resources, and life skills, leading to better access, engagement, and overall student development.
	100% respondents agreed that girl-focused initiatives (scholarships, sanitary support, awareness) help reduce dropout rates. Grasim supports formation of SHGs with women, women FPOs, tailoring skill centres, pad disposal machines.
	The company supports SDG 6 by promoting hygiene, sanitation, and disease prevention awareness through community health programs, contributing to improved health outcomes related to safe water and sanitation practices. RO plant, pond development, enhancement of water holding capacity, canal desilting, community water systems.

	The company supports women-led enterprises, tailoring units, skill training, sewing machine distribution, livelihood diversification through SHGs.
	The company supports the construction of RCC (Reinforced Cement Concrete) roads, drainage, culverts, street lighting, Panchayat Bhavans, community halls, farm roads, school buildings.
	65% respondents reported increased community awareness about education, indicating broader social inclusion.
	The company supports this SDG by construction of community halls, panchayat infrastructure, heritage temple upkeep, public seating, sports and cultural promotion. Grasim has also installed Street lighting, cement benches, Valmiki Circle lighting, sports facilities and community assets
	The company supports check dams, pond rejuvenation, Miyawaki plantations, flood response, safety & mock drills.
	Collaboration with Education Departments, Anganwadi's, NGOs (Aid et Action), NDRF, Computer Training Centres, and local institutions for education delivery.

Recommendation:

Key priorities include strengthening academic support for RTE (Right to Education) students and improving learning outcomes through structured education interventions. Ensuring the sustainability of SHGs through the identification of marketable products, stronger market linkages, and continued capacity building is also important. Additionally, upgrading existing healthcare facilities and promoting the long-term sustainability of Gaushala operations are critical. Expanding CSR efforts to underserved areas, along with adopting a more integrated, project-based approach, is recommended to enhance overall impact.

Annexure 'F' to the Board's Report

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

Aditya Birla Group: Executive Remuneration Philosophy/Policy

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

Our Business and Organisational Model

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

I. Objectives of the Executive Remuneration Programme

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

Our executive remuneration programme is intended to:

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

II. Executives

Our Executive Remuneration Philosophy/Policy applies to the following:

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

III. Business and Talent Competitors

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

IV. Executive Pay Positioning

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

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

V. Executive Pay-Mix

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

Annual Incentive Plan:

We tie annual incentive plan pay-outs of our executives to the relevant financial and operational metrics achievement, ESG performance and their

individual performance. We annually align the financial and operational metrics with priorities/ focus areas for the business.

Long-Term Incentive:

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

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

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

VI. Performance Goal Setting

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

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

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

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

VII. Executive Benefits and Perquisites

Our executives are eligible to participate in our broad-based retirement, health and welfare, and other employee benefits plans. In addition to these broad-based plans, they are eligible for perquisites and benefits plans commensurate with their roles. These benefits are designed to encourage long-term careers with the Group.

Other Remuneration Elements:

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

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

Risk and Compliance:

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

Clawback Clause:

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

Implementation:

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

Annexure 'G' to the Board's Report

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

a. The ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the FY 2025-26 and percentage increase / decrease in remuneration of each Director, Chief Financial Officer and Company Secretary during the FY 2025-26 are as under:

Sr. No.	Name of the Director / Key Managerial Personnel ('KMP')	Designation	Ratio of remuneration of each Director to the median remuneration of employees for the FY 2025-26	% increase/ (decrease) in remuneration in the FY 2025-26
1	Mr. Kumar Mangalam Birla	Chairman, Non-Executive Director	-	-
2	Smt. Rajashree Birla[i]	Non-Executive Director	11.28	9%
3	Ms. Ananyashree Birla	Non-Executive Director	2.33	20%
4	Mr. Aryaman Vikram Birla	Non-Executive Director	2.72	17%
5	Mrs. Anita Ramachandran	Independent Director	5.06	8%
6	Mr. N. Mohan Raj	Independent Director	6.03	19%
7	Mr. Yazdi Piroj Dandiwala	Independent Director	4.86	19%
8	Mr. V. Chandrasekaran	Independent Director	6.61	6%
9	Mr. Adesh Kumar Gupta	Independent Director	4.86	14%
10	Mr. Ashvin Dhirajlal Parekh[ii]	Independent Director	3.89	Not applicable
11	Mr. Haigreve Khaitan[iii]	Independent Director	3.11	Not applicable
12	Mr. Mukkavilli Jagannath[iv]	Non-Executive Director	1.95	0%
13	Mr. Sushil Agarwal	Non-Executive Director	2.72	17%
14	Mr. Himanshu Kapania[v]	Managing Director	420.50	Not Applicable
15	Mr. Hemant Kumar Kadel[vi]	Chief Financial Officer	Not Applicable	Not Applicable
16	Mr. Neelabja Chakrabarty[vii]	Company Secretary & Compliance Officer	Not Applicable	Not Applicable
17	Mr. Pavan Kumar Jain[viii]	Chief Financial Officer	Not Applicable	Not Applicable
18	Mr. Sailesh Kumar Daga[ix]	Company Secretary & Compliance Officer	Not Applicable	Not Applicable

Notes:

i Smt. Rajashree Birla, leads the entire CSR initiatives and monitors its implementation for the Company. She is deeply involved in identifying and planning the areas of social impact and closely monitors the progress of such CSR activities. For her exemplary contribution, she has won many awards and accolades. The most outstanding is the "Padma Bhushan" Award bestowed on her by the Government of India in 2011 in the area of "Social Work".

ii Appointed as an Independent Director w.e.f. 23rd August 2024. Hence, percentage increase/(decrease) in remuneration is not comparable.

iii Appointed as an Independent Director w.e.f. 26th September 2024. Hence, percentage increase/(decrease) in remuneration is not comparable.

iv Appointed as a Non-executive Director w.e.f. 26th September 2024. Remuneration for the FY 2025-26 shall be payable to LIC of India.

v Appointed as Managing Director w.e.f. 1st April 2025. Hence, percentage increase/(decrease) in remuneration is not comparable. Further, for the purpose of determining the ratio of the remuneration to the median remuneration of the employees of the Company for the FY 2025-26, deferred compensation, Retiral payouts, one time payout and perquisites under Employees Stock Option Schemes are excluded.

vi Appointed as Chief Financial Officer w.e.f. 16th August 2025. Hence, percentage increase/(decrease) in remuneration is not comparable.

vii Appointed as Company Secretary and Compliance Officer w.e.f. 1st October 2025. Hence, percentage increase/(decrease) in remuneration is not comparable.

viii Superannuated as Chief Financial Officer w.e.f. 15th August 2025. Hence, percentage increase/(decrease) in remuneration is not comparable.

ix Resigned as Company Secretary and Compliance Officer w.e.f. 15th July 2025. Hence, percentage increase/(decrease) in remuneration is not comparable.

b. Sitting fees paid to Directors is not included in the remuneration.

c. The percentage increase in the median remuneration of the employees in the FY 2025-26 stands at 7.69%

d. There were 28,259 permanent employees on the rolls of the Company as on 31st March 2026.

e. Average percentage increase in the salaries of employees, other than the managerial personnel for the FY 2025-26, was 8.20%. The average percentage increase in the salaries of the key managerial personnel for the FY 2025-26 was 4.87%.

f. It is hereby affirmed that the remuneration paid is as per the Remuneration Philosophy / Policy of the Company.

Report on Corporate Governance

Company's Philosophy on Corporate Governance

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

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

Mr. Kumar Mangalam Birla
Chairman, Aditya Birla Group

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

ABG Group Purpose

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

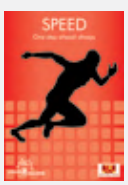
The Power of Five Values are encapsulated as:

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

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

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

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



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

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

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

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

Accountability and Interests:

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

Monitoring:

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

Control:

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

Ethics:

Our practices ensure that we maintain high standards of ethics.

Transparency and Disclosures:

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

Review:

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

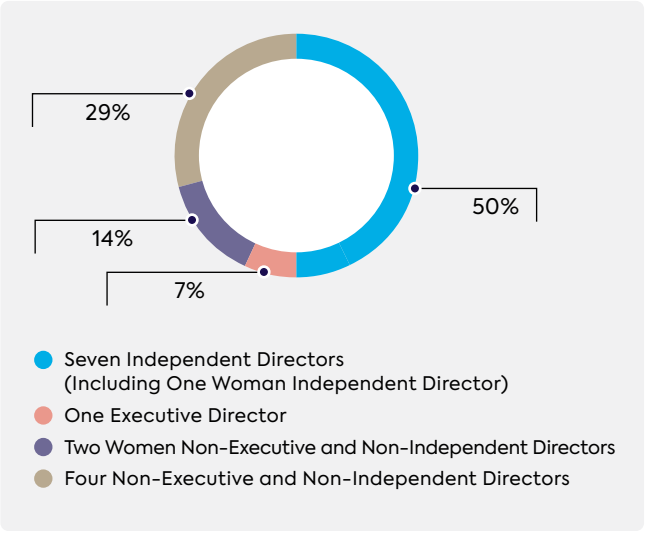
Our Company confirms compliance with the Corporate Governance requirements as stipulated in the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time ('Listing Regulations'), the details of which are as set out hereunder:

Board of Directors

Composition of Board of Directors ('Board')

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

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



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

The following forms the part of profile of the Board of Directors of our Company

1. Independent Directors are Non-Executive Directors as defined under Regulation 16(1)(b) of the Listing Regulations and Section 149(6) of the Act.
2. In terms of Regulation 26(1) of the Listing Regulations:
   - Foreign companies, private limited companies and companies under section 8 of the Act are excluded for the purpose of considering the limit of directorship(s) and Committee membership(s).
   - The Committees considered for the purpose are Audit Committee and Stakeholders' Relationship Committee only (excluding our Company).
   - None of the Directors held Directorship in more than ten public limited companies and were members of more than ten committees or chairperson of more than five committees across all public limited companies in which they were Directors.
3. The number of directorship is excluding our Company.
4. No Director is related to any other Director on the Board, except for:
   i. Mr. Kumar Mangalam Birla and Smt. Rajashree Birla, who are related to each other as son and mother respectively.
   ii. Ms. Ananyashree Birla is granddaughter of Smt. Rajashree Birla, daughter of Mr. Kumar Mangalam Birla and elder sister of Mr. Aryaman Vikram Birla.
   iii. Mr. Aryaman Vikram Birla is grandson of Smt. Rajashree Birla, son of Mr. Kumar Mangalam Birla and brother of Ms. Ananyashree Birla.
5. None of the Directors hold any convertible instruments of your Company.
6. Committees' membership excludes chairmanship.
7. Two Directors has attained the age of 75 years, viz. Smt. Rajashree Birla, Non-Executive, Non-Independent Director and Mr. Yazdi Piroj Dandiwala, Non-Executive - Independent Director for which the approval of the Members has been obtained by way of special resolution at the Annual General Meeting held on 20th August 2024 and 26th August 2025 respectively.
8. List of core skills, expertise and competencies of the Board of Directors of the Company are forming part of this Integrated Report.

Brief profile of the Board of our Company including their area of expertise, other directorships, committee positions and shareholding in the Company as on 31st March 2026 are as under:

Mr. Kumar Mangalam Birla

Chairman, Non-Executive and Non-Independent Director

DIN: **00012813**

Age: **58 years**

Date of Appointment: **14th October 1992**

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

Tenure : **~34 years**

Shareholding: **18,69,876***

Board Memberships - Indian listed companies

1. Aditya Birla Capital Limited: **Non-Executive Director**
2. Aditya Birla Fashion and Retail Limited: **Non-Executive Director**
3. Aditya Birla Real Estate Limited#: **Non-Executive Director**
4. Hindalco Industries Limited: **Non-Executive Director**
5. UltraTech Cement Limited: **Non-Executive Director**
6. Vodafone Idea Limited: **Non-Executive Director**

Directorship(s) in public companies: **7**

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

Area of expertise

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

*Including 93,287 shares held as Karta of Aditya Vikram Kumar Mangalam Birla HUF.

#Formerly known as Century Textiles and Industries Limited

Profile

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

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

He has been the architect of over 60 acquisitions in India and globally, among the highest by any Indian multinational. Under his stewardship, the Group enjoys a position of leadership in all the major sectors in which it operates, from cement to chemicals, metals to textiles, fashion to financial services and real estate to renewables. Over the years, Mr. Birla has built a highly successful meritocratic organisation, anchored by an extraordinary force of over 2,25,000 employees.

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

Over the years, Mr. Birla has been conferred several prestigious awards. In 2023, he was conferred the prestigious Padma Bhushan, among India's highest civilian honours. India's leading business publication, The Economic Times, has honoured him three times with the 'Business Leader of the Year' award, most recently in 2025—making him the only industrialist to receive this distinction thrice. He was also conferred the prestigious Business Leader of the Decade award by the All-India Management Association (AIMA), and the Entrepreneur of the decade award by CNBC-TV18. He is also the first Indian Industrialist to be conferred an Honorary degree by the Institute of Company Secretaries of India.

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

On the global arena, Mr. Birla serves on the board of the London Business School. In 2019, Mr. Birla constituted a £15mn scholarship programme at the London Business School in memory of his grandfather, Mr. B. K. Birla, marking the largest ever endowed scholarship gift to a European Business School. In 2025, Mr. Birla was also conferred a doctoral degree by the University of London—an honour that was presented by HRH Princess Anne. A firm practitioner of the trusteeship concept, Mr. Birla has institutionalised the concept of caring and giving at the Group. With his mandate, the Group is involved in meaningful welfare driven activities that distinctively enrich the lives of millions.

Smt. Rajashree Birla

Non-Executive and
Non-independent Director

DIN: **00022995**

Age: **80 years**

Date of Appointment: **14th March 1996**

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

Tenure : ~**30 years**

Shareholding: **5,74,829**

Board Memberships - Indian listed companies

1. Aditya Birla Real Estate Limited#: **Non-Executive Director**
2. Century Enka Limited: **Non-Executive Director**
3. Hindalco Industries Limited: **Non-Executive Director**
4. Pilani Investment and Industries Corporation Limited: **Non-Executive Director**
5. UltraTech Cement Limited: **Non-Executive Director**

Directorship(s) in public companies: **5**

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

Area of expertise

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

#Formerly known as Century Textiles and Industries Limited

Profile

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

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

She is the Chairperson of FICCI's first ever Expert Committee on CSR and is on the Board of BAIF Development Research Foundation, Pune, a Trustee of the Gujarat Vidyapith, and a Member of the Advisory Committee of the Mahatma Gandhi Sabarmati Ashram Memorial Trust.

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

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

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

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

Ms. Ananyashree Birla

Non-Executive and
Non-Independent Director

DIN: **06625036**

Age: **31 years**

Date of Appointment: **6th February 2023**

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

Tenure : **~3 years**

Shareholding: **36,800**

Board Memberships - Indian listed companies

1. Aditya Birla Fashion and Retail Limited: **Non-Executive Director**
2. Aditya Birla Lifestyle Brands Limited: **Non- Executive Director**
3. Hindalco Industries Limited: **Non- Executive Director**

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

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

Area of expertise

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

Profile

Ms. Ananyashree Birla is an entrepreneur, business leader, and board director whose work spans financial services, consumer brands, entertainment, and real estate. Over the past decade, she has built businesses across sectors by identifying underserved opportunities, backing conviction with disciplined execution, and creating institutions designed for long-term relevance and scale.

Recognised among Business Today's Most Powerful Women, Fortune India's Most Powerful Women, and The Economic Times 40 Under 40, Ananya represents a new generation of Indian business leadership — one that combines innovation with governance discipline, and growth with institution-building.

At the age of 17, she founded Svatantra Microfin with the vision of expanding access to formal finance for underserved entrepreneurs across India. What began as a small microfinance institution has evolved into one of India's largest and most technology-driven NBFC-MFIs. Following the acquisition of Chaitanya India Fin Credit, Svatantra emerged as the second-largest NBFC-MFI in the country, serving more than 4.27 million customers through over 2,123 branches across 20 states.

Under her leadership, Svatantra has consistently challenged conventional approaches within the sector. The institution was among the earliest in microfinance to adopt a data and technology-led operating model at scale, introducing digital-first processes and cashless systems aimed at improving efficiency, transparency, and customer experience. As of FY 2025-26, the organisation employs more than 24,500 people and has a combined AUM of about 24,000 cr (as on 31st March 2026), reflecting both the scale of the platform and the depth of its reach across India's underserved communities.

A defining milestone in the company's growth journey came in 2024, when Svatantra secured a ₹ 1,930 crore investment from Advent International and Multiples Private Equity, the largest private equity investment in India's microfinance sector. The transaction represented one of the most significant capital raises in the industry and underscored investor confidence in the institution's strategy, governance standards, and long-term growth potential.

Beyond financial services, Ananya has expanded her entrepreneurial footprint into emerging consumer categories. In 2025, she entered the beauty and personal care sector through the launch of a new beauty venture comprising Contraband, a fragrance brand, and LOVETC, a performance-led cosmetics brand. The venture reflects her focus on building contemporary, consumer-centric businesses shaped by evolving market trends, product innovation, and brand differentiation.

In 2026, she launched Birla Studios, extending her entrepreneurial vision into entertainment and content creation. The venture represents a strategic expansion into media and intellectual property development, with a focus on building culturally relevant content platforms for a rapidly evolving global audience.

Alongside her entrepreneurial responsibilities, Ananya plays an active role in the strategic direction of the Aditya Birla Group. She serves on Aditya Birla Management Corporation Private Limited, the Group's apex strategic body, and is a member of the boards of Hindalco Industries, Grasim Industries, and Aditya Birla Fashion and Retail Limited. She also leads ABGT and Birla Estates, contributing to the Group's expansion into new sectors while helping shape its long-term growth agenda.

Across every business she has built and every institution she helps guide, Ananya's approach has remained consistent: investing behind conviction, building with discipline, embracing innovation while maintaining governance rigour, and creating scalable enterprises capable of delivering enduring value. Her journey reflects a contemporary model of leadership — one defined not only by enterprise creation, but by the ability to transform ideas into institutions of meaningful scale and lasting relevance.

Mr. Aryaman Vikram Birla

Non-Executive and
Non-Independent Director

DIN: **08456879**

Age: **28 years**

Date of Appointment: **6th February 2023**

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

Tenure : **~3 years**

Shareholding: **36,800**

Board Memberships - Indian listed companies

1. Aditya Birla Fashion and Retail Limited: **Non-Executive Director**
2. Aditya Birla Lifestyles Brand Limited: **Non-Executive Director**
3. Aditya Birla Renewables Limited: **Non-Executive Director**
4. Hindalco Industries Limited: **Non-Executive Director**

Directorship(s) in public companies: **5**

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

Area of expertise

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

Profile

Mr. Aryaman Vikram Birla is a seventh-generation member of the Birla family and part of the leadership team of the Aditya Birla Group. He leads the Group's portfolio strategy agenda, alongside its Fashion, Renewables, Hospitality, and Venture Capital businesses.

Aryaman has played a leading role in several of the Group's most important strategic initiatives, spanning landmark acquisitions, primary capital raises, new consumer platforms, venture investments, and global partnerships. Most recently, he spearheaded the Group's $1.8 billion acquisition of Indian Premier League franchise Royal Challengers Bengaluru (RCB), alongside marquee partners including Blackstone, Bolt Ventures, and the Times Group. Following completion of the transaction, he will assume the Chairmanship of RCB.

He has also helped shape the Group's next phase of growth across high-potential sectors. In Renewables, he led Aditya Birla Renewables' primary capital raise from Global Infrastructure Partners, part of BlackRock, one of India's largest primary capital infusions in the renewable energy sector, helping scale the Group's clean energy platform. In Hospitality and consumer lifestyle, he led the acquisition of KA Hospitality and the partnership to bring Joe & The Juice to India, strengthening the Group's presence across premium hospitality and lifestyle brands. Through Aditya Birla Ventures, he has also led minority investments across emerging sectors including consumer products, space technology, fintech, and other high-growth new-age businesses.

He serves on the board of the Aditya Birla Management Corporation, the Group's apex decision-making body, and is also a director on the boards of several key Group companies.

Aryaman holds an MBA with Honours from Harvard Business School. Prior to joining the Aditya Birla Group, he was a first-class cricketer.

Mr. Sushil Agarwal

Non-Executive and
Non-Independent Director

DIN: **00060017**

Age: **62 years**

Date of Appointment: **8th February 2024**

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

Tenure : **~2 years**

Shareholding: **1,49,324***

Board Memberships - Indian listed companies

1. Aditya Birla Capital Limited: **Non-Executive Director**
2. Hindalco Industries Limited: **Non- Executive Director**
3. Vodafone Idea Limited: **Non-Executive Director**

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

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

Area of expertise

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

*Including 317 shares held as Karta of Sushil Agarwal HUF

Profile

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

Mr. Agarwal has been with the Group for over 37 years and has the unique distinction of working closely with the former Chairman Late Mr. Aditya Vikram Birla and current Chairman Mr. Kumar Mangalam Birla. He has led various strategic initiatives of the Group, including M&A and restructuring. A strong advocate of corporate governance and trusteeship, he is widely acknowledged for his financial acumen and analytical skills.

In 2018, he was awarded as "India's Greatest CFO" at the Asia One India's Greatest Brands and Leaders Awards and as the "Business Leader Corporate CFO" at the 11th ICAI Awards. He has been recognized as one of the 'Top 10 Global CFO's -2023 by CEO Insights Magazine. In 2024, he was also awarded the Lifetime Achievement Award at Financial Express 'CFO' Award.

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

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

Ms. Anita Ramachandran

Independent Director

DIN: **00118188**

Age: **70 years**

Date of Appointment: **14th August 2018**

Term ending date: **13th August 2028**

Tenure : **~8 years**

Shareholding: **Nil**

Board Memberships - Indian listed companies

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

Directorship(s) in public companies: **7**

Committee position: **Chairperson — 2** **Member — 6**

Area of expertise

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

Profile

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

Ms. Ramachandran began her career with AF Feruguson & Co. [AFF] (the KPMG network Company in India then) in 1976 as the first woman consultant of the firm. In her 19 years stint with AFF she worked across various parts of the country and in a wide range of functional areas. She was a Director at the time of leaving the firm.

Ms. Ramachandran founded Cerebrus Consultants in 1995 to focus on HR advisory services, including organisation transformation. Her reputation and innovative work helped her build Cerebrus into a firm with national presence. Anita is currently an Advisor with Mercer Consulting. She also works with several PE firms and start-ups to mentor them through their growth journey.

Ms. Ramachandran has been an Independent Director on boards of several large companies for over 20 years.

Ms. Ramachandran supports many organisations in the social sector through pro-bono professional work and remains deeply committed to work with women.

Mr. N. Mohan Raj

Independent Director

DIN: **00181969**

Age: **72 years**

Date of Appointment: **12th July 2019**

Term ending date: **11th July 2029**

Tenure: **~7 years**

Shareholding: **Nil**

Board Memberships - Indian listed companies

Nil

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

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

Area of expertise

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

Profile

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

Mr. Yazdi Piroj Dandiwala
Independent Director

DIN: **01055000**
Age: **75 years**
Date of Appointment: **6th February 2023**
Term ending date: **5th February 2028**
Tenure : **~3 years**
Shareholding: **Nil**
Board Memberships - Indian listed companies 1. Pilani Investment and Industries Corporation Limited: **Independent Director** 2. Rashi Peripherals Limited: **Independent Director**
Directorship(s) in public companies: **2**
Committee position: **Chairman — Nil** **Member — 2**

Area of expertise

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

Profile

Mr. Yazdi Piroj Dandiwala is a senior partner of the law firm M/s. Mulla and Mulla and Craigie Blunt and Caroe. He has an extensive Corporate and Commercial law practice both in contentious and non-contentious matters.

With his unparalleled experience of about fifty years in corporate law, Mr. Dandiwala has advised several multinational companies in their investments, financial and technical collaborations in India.

His corporate practice extends to both large Indian corporates and MNCs, with extensive experience in intricate transactions including mergers and acquisitions, joint ventures, takeovers, disinvestments, investments by venture capitalists, delisting etc.

His industry expertise spans over Chemicals, Construction, Energy, Funds, Financial Services, Hospitality, Infrastructure, IT, Manufacturing, Oil & Gas, Paper & Pulp, Real Estate, etc.

Mr. Dandiwala serves as a Director on the Board of various companies like Duville Estates Private Limited, Access Trusteeship Company Private Limited, Pilani Investment and Industries Corporation Limited and Rashi Peripherals Limited.

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

Mr. Ashvin Dhirajlal Parekh
Independent Director

DIN: **06559989**
Age: **72 years**
Date of Appointment: **23rd August 2024**
Term ending date: **22nd August 2029**
Tenure: **~2 years**
Shareholding: **Nil**
Board Memberships - Indian listed companies 1. Nippon Life India Asset Management Limited: **Independent Director**
Directorship(s) in public companies: **3**
Committee position: **Chairman — 2** **Member — Nil**

Area of expertise

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

Profile

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

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

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

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

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

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

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

Mr. V. Chandrasekaran
Independent Director

DIN: **03126243**

Age: **68 years**

Date of Appointment: **24th May 2021**

Term ending date: **23rd May 2031***

Tenure : **~5 years**

Shareholding: **85**

Board Memberships - Indian listed companies

1. Care Ratings Limited: **Independent Director**
2. Tata Investment Corporation Limited: **Independent Director**
3. eMudhra Limited: **Independent Director**
4. UltraTech Cement Limited: **Independent Director**
5. Aditya Birla Housing Finance Limited: **Independent Director**

Directorship(s) in public companies: **7**

Committee position: **Chairman — 2** **Member — 4**

Area of expertise

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

*Reappointed for a second term of 5 years w.e.f. 24th May 2026

Profile

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

Mr. Adesh Kumar Gupta
Independent Director

DIN: **00020403**

Age: **69 years**

Date of Appointment: **24th May 2021**

Term ending date: **23rd May 2031***

Tenure : **~5 years**

Shareholding: **72,203#**

Board Memberships - Indian listed companies

1. Anand Rathi Wealth Limited: **Independent Director**
2. Krsnaa Diagnostics Limited: **Independent Director**

Directorship(s) in public companies: **5**

Committee position: **Chairman — 3** **Member — 2**

Area of expertise

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

* Reappointed for a second term of 5 years w.e.f. 24th May 2026

#Including securities held in joint names / Including 856 shares held as Karta of Adesh Kumar Gupta HUF.

Profile

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

Mr. Haigreve Khaitan
Independent Director

DIN: **00005290**

Age: **55 years**

Date of Appointment: **26th September 2024**

Term ending date: **25th September 2029**

Tenure : **~1 year**

Shareholding: **Nil**

Board Memberships - Indian listed companies

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

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

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

Area of expertise

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

Profile

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

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

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

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

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

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

His recognitions include:

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

Mr. Mukkavilli Jagannath

Non-Executive and
Non-Independent Director

DIN: **10090437**

Age: **62 years**

Date of Appointment: **26th September 2024**

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

Tenure : **~1 year**

Shareholding: **Nil**

Board Memberships - Indian listed companies

1. BSE Limited: **Non - Independent Director**

Directorship(s) in public companies: **1**

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

Area of expertise

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

Profile

Mr. Jagannath Mukkavilli is a seasoned financial services professional with over three decades of distinguished experience, primarily with the Life Insurance Corporation of India (LIC). He retired as the Managing Director of LIC, a position he held with effect from March 13, 2023, until his retirement on May 30th, 2025.

Mr. Jagannath embarked on his extensive career in 1988, joining LIC as a Direct Recruit Officer. His journey through the Corporation saw him gain rich experience across diverse functions, culminating in leadership roles that significantly impacted LIC's growth and operational efficiency.

Prior to his appointment as Managing Director, Mr. Jagannath served as the Zonal Manager (In Charge) of the South-Central Zone. During his tenure, he was instrumental in transforming the Zone, driving performance across vital metrics, and fostering a culture of high achievement. Under his stewardship, the South-Central Zone witnessed remarkable new business growth, propelled by a strong performance-oriented culture and a consumer-centric service model.

His earlier leadership roles within LIC included Head of Bancassurance for the South-Central Zone, followed by Regional Manager (Marketing) for the same Zone, with responsibilities across Hyderabad and Bangalore locations. Mr. Jagannath also held the helm of several key Divisions as Senior Divisional Manager, including Ernakulam, Dharwad, and Bangalore-I.

Mr. Jagannath's international experience is a notable highlight of his career, stemming from his successful tenure as Chief Executive Officer and Managing Director of LIC (Lanka) Ltd., Colombo, Sri Lanka, between 2009 and 2013.

Academically, Mr. Jagannath is a commerce graduate with CA (Inter) and holds a Post-Graduate Diploma in Marketing. He further specialized in the insurance sector with an International Post-Graduate Diploma in Life Insurance, General Insurance & Risk Management from the Institute of Insurance and Risk Management (IIRM), Hyderabad. He is also an Associate of the Insurance Institute of India, Mumbai.

Past Directorships and Full-Time Positions:

During his illustrious career, Mr. Jagannath Mukkavilli held significant directorships, including:

- Life Insurance Corporation of India (as Managing Director)
- LIC Housing Finance Limited
- LICHFL Asset Management Company Limited
- LIC (International)-Bahrain

Mr. Himanshu Kapania
Managing Director

DIN: **03387441**
Age: **64 years**
Date of Appointment: **1st April 2025**
Term ending date: **30th April 2028**
Tenure : **~1 year**
Shareholding: **95,701***
Board Memberships - Indian listed companies 1. Vodafone Idea Limited: **Non- Executive Director**
Directorship(s) in public companies: **1**
Committee position: **Chairman — 1** **Member — 1**

Area of expertise

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

* Including securities held in joint names

Profile

Mr. Himanshu Kapania, an alumnus of IIM Bangalore and BIT Mesra, is the former Managing Director of erstwhile Idea Cellular, renamed 'Vodafone Idea Limited' (VIL), and after the merger with Vodafone India, he is on the VIL Board as 'Non-Executive Director'.

Mr. Himanshu Kapania is also leading Grasim's foray into the Decorative Paints business as 'Business Head' with an initial investment of ₹ 10,000 crores.

With effect from 1st April 2025, Mr. Himanshu Kapania has been appointed as Managing Director of Grasim Industries Limited.

Mr. Kapania has over 40 years of work experience primarily in Management, Leadership, Technology, Operations, Sales & Marketing, Digital etc., with a deep understanding of Indian consumers, channels, influencers and society.

During his tenure as MD of Idea Cellular, Mr. Kapania steered Idea Cellular from just being a 'Voice-only Mobile Operator' to an 'Integrated Communication Service Provider' building digital infrastructure across 2G, 3G & 4G technologies. Under his leadership, Idea grew from a mere 14 million customers in the year 2010 to over 200 million subscribers in Financial Year 2016-17, and revenues & profits grew to become the second largest operator in FY17 at US$5.5 billion and US$600 million, respectively.

Recently, as Business Head for Decorative Paints under the brand name 'Birla Opus', Mr. Kapania is providing the strategic thrust to Grasim's greenfield foray into Paints helping build capacity of over 1,332 million litres spread over six fully automated large-scale manufacturing plants. He worked closely with the Birla Opus CEO to achieve one of the 'world's largest launches of Paints Business' with the introduction of over 180 differentiated ranges of products at launch and expanding brand presence across 6,000 plus towns in the first year itself. He is closely working with the Birla Opus team to build India's most innovative and loved Decorative Paint brand.

Mr. Kapania has been consistently recognised for his leadership skills and is a recipient of many prestigious awards, including 'Business Today' and 'Voice & Data' India's Best CEO Award in 2014 & 2015, CNBC India Business Leadership Award in 2015, and ET Telecom Award in 2014 & 2016, etc.

Currently, Mr. Kapania is Chairman of the FICCI Council on 'Telecom, Electronics and Digital Economy' and the 'FICCI Task Force on Privacy and Data Security'.

Role of Board of Directors

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

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

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

Board Meetings and Procedure

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

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

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

The notice of the Board / Committee Meetings is given well in advance to all the Directors. Usually, Meetings of the Board / Committees are held in Mumbai. The Agenda of the Board / Committee Meetings is set by the Company Secretary in consultation with the Chairman and Managing Director of the Company and it is circulated a week prior to the date of the Meeting. The Board Agenda includes an Action Taken Report comprising of actions emanating from the previous Board Meetings and status updates thereof. The Agenda for the Board and Committee Meetings includes detailed notes on the items to be discussed at the Meeting to enable the Directors to take an informed decision and also covers items set out as per the guidelines in Listing Regulations to the extent it is relevant and applicable. Audio-Visual means are also used to facilitate those Directors who are travelling or located at other locations to participate in the Meetings. Prior approval from the Board is obtained for circulating the agenda items with shorter notice for matters that are considered to be in the nature of Unpublished Price Sensitive Information ('UPSI').

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

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

During the year, the Board met 7 (Seven) times on 22nd May 2025, 8th August 2025, 5th November 2025, 9th December 2025, 29th December 2025, 16th January 2026 and 10th February 2026. The maximum interval between any two meetings held during the year did not exceed 120 days.

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

Name of the Directors	Number of Board Meetings held during the tenure	Number of Board Meetings attended	Attended last AGM held on 26th August 2025
Mr. Kumar Mangalam Birla	7	6	Yes
Smt. Rajashree Birla	7	6	Yes
Ms. Ananyashree Birla	7	5	Yes
Mr. Aryaman Vikram Birla	7	7	Yes
Ms. Anita Ramachandran	7	7	Yes
Mr. N. Mohan Raj	7	7	Yes
Mr. Yazdi Piroj Dandiwala	7	7	Yes
Mr. Ashvin Dhirajlal Parekh	7	7	Yes
Mr. V. Chandrasekaran	7	7	Yes
Mr. Adesh Kumar Gupta	7	7	Yes
Mr. Haigreve Khaitan	7	6	No
Mr. Mukkavilli Jagannath	7	7	Yes
Mr. Sushil Agarwal	7	7	Yes
Mr. Himanshu Kapania	7	7	Yes

Meeting of Independent Directors

A separate meeting of Independent Directors of the Company was held on 23rd March 2026, without the presence of Non-Independent Directors and the management, inter alia, to discuss:

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

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

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

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

Appointment/Re-appointment of Directors is subject to the members' approval. Directors hold office in accordance with the provisions of the law and the policy laid down by the Board from time-to-time. The Independent Directors are usually appointed for a fixed term of five years, subject to a maximum of 2 terms of five years and are not liable to retire by rotation. The Executive Director is appointed as per the provisions of the Act and serve in accordance with the terms of his contract of service with the Company. Non-Executive Directors (except Independent Directors) are liable to retire by rotation and are eligible for re-appointment.

Retirement/Resignation of Non-Executive/ Independent Directors

There were no Retirement/Resignation of Non-Executive/ Independent Directors during the Financial Year 2025-26.

Succession Planning

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

Support of the Board

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

Code of Conduct

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

Training, Induction and Familiarisation Programme

Letter of appointment, stipulating the terms of appointment, role, rights and responsibilities, are issued to the Independent Directors at the time of their appointment. In terms of the Listing Regulations, the terms and conditions of appointment of Independent Director are placed on the Company's website https://www.grasim.com/upload/pdf/terms_conditions_independent_director.pdf. When a Director joins the Board of the Company, our Company conducts introductory programme, *inter alia*, covering the nature of the industry in which the Company operates, business model of the Company, organisational set-up, functioning of various departments, internal control processes and relevant information pertaining to the Company. The Directors are familiarised with the Company's business, its operations, strategy, functions, policies and procedures at the Board and Committee meetings on regular basis. Changes in regulatory framework and its impact on the operations of the Company are also presented at the Board / Committee meetings. The Directors are also apprised about risk assessment and minimisation procedures.

All the Directors (including Independent Directors) have the freedom to interact with the Company's Senior Management Personnel to discuss the matters pertaining to the Company's affairs.

The details of familiarisation programme, imparted to the Independent Directors of the Company are available on the Company's website at https://www.grasim.com/Upload/PDF/familiarisation-programme-independent-directors.pdf.

Prevention of Insider Trading

In compliance with the provisions of the SEBI (Prohibition of Insider Trading) Regulations, 2015, as amended, the Company has formulated and adopted the 'Code of Conduct to regulate, monitor and report trading by designated persons in Listed or Proposed to be Listed Securities' of the Company ('the Insider Trading Code'). The object of the Insider Trading Code is to set framework, rules and procedures, which all concerned should follow, both in letter and spirit, while trading in listed or proposed to be listed securities of the Company. The Company has also adopted the Code of Practice and Procedures for Fair Disclosure of Unpublished Price Sensitive Information ('the Code') in line with the SEBI (Prohibition of Insider Trading) Amendment Regulations, 2018 and formulated a Policy for determination of 'legitimate purposes' as a part of the Code. The Code also includes policy and procedures for inquiry in case of leakage of UPSI and aims at preventing misuse of UPSI. The Code is available on the Company's website at https://www.grasim.com/Upload/PDF/pit-code-of-practice-and-procedures-for-fair-disclosures-upsi.pdf.

The policy and the procedures are periodically reviewed and revised from time to time and communicated to the Designated Persons. Trading window closure is intimated to all Designated Persons and to the Stock Exchanges in advance, whenever required. A digital platform is being maintained by the Company, which contains the names and other prescribed particulars of the persons covered under the Insider Trading Code. This online tracking mechanism for monitoring trade in the Company's securities by the 'Designated Persons' and their relatives helps in weekly detection and taking appropriate action, in case of any violation/non-compliance of the Company's Insider Trading Code. The Company Secretary is responsible for adherence to the Code.

Committees of the Board

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

The composition of the Committees of the Board as on 31st March 2026 are as under:

Audit Committee

- C Mr. N. Mohan Raj
- M Mr. Yazdi Piroj Dandiwala
- M Mr. V. Chandrasekaran
- M Mr. Himanshu Kapania

Nomination and Remuneration Committee

- C Ms. Anita Ramachandran
- M Mr. Kumar Mangalam Birla
- M Mr. Adesh Kumar Gupta
- M Mr. Haigreve Khaitan

Stakeholders' Relationship Committee

- C Ms. Anita Ramachandran
- M Mr. Yazdi Piroj Dandiwala
- M Mr. Himanshu Kapania

Corporate Social Responsibility Committee

- C Smt. Rajashree Birla
- M Ms. Anita Ramachandran
- M Mr. Himanshu Kapania

Risk Management and Sustainability Committee

- C Mr. N. Mohan Raj
- M Mr. Ashvin Parekh
- M Mr. V. Chandrasekaran
- M Mr. Himanshu Kapania
- M Mr. Jayant V. Dhobley*
- M Mr. Kapil Agarwal#

Finance Committee

- M Mr V. Chandrasekaran
- M Mr. Adesh Kumar Gupta
- M Mr. Sushil Agarwal

PIT Regulation Committee

- C Mr. V. Chandrasekaran
- M Mr. Yazdi Piroj Dandiwala
- M Mr. Himanshu Kapania

- Independent Director
- Executive Director / Managing Director
- Senior Management Personnel
- Non-Executive Non-Independent Director

C Chairperson M Member

*Business Head - Chemicals, Cellulosic Fashion Yarn and Insulators

#Business Head - Textiles

1. Audit Committee

Composition, Meetings and Attendance

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

During the year, 10 (Ten) Audit Committee meetings were held on 5th May 2025, 22nd May 2025, 8th August 2025, 9th October 2025, 5th November 2025, 9th December 2025, 18th December 2025, 29th December 2025, 10th February 2026 and 25th March 2026.

The details of composition and attendance as of the members at the Audit Committee meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Mr. N. Mohan Raj, Chairman	Independent Director	10	10
Mr. Yazdi Piroj Dandiwala	Independent Director	10	10
Mr. V. Chandrasekaran	Independent Director	10	10
Mr. Himanshu Kapania*	Managing Director	10	10

*Note: Mr. Himanshu Kapania was appointed as member of the Audit Committee w.e.f.1st April 2025

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

Mr. N. Mohan Raj, Chairman of the Audit Committee was present at the last AGM of the Company held on 26th August 2025.

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

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

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

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

Brief Description of the Terms of Reference

1. Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible;
2. Recommendation for appointment, remuneration and terms of appointment of Auditors of the Company;
3. Approval of payment to Statutory Auditors for any other services rendered by the Statutory Auditors;

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

21. In consultation with the Internal Auditors, formulate the scope, functioning, periodicity and methodology for conducting the internal audit;

22. Approval of appointment of CFO after assessing the qualifications, experience and background, etc. of the candidate;

23. Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the Company and its shareholders; and

24. Carrying out any other function as is mentioned in the terms of reference of the Audit Committee.

The Audit Committee mandatorily reviews the following information:

1. Management Discussion and Analysis of financial condition and results of operations;

2. Financial statements, in particular, the investments made by the unlisted subsidiary companies;

3. Statement of significant related party transactions (as defined by the Audit Committee), submitted by the management;

4. Management letters / letters of internal control weaknesses issued by the Statutory Auditors;

5. Internal audit reports relating to internal control weaknesses;

6. Appointment, removal and terms of remuneration of the Internal Auditors;

7. Statement of deviations:

   a) quarterly statement of deviation(s), including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Listing Regulation;

   b) annual statement of funds utilised for the purposes other than those stated in the offer document / prospectus / notice in terms of Listing Regulation.

8. Any show cause, demand, prosecution and penalty notices against the Company or its Directors which are materially important, including any correspondence with regulators or government agencies and any published reports which raise material issues regarding the Company's financial statements or accounting policies;

9. Any material default in financial obligations by the Company; and

10. Any significant or important matters affecting the business of the Company.

Vigil Mechanism / Whistle-Blower Policy:

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

2. Nomination and Remuneration Committee

Composition, Meetings and Attendance

The Nomination and Remuneration Committee ('NRC') comprises of 3 Independent Directors and 1 Non-Executive Director. The composition of the NRC complies with the requirements of the Listing Regulations and the Act. During the year, 5 (Five) NRC meetings were held on 22nd May 2025, 8th August 2025, 5th November 2025, 16th January 2026 and 10th February 2026.

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

The details of composition and attendance of the members at the NRC meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Ms. Anita Ramachandran, Chairperson	Independent Director	5	5
Mr. Kumar Mangalam Birla	Non-Executive Director	5	5
Mr. Haigreve Khaitan	Independent Director	5	4
Mr. Adesh Kumar Gupta	Independent Director	5	5

Brief Description of the Terms of Reference

1. Formulate the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board a policy relating to, the remuneration of the Directors, Key Managerial Personnel and other employees;
2. For every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:
    a. use the services of an external agencies, if required;
    b. consider candidates from a wide range of backgrounds, having due regard to diversity; and
    c. consider the time commitments of the candidates.
3. Formulate the criteria for effective evaluation of performance of the Board, its Committees and individual Directors and review its implementation and compliance;
4. Devise a policy on diversity of the Board;
5. Identify persons who are qualified to become Directors and who may be appointed in Senior Management in accordance with the criteria laid down, and recommend to the Board their appointment and removal;
6. To consider whether to extend or continue the term of appointment of Independent Directors, on the basis of the report of performance evaluation of Independent Directors;
7. Set the level and composition of remuneration which is reasonable and sufficient to attract, retain and motivate Directors and Senior Management of the quality required to run the Company successfully;
8. Set the relationship of remuneration to performance;
9. Check whether the remuneration provided to Directors, Key Managerial Personnel and Senior Management includes a balance between fixed and incentives pay reflecting short-term and long-term performance objectives appropriate to the working of the Company and its goals;
10. Review and implement succession plans for Managing Director, Executive Directors and Senior Management;
11. Review and make recommendations to the Board with respect to any incentive-based compensation and equity-based plans that are subject to the Board or shareholder approval (including broad-based plans); and
12. Recommend to the Board, all remuneration, in whatever form, payable to Senior Management.

Performance Evaluation

The Board carries out annual performance evaluation of its own performance, the Directors individually, as well as the evaluation of the working of its Committees as mandated under the Act, the Listing Regulations and the Executive Remuneration Policy of the Company, as amended from time to time. The performance evaluation of Non-Independent Directors and the Board as a whole was carried out by the Independent Directors. The performance of the Chairman of the Board was also reviewed, taking into account the views of the Executive, Non-Executive and Independent Directors.

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

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

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

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

Remuneration Policy

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

Remuneration of Directors and Others:

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

The executive remuneration policy is designed to attract, retain, and reward talented executives who contribute to our Company's long-term success and thereby build value for stakeholders. It is intended to provide for monetary and non-monetary remuneration elements on a holistic basis; emphasise "pay for performance" by aligning incentives with business strategies to reward executives who achieve or exceed business and individual goals.

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

The remuneration involves a balance between fixed and incentive pay, reflecting short and long-term performance objectives appropriate to the working of our Company and its goals. A material proportion of compensation for Senior Management is performance based - 25% to 40% of compensation. It increases as the employee grows in the organisation and takes up roles of higher responsibility. The more senior the role, the weightage of business performance on the variable pay also increases in comparison to unit performance and individual performance. This ensures a competitive pay-mix which aims to strike the appropriate balance between

key components: (i) Fixed Cash compensation (Basic Salary + Allowances) (ii) Annual Incentive Plan (iii) Long-Term Incentives (iv) Perks and Benefits.

Annual incentive plan pay-outs of executives are linked to relevant financial and operational metrics achievement, ESG performance and their individual performance. Financial and operational metrics are annually aligned with priorities / focus areas for the business. Long-term incentive plans incentivise stretch performance, link executive remuneration to sustained long term growth and act as a retention and reward tool. Stock options are used as the primary long-term incentive vehicles as our Company believes that they best align executive incentives with stakeholder interests. Our Company also grants performance stock units as a secondary long-term incentive vehicle, to motivate and retain its executives.

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

Non-Executive Directors' Remuneration

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

Sitting fees are paid as under:

Board/Committee	Sitting Fee per Meeting (₹)
Board	50,000/-
Audit Committee	25,000/-
All other Committees (including TCWG)	20,000/-

The Board, at its meeting held on 20th May 2026, approved an increase in sitting fees to ₹ 1,00,000 per Board Meeting and ₹ 50,000 per Committee Meeting. In addition to the sitting fees, our Company also pays commission to the Non-Executive Directors of an amount not exceeding 1% per annum of the net profit of the Company. The amount of commission payable is determined after assigning weightage to various factors, which, *inter alia*, include providing strategic perspective, Chairmanship and contributions made by the Directors, type of meeting and responsibilities under various statutes, performance evaluation, etc. Based on the performance evaluation of each Director and the remuneration policy, the Board has recommended an amount of ₹ 285 Lakh as commission to be paid to the Non-Executive Directors for the financial year 2025-26.

Details of remuneration paid / to be paid to the Non-Executive Directors for FY 2025-26 are as under

(₹ in lakh)

Name of the Directors	Commission	Sitting Fees (for Board and the Committees)
Mr. Kumar Mangalam Birla	-	4.00
Smt. Rajashree Birla*	58.00	3.00
Ms. Ananyashree Birla	12.00	2.50
Mr. Aryaman Vikram Birla	14.00	3.50
Ms. Anita Ramachandran	26.00	5.50
Mr. N. Mohan Raj	31.00	7.00
Mr. Yazdi Piroj Dandiwala	25.00	7.00
Mr. Ashvin Parekh	20.00	4.50
Mr. V. Chandrasekaran	34.00	7.80
Mr. Adesh Kumar Gupta	25.00	5.50
Mr. Haigreve Khaitan	16.00	4.20
Mr. Mukkavilli Jagannath#	10.00#	3.50#
Mr. Sushil Agarwal	14.00	3.90
Total	**285.00**	**61.90**

*Smt. Rajashree Birla, leads the entire CSR initiatives and monitors its implementation for the Company. She is deeply involved in identifying and planning the areas of social impact and then closely monitors the progress of such CSR activities. For her exemplary contributions, she has won many awards and accolades the most outstanding one has been that of the Government of India which bestowed the 'Padma Bhushan' Award in 2011 on Smt. Rajashree Birla in the area of 'Social Work'. Profile of Smt. Rajashree Birla, mentioned above highlights her social work.

#Sitting fees of ₹ 50,000 was paid to LIC and balance sitting fees of ₹ 3.00 lakh was paid to Mr. Mukkavilli Jagannath and commission for FY 2025-26 will be paid to LIC.

Notes:

There were no pecuniary relationships or transactions between our Company and its Non-Executive / Independent Directors during the year, except payment of Director's remuneration, reimbursement of expenses, if any.

Remuneration to Executive Directors

The NRC Committee while recommending to the Board the remuneration of Executive Director, considers the performance of the business, individual performance, practices followed in other similar sized companies, among others, while also ensuring that the remuneration is in compliance with the terms and conditions of appointment as approved by the Members. All decisions relating to the remuneration of Executive Director is taken by the Board based on the remuneration policy and in terms of the resolution passed by the Members of our Company.

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

Executive Directors	Salary, Benefits, Bonus, Pension, etc., paid during the Year (₹ in crore)	Performance-linked Incentive paid during the Year[1] (₹ in core)	Perquisite value of Stock options/ RSUs exercised during the year (₹ in crore)
Mr. Himanshu Kapania, Managing Director	11.54	10.08	Nil

1. The Board has approved payment of performance - linked variable pay for the FY 2024-25 as aforesaid on achievement of the target.
2. **Service Contract, Notice Period and Severance Fee:** The Managing Director's appointment may be terminated by three months' notice in writing on either side and no severance fees is payable to the Managing Director of the Company.
3. **Stock Option Details:** During the period under review, in terms of the Company's Employee Stock Option and Performance Stock Unit ('PSU') Scheme 2022 (ESOS-2022), Mr. Himanshu Kapania has been granted 70,787 Options and 34,465 PSUs.
4. Deferred compensation, Retiral payouts, one time payout and Stock Options / RSUs granted before the appointment as Managing Director are excluded.

Employee Stock Options Scheme (ESOS)

a) ESOS- 2018

During the year, 3,72,498 equity shares were transferred from the Grasim Employees' Welfare Trust ('Trust') account to the employees account due to exercise of Stock Options and RSUs by the grantees under ESOS-2018.

b) ESOS-2022

During the year, the NRC of the Board approved grant of 5,81,072 Stock Options and 1,60, 874 PSUs to the eligible employees, including Managing Director of the Company, under ESOS-2022.

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

The details of Stock Options and PSUs granted pursuant to ESOS-2022, and the other disclosures in compliance with the provisions of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, are available on our Company's website at https://www.grasim.com/Upload/PDF/esos-disclosures-2025-26.pdf

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

Directors and Officers Insurance:

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

3. Stakeholders' Relationship Committee

Composition, Meeting and Attendance

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

During the year, 2 (Two) SRC meetings were held on 19th November 2025 and 11th March 2026.

The details of composition and attendance of the members at the SRC meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Ms. Anita Ramachandran, Chairperson	Independent Director	2	2
Mr. Yazdi Piroj Dandiwala	Independent Director	2	2
Mr. Himanshu Kapania*	Managing Director	2	1

*Mr Himanshu Kapania was appointed as member of the Committee w.e.f. 1st April 2025

Ms. Anita Ramachandran, Chairperson of the SRC was present at the last AGM of the Company held on 26th August 2025.

Brief Description of the Terms of Reference

1. To monitor complaints received by the Company from its Shareholders, Debenture holders, other security holders, Securities and Exchange Board of India ('SEBI'), Stock Exchanges, Ministry of Corporate Affairs, Registrar of Companies, etc. and action taken by the Company for redressing the same;
2. To approve allotment of shares, debentures or any other securities as per the authority conferred / to be conferred to the Committee by the Board from time to time;
3. To approve requests for transposition, deletion, consolidation, sub-division, change of name, dematerialisation, rematerialisation etc. of shares, debentures and other securities;
4. To authorise Officers of the Company to approve requests for transposition, deletion, consolidation, sub-division, change of name, dematerialisation, rematerialisation etc. of shares, debentures and other securities;
5. To approve and ratify the action taken by the authorised officers of the Company in compliance of the requests received from the shareholders / investors for issue of duplicate/ replacement / consolidation / sub-division, dematerialisation, rematerialisation and other purposes for the shares, debentures and other securities of the Company;
6. To monitor and expedite the status and process of dematerialisation and rematerialisation of shares, debentures and other securities of the Company;
7. To give directions for monitoring the stock of blank stationery and for printing of stationery required by the Secretarial Department of the Company from time to time for issuance of share certificates, debenture certificates, allotment letters, dividend warrants, pay orders, cheques and other related stationery;
8. To review the measures taken to reduce the quantum of unclaimed dividend / interest and ensuring timely receipt of dividend warrants/ Annual Reports/ statutory notices by the shareholders of the Company;
9. To resolve grievances of security holders including complaints related to transfers / transmission of shares, non-receipt of Annual Report, non-receipt of dividends, issue of new / duplicate certificates, general meetings, etc.;

10. Resolving grievances of debenture holders related to creation of charge, payment of interest/principal, maintenance of security cover and any other covenants.
11. To review measures taken for effective exercise of voting rights by shareholders;
12. To review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Transfer Agent; and
13. To perform such other acts, deeds, and things as may be delegated to the Committee by the Board from time to time.

Shareholders' Complaints

The number of shareholders' complaints received and resolved as on 31st March 2026 is given in the 'Shareholders' Information' section, which forms an integral part of this Annual Report.

Compliance Officer

Mr. Neelabja Chakrabarty is the Company Secretary & Compliance Officer and KMP of the Company.

The Compliance Officer briefs the SRC on the grievances / queries of the investors and the steps taken by the Company for redressing their grievances.

The Compliance Officer can be contacted at: Grasim Industries Limited, Aditya Birla Centre, 'A' Wing, 2nd Floor, S. K. Ahire Marg, Worli, Mumbai – 400 030 Tel: +91-22-66525000, +91-22-24995000, E-mail: grasim.secretarial@adityabirla.com

4. Corporate Social Responsibility Committee

Composition, Meeting and Attendance

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

During the year, 1 (One) CSR Committee meeting was held on 1st December 2025.

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

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

The details of composition and attendance of the members at the CSR Committee meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Smt. Rajashree Birla, Chairperson	Non-Executive Director	1	0
Ms. Anita Ramachandran	Independent Director	1	1
Mr. Himanshu Kapania*	Managing Director	1	1

*Mr Himanshu Kapania was appointed as member of the Committee w.e.f. 1st April 2025

Dr. Pragnya Ram, Group Executive President - CSR, Legacy Documentation & Archives is a permanent invitee to the CSR Committee meetings.

The Company Secretary acts as the Secretary to the CSR Committee.

5. Risk Management and Sustainability Committee

Composition, Meeting and Attendance

The Risk Management and Sustainability Committee ('RMSC') comprises of 3 Independent Directors, 1 Executive Director and 2 Senior Executives of the Company. The Composition of RMSC complies with the requirements of the Listing Regulations.

During the year, 3 (Three) meetings of the RMSC were held on 11th July 2025, 8th October 2025 and 10th March 2026.

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

The details of composition and attendance of the members at the RMSC meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Mr. N. Mohan Raj, Chairman	Independent Director	3	3
Mr. Ashvin Parekh	Independent Director	3	3
Mr. V. Chandrasekaran	Independent Director	3	3
Mr. Himanshu Kapania*	Managing Director	3	3
Mr. Jayant V. Dhobley	Business Head - Chemicals, Cellulosic Fashion Yarn and Insulators	3	3
Mr. Kapil Agarwal	Business Head - Textile	3	3

*Mr Himanshu Kapania was appointed as member of the Committee w.e.f. 1st April 2025

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

The recommendations of the RMSC have been accepted by the Board.

Brief Description of the Terms of Reference

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

6. Finance Committee

Composition, Meetings and Attendance

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

During the year, 3 (Three) Finance Committee meetings were held on 2nd June 2025, 24th September 2025 and 2nd March 2026.

The details of composition and attendance of the members at the Finance Committee meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Mr. Sushil Agarwal	Non- Executive Director	3	2
Mr. Adesh Kumar Gupta	Independent Director	3	3
Mr. V Chandrasekaran	Independent Director	3	3

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

7. PIT Regulation Committee

Composition, Meetings and Attendance

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

During the year, 1 (One) PIT Regulation Committee Meeting was held on 17th November 2025.

The details of composition and attendance of the members at the PIT Regulation Committee Meetings held during the financial year ended 31st March 2026 are as given below:

Name of the Members	Categories	No. of Meetings	
		Held during the tenure	Attended
Mr. V. Chandrasekaran, Chairman	Independent Director	1	1
Mr. Yazdi Piroj Dandiwala	Independent Director	1	1
Mr. Himanshu Kapania*	Executive Director	1	1

*Mr Himanshu Kapania was appointed as member of the Committee w.e.f. 1st April 2025

8. Meeting of Those Charged with Governance (TCWG) and the Statutory Auditors

The Audit Committee and the Board, at its respective meetings held on 10th February 2026, had decided on the composition of Those Charged with Governance("TCWG") of the Company in terms of the circular dated 7th January 2026 issued by The National Financial Reporting Authority ("NFRA"), a regulatory authority formed under the provisions of the Companies Act 2013 for recommending, monitoring and enforcing accounting and auditing standards for companies in India. The TCWG comprise of all the Audit Committee members of the Company and other Independent Directors are permanent invitees to the TCWG meetings.

The first meeting of the TCWG with the Statutory Auditors of the Company was held on 23rd March 2026 and the second meeting was held on 15th May 2026. In these meetings, the audit plan, scope and functions and the key audit matters were discussed along with the draft Statutory Audit Reports for both consolidated and standalone financial statements of the Company for FY 2025-26.

Both the above meetings were attended by all the members of the TCWG and all other Independent Directors.

Details of Key Managerial Personnel and Senior Management, including changes during the year:

Sr No	Name	Designation
Key Managerial Personnel		
1	Mr. Himanshu Kapania (w.e.f. 1st April 2025)	Managing Director
2	Mr. Hemant Kumar Kadel (w.e.f. 16th August 2025)	Chief Financial Officer
3	Mr. Neelabja Chakrabarty (w.e.f. 1st October 2025)	Company Secretary & Compliance Officer
Senior Management*		
1	Mr. Ajit Rajagopalan (w.e.f. 17th January 2026)	Chief Executive Officer- Cellulosic Fashion Yarn and Insulators
2	Mr. Anil Rustogi	Chief Financial Officer - Cellulosic Fibres (Superannuated w.e.f. 3rd April 2026)
3	Mr. Ashok Machher (w.e.f. 4th April 2026)	Chief Financial Officer - Cellulosic Fibres (Ceased as Chief Financial Officer - Textiles w.e.f. 3rd April 2026.)
4	Mr. Bharath Kumar (w.e.f. 1st June 2025)	Head Centre of Excellence
5	Mr. Jayant V Dhobley	Business Head - Chemicals, Cellulosic Fashion Yarn and Insulators
6	Mr. Jayant Dua	Business Head - Solar & Textiles (ceased with effect from close of business hours of 31st March 2026)
7	Mr. Kapil Agrawal	Business Head - Textiles
8	Mr. Manmohan Singh	Chief Marketing Officer - Fibre Marketing
9	Mr. Manoj Kedia	Chief Financial Officer - Chemicals, Cellulosic Fashion Yarn and Insulators
10	Mr. Mayank Sharma (w.e.f. 1st July 2025)	Chief Executive Officer - Chlor Alkali
11	Mr. Rajesh Balakrishnan	Chief Executive Officer - Specialty Chemicals
12	Mr. Suresh Kodali	Chief Operating Officer - Cellulosic Fibres
13	Mr. Sachin Sahay (w.e.f. 16th February 2026)	Chief Executive Officer - Paints
14	Mr. Sandeep Komaravelly	Chief Executive Officer - Birla Pivot (B2B E-Commerce)
15	Mr. Saugata Chakravarty	General Counsel and Chief Legal Officer
16	Mr. Vadiraj Kulkarni	Business Head - Cellulosic Fibres

*In alphabetical order.

Details of persons ceased to be KMP/SMP due to change in role or superannuation during the year:

Sr No	Name	Designation
Key Managerial Personnel		
1	Mr. Pavan Kumar Jain (w.e.f. 15th August 2025)	Chief Financial Officer
2	Mr. Sailesh Kumar Daga (w.e.f. 15th July 2025)	Company Secretary & Compliance Officer
Other Senior Management Personnel*		
1	Dr. Aspi Patel (w.e.f. 31st December 2025)	Chief Technology Officer – Cellulosic Fibres
2	Mr. Rakshit Hargave (w.e.f. 5th December 2025)	Chief Executive Officer - Paints
3	Mr. Sanjay Kumar Verma (w.e.f. 31st October 2025)	Unit Head – Cellulosic Fibre, Kharach and Vilayat
4	Mr. Satyaki Ghosh (w.e.f. 16th January 2026)	Chief Executive Officer – Cellulosic Fashion Yarn

*In alphabetical order.

Subsidiary Companies

UltraTech Cement Limited ('UTCL') and Aditya Birla Capital Limited ('ABCL') are the material listed subsidiaries of the Company. The Company does not have any material unlisted Indian subsidiary Company as defined under the Listing Regulations. The Company has formulated a Policy for Determining Material Subsidiaries, which is available on the Company's website at https://www.grasim.com/upload/pdf/Grasim_Policy_Material_Subsidiary_Cos.pdf.

The Audit Committee reviews the financial statements of the subsidiary companies and, in particular, the investments made by the unlisted subsidiary companies. The minutes of the Board meetings as well as statements of all significant transactions of the unlisted subsidiary companies are placed before the Board of the Company for its review.

General Body Meetings

Details of the General Meetings of the Company held during the last 3 years are as follows:

Financial Year/Type of Meeting	Date and Time	Location	Particulars of Special Resolution
2022-23 76th Annual General Meeting	25th August 2023 11:30 a.m.	Through Video Conference/ Other Audio-Visual Means	-
2023-24 77th Annual General Meeting	20th August 2024 11:00 a.m.	Through Video Conference/ Other Audio-Visual Means	• Continuation of Smt. Rajashree Birla (DIN: 00022995) as a Non-Executive Director of the Company. • Appointment of Mr. Haigreve Khaitan (DIN: 00005290) as an Independent Director of the Company. • Appointment of Mr. Ashvin Dhirajlal Parekh (DIN: 06559989) as an Independent Director of the Company
2024-25 78th Annual General Meeting	26th August 2025 11:30 a.m.	Through Video Conference/ Other Audio-Visual Means	Continuation of Mr. Yazdi Piroj Dandiwala (DIN: 01055000) as an Independent Director of the Company who will attain the age of 75 years

Postal Ballot

i. Details of resolutions passed by Postal ballot:

The Company has conducted the following postal ballots as per details below:

Date of Notice of Postal Ballot	Matters	Date of Announcement of Results	Person who conducted the aforesaid postal ballot exercise in a fair and transparent manner
22nd May 2025	a. Appointment of Mr. Himanshu Kapania (DIN: 03387441) as a Managing Director of the Company – Special Resolution b. Payment of remuneration to Mr. Harikrishna Agarwal (DIN:09288720), former Managing Director of the Company – Special Resolution c. Material Related Party Transactions with Hindalco Industries Limited – Ordinary Resolution d. Material Related Party Transactions with AV Group NB Inc., Canada – Ordinary Resolution	27th June 2025	Mr. Dilip Bharadiya (FCS 7956 & C.P. No. 6740), Partner, M/s. Dilip Bharadiya & Associates, Company Secretaries
10th February 2026	a. Re-appointment of Mr. V. Chandrasekaran (DIN: 03126243) as an Independent Director of the Company for a second term of 5 years from 24th May 2026 till 23rd May 2031 – Special Resolution b. Re-appointment of Mr. Adesh Kumar Gupta (DIN: 00020403) as an Independent Director of the Company for a second term of 5 years from 24th May 2026 till 23rd May 2031 – Special Resolution	28th March 2026	Mr. Avinash Bagul (FCS 5578 & C.P. No. 19862), Partner, M/s BNP & Associates, Company Secretaries

ii. Details of Voting Pattern:

For Postal Ballot result dated 27th June 2025:

a. Appointment of Mr. Himanshu Kapania (DIN: 03387441) as a Managing Director of the Company

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,83,74,598	53,42,12,561	50,86,50,526	95.22	2,55,62,035	4.78

b. Payment of remuneration to Mr. Harikrishna Agarwal (DIN:09288720), former Managing Director of the Company

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,83,74,598	53,41,52,901	52,82,12,136	98.89	59,40,765	1.11

c. Material Related Party Transactions with Hindalco Industries Limited

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,83,74,598	22,17,05,618	22,13,05,037	99.82	4,00,581	0.18

d. Material Related Party Transactions with AV Group NB Inc., Canada

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,83,74,598	22,17,05,662	22,13,05,027	99.82	4,00,635	0.18

For Postal Ballot result dated 28th March 2026:

a. Re-appointment of Mr. V. Chandrasekaran (DIN: 03126243) as an Independent Director of the Company for a second term of 5 years from 24th May 2026 till 23rd May 2031

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,80,64,250	54,18,29,304	49,18,95,927	90.78	4,99,33,377	9.21

b. Re-appointment of Mr. Adesh Kumar Gupta (DIN: 00020403) as an Independent Director of the Company for a second term of 5 years from 24th May 2026 till 23rd May 2031

Mode of Voting	Total Shares	No. of votes polled	In favour		Against	
			No. of votes	% of votes	No. of votes	% of votes
E-Voting	67,80,64,250	54,18,43,186	50,68,77,740	93.55	3,49,65,446	6.45

iii. Whether any special resolution is proposed to be conducted through postal ballot:

No Special Resolution is currently proposed to be conducted through postal ballot.

iv. Procedure followed for Postal Ballot:

The postal ballot was carried out as per the provisions of Sections 108 and 110 and other applicable provisions of the Act, read with the Rules framed thereunder and Regulation 44 of the Listing Regulations, Secretarial Standard-2 on General Meetings ('SS-2') read with the Rules framed thereunder and read with the General Circular No. 09/2024 dated 19th September 2024 issued in this regard, the latest being 03/2025 dated 22nd September 2025, respectively issued by the Ministry of Corporate Affairs.

Means of Communication

- Copies of the press release, quarterly presentations on the Company's performance, official news release and presentation made to Institutional Investors/Analysts are hosted on the Company's website at www.grasim.com and the Group's website at www.adityabirla.com.
- Quarterly Results: Results are generally published in:

Newspaper	Cities of Publication
Business Standard	All Editions
Nai Dunia	Indore Edition

Results are displayed on the Company's website at https://www.grasim.com/investors/results-reports-and-presentations and at www.adityabirla.com

- At the end of each quarter, the Company organises earnings call with the analysts and investors and the transcripts of the same are thereafter uploaded on the website at https://www.grasim.com/investors/results-reports-and-presentations.
- Disclosures pursuant to various provisions of the Listing Regulations, as applicable, are promptly communicated to the Stock Exchanges where the securities of the Company are listed, and are also displayed on the Company's website at https://www.grasim.com/investors/results-reports-and-presentations.
- The Company has engaged KFin Technologies Limited to enable Members to attend the AGM through video conference ('VC')/other audio-visual means ('OAVM') or view the live webcast of the AGM at https://emeetings.kfintech.com.

Disclosures

(i) Details of materially significant Related Party Transactions that may have a potential conflict with the interest of the Company at large

During the year, no material transactions with any related party as defined under the Act and the Listing Regulations have been entered into, which have a potential conflict with the interest of the Company at large. All contracts/ arrangements/ transactions entered into by the Company with its related parties were on an arm's-length basis and in the ordinary course of business. All related party transactions have prior approval of the Audit Committee and are reviewed by the Audit Committee on a quarterly basis. Attention of the members is drawn to Notes to the Standalone Financial Statements, forming part of this Integrated Annual Report, which sets out the related party disclosures.

The Policy on Related Party Transactions, as approved by the Audit Committee and the Board is available on the Company's website at https://www.grasim.com/upload/pdf/Grasim_policy_on_RPT.pdf

(ii) Details of non-compliance by the Company, penalties and strictures imposed on the Company by Stock Exchanges or SEBI or any Statutory Authority, on any matter related to capital markets, during the last three years

The Company has complied with all the provisions of Listing Regulations as well as other regulations and guidelines of the SEBI. There have been no instances of non-compliance by the Company on any matters related to capital markets during the last 3 years and, hence, no penalty or strictures are imposed by SEBI or the Stock Exchanges or any Statutory Authority.

(iii) Appointment / Re-appointment of Directors

Details of the Directors seeking appointment / re-appointment are provided in the Notice of the ensuing AGM.

(iv) Confirmation of criteria of Independence

Our Company's Board confirms that the Independent Directors fulfil the conditions specified in the Act and Listing Regulations and are independent of the management.

(v) Details of utilisation of funds raised through preferential allotment or Qualified Institutions Placement as specified under Regulation 32(7A) of the Listing Regulations

During the year, the Company has not raised funds through preferential allotment or Qualified Institutions Placement as specified under Regulation 32(7A) of the Listing Regulations.

The funds raised by the Company through Partly paid-up Rights Issue, have been utilised towards object of the Issue as stated in the Letter of Offer dated 4th January 2024.

(vi) Management Discussion and Analysis/ Disclosure of Accounting Treatment

a) Management Discussion and Analysis is given in a separate section forming an integral part of this Integrated Annual Report and is in accordance with the requirements laid out in the Listing Regulations.

b) The Company follows all relevant Accounting Standards while preparing the Financial Statements.

(vii) Certification by Practicing Company Secretary

As per the Listing Regulations, the Company has obtained a certificate from the Company Secretary in practice that none of the Directors on the Board of the Company has been debarred or disqualified, from being appointed or continuing as Directors, by SEBI / Ministry of Corporate Affairs ('MCA') or any such authority and the same is appended as an Annexure to this Report.

(viii) Total Fees paid to Statutory Auditors

For the year ended 31st March 2026, our Company and its subsidiaries have paid a consolidated sum of ₹ 15.38 crore to the statutory auditors and all entities in the network firm / network entity of which the statutory auditor is a part.

The details of fees paid to Statutory Auditors are as under:

(₹ in crore)

Sr. No	Entity Name	KKC & Associates LLP and its affiliates	B S R & Co. LLP and its affiliates	Total
1	Grasim Industries Limited			
	Audit	2.50	2.50	5.00
	Others	0.06	0.02	0.08
Total		**2.56**	**2.52**	**5.08**
Subsidiaries				
2	UltraTech Cement Limited	3.88	1.55	5.43
3	Aditya Birla Capital Limited	1.42	-	1.42
4	Other Subsidiaries	3.45	-	3.45
Grand Total		**11.31**	**4.07**	**15.38**

(ix) Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

Our Company is committed to provide a work environment that ensures every employee is treated with dignity, respect and afforded equal treatment. As per the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 ("POSH Act") and Rules made thereunder, our Company has formed an Internal Committee to address complaints pertaining to sexual harassment in the workplace. The policy mandates prevention of sexual harassment and to ensure a free and fair enquiry process with clear timelines for resolution. To build awareness, our Company has been conducting online training programmes on a periodic basis.

Details of complaints under POSH Act are as under:

a. Number of complaints at the beginning of the financial year: 2

b. Number of complaints filed during the financial year: 8

c. Number of complaints disposed of during the financial year: 8

d. Number of complaints pending as at end of the financial year: 2

(x) Loans and advances in the nature of loans to firms/companies in which directors are interested by name and amount

There have been no loans or advances extended by the Company or its subsidiaries, which bear resemblance to loans, to any firms or companies where the Directors of the Company hold an interest.

(xi) Details of material subsidiaries of the listed entity

Sr. No.	Name of the material subsidiary	Date of Incorporation	Place of Incorporation	Name of Statutory Auditor(s)	Date of appointment of Statutory Auditor(s)
1	Aditya Birla Capital Limited	15/10/2007	Veraval, Gujarat	• M.M. Nissim & Co, LLP, Chartered Accountants	16th August 2024
				• KKC & Associates LLP, Chartered Accountants	14th August 2025
2	UltraTech Cement Limited	24/08/2000	Mumbai, Maharashtra	• M/s. BSR & Co. LLP, Chartered Accountants	12th August 2020
				• M/s. KKC & Associates LLP, Chartered Accountants	18th August 2021
				• M/s. Deloitte Haskins & Sells LLP, Chartered Accountants	19th August 2025

(xii) Disclosure of certain types of agreements binding listed entities

There are no agreements that require disclosure under clause 5A of paragraph A of Part A of Schedule III of the SEBI Listing Regulations.

(xiii) CEO / CFO Certification

In terms of provisions of Regulation 17(8) of the Listing Regulations, certificate from Managing Director and Chief Financial Officer of the Company is appended as an Annexure to this Report.

(xiv) Website

Our Company's website at www.grasim.com has a dedicated section for investor relations containing the Financial Results, Shareholding Pattern, Annual Reports, Quarterly Reports, updates/intimations filed with Stock Exchange(s), various policies adopted by the Board. Other general information like history of the Company, business carried out by the Company, details of the Board, Key Managerial Personnel and Business Heads of the Company, is also available on the Company's website.

(xv) Status of Compliance of Non-mandatory Requirement

a. Our Company maintains a separate office for the Non-Executive Chairman. All necessary infrastructure and assistance are made available to enable him to discharge his responsibilities.

b. Financial results of the Company are being sent to the shareholders on quarterly basis through email.

c. There are no audit qualifications on the Financial Statements of the Company for the financial year ended 31st March 2026.

d. The position of the Chairman of the Board and the Managing Director is separate and the Chairman is a Non-Executive Director and not related to Managing Director of the Company.

e. The Internal Auditors have direct access to the Audit Committee and their representative participates in the Audit Committee meetings and present their observations to the Audit Committee when the internal audit matter is discussed.

Report on Corporate Governance

This Report on Corporate Governance forms an integral part of this Integrated Annual Report. The Company is fully compliant with all the provisions of the Listing Regulations, as applicable to the Company.

Compliances

1. The Company confirms the compliances with Corporate Governance requirements as specified in the Listing Regulations.
2. A Certificate from the Statutory Auditor, confirming compliance with all the conditions of Corporate Governance as stipulated in the Listing Regulations, is given as **'Annexure B'** to the Board's Report and forms part of this Integrated Annual Report.
3. There is a separate section for general Shareholder Information, which forms an integral part of this Integrated Annual Report.
4. Name and Designation of Compliance Officer: Mr. Neelabja Chakrabarty, Company Secretary.
5. During the year, all recommendations of the Committees of the Board, have been accepted by the Board.

Code Of Conduct

Declaration

As provided under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board of Directors and the Senior Management Personnel have affirmed compliance with the Code of Conduct for Board Members and Senior Management for the year ended 31st March 2026.

Himanshu Kapania
Managing Director
DIN: 03387441

Place: Mumbai
Date: 20th May 2026

CEO / CFO Certification

The Board of Directors
Grasim Industries Limited

We certify that:

A. We have reviewed the Financial Statement read with the Cash Flow Statement of Grasim Industries Limited ("the Company") for the year ended 31st March 2026 and to the best of our knowledge and belief:

(1) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;

(2) these statements together present a true and fair view of the Company's affairs and are in compliance with the existing accounting standards, applicable laws and regulations.

B. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's Code of Conduct.

C. We are responsible for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of the internal control systems of the Company pertaining to financial reporting. We have disclosed to the Company's Auditors and the Audit Committee of the Company's Board of Directors, deficiencies in the design or operation of internal controls, if any, of which we are aware and the steps taken or proposed to be taken to rectify the deficiencies.

D. We have indicated to the Auditors and the Audit Committee:

(1) significant changes in the internal control over financial reporting during the year;

(2) significant changes in accounting policies during the year, if any, and that the same have been disclosed in the Notes to the Financial Statement;

(3) instances of significant fraud of which we have become aware and the involvement therein, if any, of the Management or other employee having a significant role in the Company's internal control system over financial reporting.

Himanshu Kapania
Managing Director
DIN: 03387441

Hemant Kumar Kadel
Chief Financial Officer

Place: Mumbai
Date: 20th May 2026

Certificate of Non-Disqualification of Directors

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10) (i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

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

We, BNP & Associates have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Grasim Industries Limited having CIN: L17124MP1947PLC000410** and having its registered office at P.O. Birlagram, Nagda, Ujjain - 456331 Madhya Pradesh (hereinafter referred to as '**the Company**'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications [including verification of Directors Identification Number (DIN) status] in terms of the portal of Ministry of Corporate Affairs Government of India (MCA) www.mca.gov.in as considered necessary and pursuant to explanations furnished to us by the Company and its officers, we hereby certify that none of the Directors on the Board of the Company as stated below, for the financial year ended on 31st March, 2026 have been debarred or disqualified from appointment or continuing as Directors of the Company by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or by any other statutory regulatory authority.

Sr. No.	DIN	Name of the Directors	Designation	Date of Appointment*
1.	00012813	Mr. Kumar Mangalam Birla	Chairman; Non-Executive - Non-Independent Director	14/10/1992
2.	00022995	Smt. Rajashree Birla	Non-Executive - Non-Independent Director	14/03/1996
3.	06625036	Ms. Ananyashree Birla	Non-Executive - Non-Independent Director	06/02/2023
4.	08456879	Mr. Aryaman Vikram Birla	Non-Executive - Non-Independent Director	06/02/2023
5.	00118188	Ms. Anita Ramachandran	Non-Executive - Independent Director	14/08/2018
6.	00181969	Mr. Mohanraj Narendranathan Nair	Non-Executive - Independent Director	12/07/2019
7.	01055000	Mr. Yazdi Piroj Dandiwala	Non-Executive - Independent Director	06/02/2023
8.	06559989	Mr. Ashvin Dhirajlal Parekh	Non-Executive - Independent Director	23/08/2024
9.	03126243	Mr. Venkatadri Chandrasekaran	Non-Executive - Independent Director	24/05/2021
10.	00020403	Mr. Adesh Kumar Gupta	Non-Executive - Independent Director	24/05/2021
11.	00005290	Mr. Haigreve Khaitan	Non-Executive - Independent Director	26/09/2024
12.	10090437	Mr. Mukkavilli Jagannath	Non-Executive - Non-Independent Director	26/09/2024
13.	00060017	Mr. Sushil Agarwal	Non-Executive -Non-Independent Director	08/02/2024
14.	03387441	Mr. Himanshu Kapania	Executive Director, Managing Director	01/04/2025

*Date of appointment of Directors are as appearing on MCA Portal.

Ensuring the eligibility of every director for appointment/continuity on the Board is the responsibility of the Management of the Company. We further state that this certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the Management of the Company has conducted the affairs of the Company.

For **BNP & Associates**
Company Secretaries
[Firm Regn. No. P2014MH037400]
PR No.: - 7353/2025

Avinash Bagul
Partner
FCS No.: 5578 COP No.:19862
UDIN: F005578H000413975

Date: 20th May, 2026
Place: Mumbai

Shareholder Information

1

Corporate Identification Number (CIN)

L17124MP1947PLC000410

2

Registered Office

P.O. Birlagram, Nagda - 456331 Dist. Ujjain, Madhya Pradesh, India
Tel: (07366) 246766

3

Email ID

grasim.secretarial@adityabirla.com

4

Website

www.grasim.com

1. Annual General Meeting

1

Day, Date, Time and Venue

Friday, 21st August 2026 at 11.30 a.m. (IST) through Video conferencing (VC) / Other Audio Visual Means (OAVM)

2

Participation through VC/OAVM for Annual General Meeting ('AGM')/ Webcast

https://emeetings.kfintech.com

3

Deemed Venue

Registered office:

P.O. Birlagram, Nagda - 456331 Dist. Ujjain, Madhya Pradesh, India

4

E-voting Dates

Monday, 17th August 2026 (9.00 a.m. IST) to Thursday, 20th August 2026 (5.00 p.m. IST)

2. Dividend

1

Record Date

Friday, 7th August 2026

2

Dates of Book Closure

Saturday, 8th August 2026 to Friday, 21st August 2026 (inclusive of both days)

3

Dividend Payment

Within 7 working days from the date of declaration

3. Financial Calendar for Reporting

The Company's financial year begins on 1st April and ends on 31st March. Our tentative calendar for declaration of financial results and 80th Annual General Meeting of the Company for the Financial Year 2026-27 are as follows:

1	**Quarter ending**	30th June 2026	30th September 2026	31st December 2026	31st March 2027
2	**Board Meeting Dates**	On or before 14th August 2026	On or before 14th November 2026	On or before 14th February 2027	On or before 30th May 2027
3	**AGM for the Year ending 31st March 2027**	On or before 31st August 2027			

4. Listing Details

(a) Equity Shares, Non-Convertible Debentures, Commercial Papers and Global Depository Receipts ('GDRs'):

Equity Shares and Non-convertible Debentures*	Commercial Paper	GDRs
BSE Limited ('BSE') Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400001	**BSE Limited ('BSE')** Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400001	**Luxembourg Stock Exchange ('LSE')** 35A Boulevard Joseph II L-1840 Luxembourg
National Stock Exchange of India Limited ('NSE') Exchange Plaza, C-1, Block G, Bandra-Kurla Complex, Bandra (East), Mumbai - 400051		

*The details of listing of Non-convertible Debentures are forming part of this Report

Note: Annual Listing Fee for the financial year 2026-27 has been paid to all Stock Exchanges (BSE, NSE, Luxembourg Stock Exchange) and no amount is outstanding.

The fees to National Securities Depository Limited ('NSDL') and Central Depository Services (India) Limited ('CDSL') has been paid and no amount is outstanding

(b) Name and address of Trustees for the Debenture holders

IDBI Trusteeship Services Limited

Universal Insurance Building, Ground Floor, Sir P.M Road, Fort, Mumbai, Maharashtra – 400 001
Tel: 022 40807000 E-mail: itsl@idbitrustee.com

Axis Trustee Services Limited

The Ruby, 2nd Floor, SW, 29, Senapati Bapat Marg, Dadar West, Mumbai – 400028
Tel: 022 62300451 E-mail: debenturetrustee@axistrustee.in

(c) Overseas Depository for GDRs:

Citibank N.A.

Depository Receipt Services
388 Greenwich Street, 26th Floor, New York, NY - 10013
Tel: +212-723-4483; Fax: +212-723-8023

(d) Domestic Custodian of GDRs:

Citibank N.A.

Custodial Services
FIFC, 11th Floor, C 54 & 55, G Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400051

(e) Non-Convertible Debentures

The Company has issued Fully paid, Unsecured, Listed, Rated, Redeemable, Rupee Denominated Non-Convertible Debentures ('NCDs'). The details of outstanding NCDs as on 31st March 2026 are as under:

Series	Date of Issue	ISIN	Principal Amount (₹ in crore)	Maturity Date	Listed on	Debenture Trustee
Series 21-22 I 6.99% GIL 2031	5th April 2021	INE047A08182	1,000	4th April 2031	BSE and NSE	IDBI Trusteeship Services Limited
Series 22-23 I, 7.50% GIL 2027	10th June 2022	INE047A08190	1,000	10th June 2027		
Series 22-23 II, 7.63% GIL 2027	1st December 2022	INE047A08208	1,000	1st December 2027		
Series 7.21% GIL 2034, Series I	19th December 2024	INE047A08232	2,000	19th December 2034	BSE	Axis Trustee Services Limited
6.56% GIL 2030, Series I	6th June 2025	INE047A08240	1,000	6th June 2030		
Series 23-24 I 7.25% GIL 2034	22nd March 2024	INE047A08224	1,250	22nd March 2034	Unlisted	

(f) Commercial Papers

There are no outstanding Commercial Papers as on 31st March 2026. During the year, the following Commercial Papers were redeemed.

Series	Principal Amount (₹ in crore)	Maturity Date
GIL-15-4-2025-CP	250.00	15th April 2025
GIL-16-06-25-CP	500.00	16th June 2025
GIL-15-07-25-CP	500.00	15th July 2025
GIL-24-07-25-CP	500.00	24th July 2025
GIL-12-9-25-CP	500.00	12th September 2025
GIL-15-9-25-CP	500.00	15th September 2025
GIL-23-10-25-CP	500.00	23rd October 2025
GIL-05-12-25-CP	500.00	05th December 2025
GIL-11-12-25-CP	500.00	11th December 2025
GIL-12-12-25-CP	500.00	12th December 2025
GIL-05-03-26-CP	500.00	05th March 2026
GIL-11-3-26-CP	500.00	11th March 2026
GIL-12-3-26-CP	250.00	12th March 2026
GIL-18-3-26-CP	500.00	18th March 2026

5. Stock Code

	Stock Code	Reuters	Bloomberg
BSE	500300	GRAS.BO	GRASIM IB Equity
NSE	GRASIM	GRAS.NS	GRASIM IS Equity
LSE	-	GRAS.LU	GRAS LX
ISIN of Equity Shares	INE047A01021	-	-
ISIN of GDRs	US3887061030 US3887064000	-	-

6. Market Capitalisation

(₹ in Crore)

Financial Year Ended	BSE	NSE
31st March 2021	95,555	95,453
31st March 2022	1,09,590	1,09,540
31st March 2023	1,07,489	1,07,502
31st March 2024	1,52,956	1,52,876
31st March 2025	1,77,870	1,77,710
30th March 2026*	1,73,912	1,74,072

*30th March 2026 was the last trading day of the financial year.

7. Special Window Lodgement for Transfer and Dematerialisation of Physical Securities

Securities and Exchange Board of India ('SEBI') had discontinued transfer of physical shares from 1st April 2019. Pursuant to SEBI Circular No. HO/38/13/11(2)2026-MIRSD-POD/I/3750/2026 dated 30th January 2026. In order to facilitate the Investors, the SEBI has decided to open another special window for one year from 5th February 2026 to 4th February 2027. All shares re-lodged during this period will be processed through the transfer–cum–demat route i.e. they will only be issued in dematerialised (demat) form after transfer and the same will be subject to a lock-in of one year. Shareholders who have missed the earlier deadline for re-lodgement of transfer deeds are once again encouraged to take advantage of this opportunity by furnishing the necessary documents to the Company's Registrar and Share Transfer Agent ('RTA')- Kfin Technologies Limited and in case of any clarification, concerned shareholders can get in touch with the Company and RTA. In view thereof, newspaper advertisements has also been published in an interval of every two months.

8. Distribution of Shareholding and Dematerialisation of Shares and Liquidity as on 31st March 2026

(a) Fully paid-up equity shares:

No. of Equity Shares held	No. of Shareholders*	% of Shareholders	No. of Shares Held	% Shareholding
1-100	1,82,955	71.90	45,65,847	0.67
101-200	26,561	10.44	40,26,384	0.59
201-500	23,975	9.42	77,71,055	1.14
501-1,000	10,190	4.00	72,49,165	1.07
1,001-5,000	8,492	3.34	1,71,02,962	2.51
5,001-10,000	988	0.39	68,56,716	1.01
10,001 & above	1,294	0.51	63,29,52,187	93.01
Total	**2,54,455**	**100.00**	**68,05,24,316**	**100.00**

*Folio based.

(b) Partly paid-up equity shares (₹ 1.00 paid-up)

No. of Equity Shares held	No. of Shareholders*	% of Shareholders	No. of Shares Held	% Shareholding
1-100	1,960	98.59	19,880	65.04
101-200	16	0.81	2,192	7.17
201-500	9	0.45	3,225	10.55
501-1,000	1	0.05	1,000	3.27
1,001-5,000	2	0.10	4,268	13.97
Total	**1,988**	**100.00**	**30,565**	**100.00**

*Folio based

(c) Partly paid-up equity shares: (₹ 0.50 paid-up)

No. of Equity Shares held	No. of Shareholders*	% of Shareholders	No. of Shares Held	% Shareholding
1-100	1,709	97.94	14,542	56.59
101-200	22	1.26	3,207	12.48
201-500	11	0.63	4,073	15.85
501-1,000	2	0.11	1,618	6.30
1,001-5,000	1	0.06	2,255	8.78
Total	**1,745**	**100.00**	**25,695**	**100.00**

*Folio based.

9. Categories of Shareholding as on 31st March 2026

Categories	No. of Shareholders$	% of Shareholders	No. of Fully paid-up Shares Held	No. of Partly paid-up Shares	Total No. of shares	% Shareholding
Promoter and Promoter Group*	26	0.01%	29,76,72,111	0	29,76,72,111	43.74%
Mutual Fund and Alternate Investment Fund	69	0.03%	4,47,94,523	0	4,47,94,523	6.58%
Banks, Financial Institution, NBFC & Insurance Companies	120	0.05%	5,68,83,976	0	5,68,83,976	8.36%
FIIs	647	0.26%	10,14,29,661	2,430	10,14,32,091	14.90%
GDRs#	1	0.00%	1,54,91,261	0	1,54,91,261	2.28%
NRIs/OCBs/Foreign Nationals	9,150	3.74%	1,81,01,935	1,374	1,81,03,309	2.66%
Central Government/ State Government(s)	7	0.00%	11,609	0	11,609	0.00%
Bodies Corporate/ Trust/ Clearing Member, etc.	6,972	2.85%	7,08,55,248	10,599	7,08,65,847	10.41%
Qualified Institutional Buyer	2	0.00%	6,15,912	0	6,15,912	0.09%
Individuals	2,27,875	93.06%	7,23,40,261	41,857	7,23,82,118	10.64%
Shares held by Employee Trust	1	0.00%	23,27,819	0	23,27,819	0.34%
Total	**2,44,870**	**100.00%**	**68,05,24,316**	**56,260**	**68,05,80,576**	**100.00%**

*Includes 3,13,20,509 (4.60%) GDRs held by Promoters/Promoter Group.

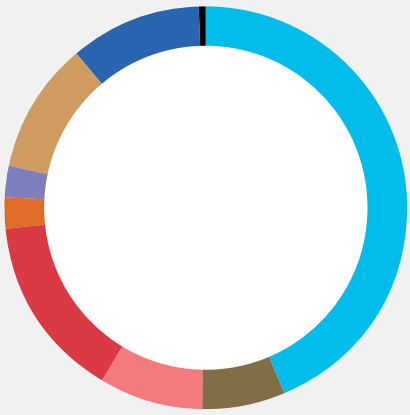
ECE Industries Ltd. and Padmavati Investment Private Limited forms part of Promoter Group, since they are not holding any share of the Company as on 31st March 2026, the same is not included in No. of shareholders.

#Excludes GDRs held by Promoters/Promoter Group

$PAN based

Note: Entire shareholding of the promoter and promoter group is in dematerialised form.

Holding%



43.74%	Promoter and Promoter Group
6.58%	Mutual Fund and Alternate Investment Fund
8.36%	Banks, Financial Institutions, NBFC & Insurance Companies
14.90%	FIIs
2.28%	GDRs
2.66%	NRIs/OCBs/Foreign Nationals
0.00%	Central Government/ State Government(s)
10.41%	Bodies Corporate/Trust/Clearing Member/Pvt. Insurance Company/IEPF etc.
0.09%	Qualified Institutional Buyer
10.64%	Individuals
0.34%	Shares held by Employee Trust

10. Outstanding GDRs/Warrants and Convertible Bonds

4,68,11,770 GDRs (Previous Year: 4,56,29,917 GDRs) are outstanding as on 31st March 2026. Each GDR represents one underlying equity share of the Company. There are no warrants/convertible bonds outstanding as on 31st March 2026.

11. Corporate Benefits to Investors

Dividend declared during the last 5 years:

Financial Year	Date of Declaration	Dividend Per Share on equity share of face value of ₹ 2/- (in ₹)
2021-22	29th August 2022	10
2022-23	25th August 2023	10
2023-24	20th August 2024	10*
2024-25	26th August 2025	10*
2025-26	21st August 2026	10*

*₹ 10/- on fully paid-up equity shares and partly paid-up equity shares in proportion to their share in the paid-up equity share capital

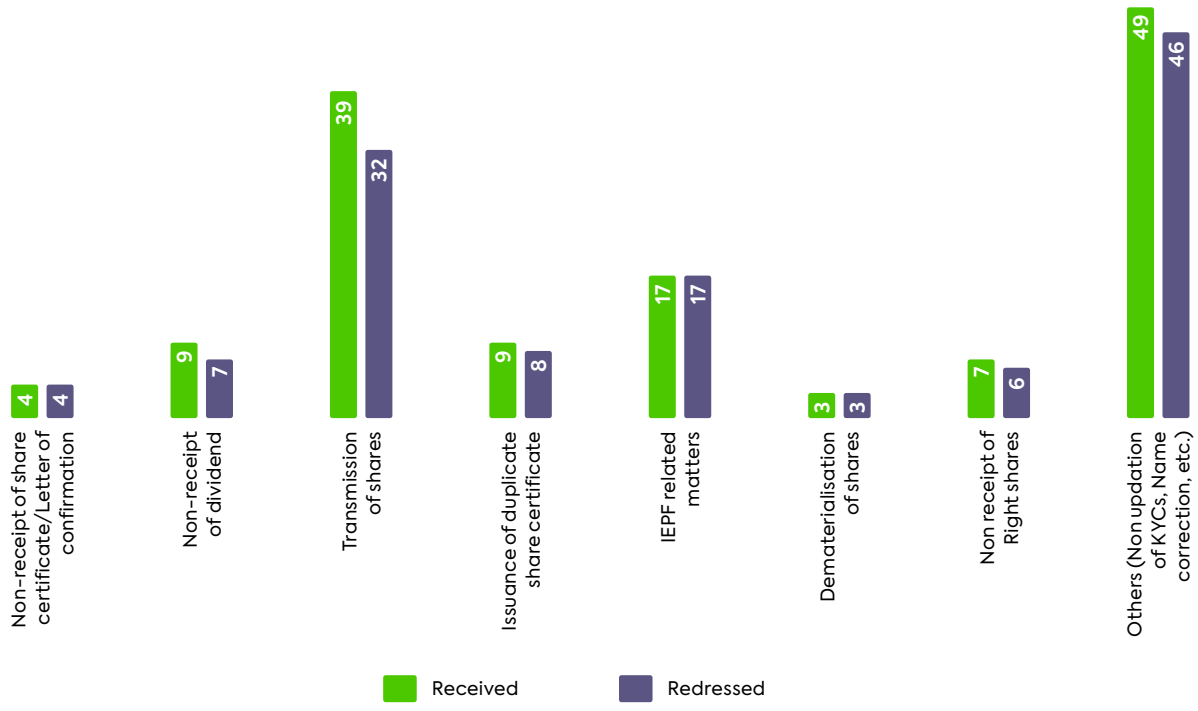
12. Share Transfer System

SEBI, effective from 1st April 2019, barred physical transfer of shares of listed companies and mandated transfers only through demat. However, investors are not barred from holding shares in physical form. We request shareholders whose shares are in physical mode to dematerialise their shares.

13. Investor Grievance Redressal

During the financial year, 137 complaints were received from the shareholders/claimants. Out of these, 123 complaints were duly resolved during the year. 14 complaints which were pending at the end of the financial year, have been resolved subsequently.

The details of complaints received and resolved during the year are provided below:



14. Foreign Exchange Risk and Hedging Activities

The Company hedges it foreign currency exposure in respect of its imports, borrowings and export receivables as per its policies. The Company uses a mix of various derivative instruments like forward covers, currency swaps, interest rate swaps, principal only swaps, collars, options or a mix of all for hedging its foreign currency exposure.

The Company does not have material exposure to any commodity for which hedging instruments are available in the financial markets and accordingly, no hedging activities for the same are carried out. Therefore, there is no disclosure to offer in terms of SEBI circular no. SEBI/HO/CFD/CMD1/CIR/P/2018/0000000141 dated 15th November 2018.

15. Credit Ratings

The Company's financial discipline and prudence is reflected in the strong credit ratings ascribed by rating agencies as given below:

Sr. No.	Nature of Instrument	Name of Credit Rating Agency	Credit Rating Assigned
1	Commercial Papers	CRISIL and ICRA	A1+
2	NCDs	CRISIL and ICRA	AAA (Stable)
3	Bank Facilities	CRISIL and CareEdge	AAA (Stable) Long Term A1+ Short Term
4	Company Rating	India Ratings and Research Private Limited	AAA (Stable)

16. Registrar and Transfer Agent (RTA) & Investor Correspondence

For any queries relating to the shares of the Company, correspondence may be addressed to the Company's RTA at:

Name	KFin Technologies Limited
Address for correspondence	Selenium Building, Tower-B, Plot No. 31 & 32, Financial District Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana, India - 500032
Email ID	einward.ris@kfintech.com
Toll Free/ Phone Number	+91-40-67162222/+91-40-7961 1000
WhatsApp Number	(+91) 910 009 4099
KPRISM (Mobile Application)	https://kprism.kfintech.com/
KFINTECH Corporate Website	https://www.kfintech.com
RTA Website	https://ris.kfintech.com
Investor Support Centre	https://ris.kfintech.com/clientservices/isc

17. Other Useful Information for Shareholders

Correspondence with the Company/RTA

Shareholders/Beneficial Owners are requested to quote their Folio No. / Demat account number, in all correspondence with the Company or its RTA.

Shareholders may send correspondence through e-mail on einward.ris@kfintech.com or grasim.secretarial@adityabirla.com

Company's Website

Shareholders are requested to visit the Company's website: www.grasim.com

- for information on investor services being offered by the Company; and
- for downloading of various forms/formats.

Common and simplified norms for investor service request

During the year, in terms of the SEBI Master Circular No. SEBI/HO/MIRSD/MIRSD-POD/P/CIR/2025/91 dated 23rd June 2025, the Company has sent individual letters on 25th September 2025 to shareholders holding shares of the Company in physical form for furnishing their PAN, KYC details and/or Choice of Nomination.

Furnishing of PAN, email address, mobile number, bank account details, specimen signature and nomination by holders of physical securities.

Pursuant to the circulars issued by the SEBI from time to time, shareholders holding securities in physical form are mandatorily required to furnish their PAN, KYC details (including postal address with PIN code, email address, mobile number, bank account details) and nomination details.

In view of the above, the shareholders are requested to submit the requisite documents and information to the Company's RTA at the earliest possible.

Any service requests or complaints received from the shareholders, will not be processed till the KYC of the shareholder is not updated. Dividend payments in respect of such folios wherein PAN or KYC details are not available shall only be made electronically, upon registering all the required details.

Shareholders holding shares in electronic form are requested to update their PAN, Bank account details, signature, mobile number, e-mail ID, address, residential status, category and other details with their relevant depositories through their depository participants.

Shareholders holding shares in physical form are required to submit Form ISR-1, ISR-2 and ISR-3 or SH-13 along with supporting documents with the Company's RTA. Shareholders may contact the RTA at einward.ris@kfintech.com and also refer details at https://www.grasim.com/investors/useful-information

KPRISM – Mobile and Web based Application

Company's RTA has launched mobile based application named 'KPRISM' and a website https://kprism.kfintech.com available for the benefit of Shareholders.

Shareholders are requested to register / signup using their Name, PAN, Mobile Number and email ID.

KPRISM enables Shareholders to view their folios, check the status of dividend or demat requests, add reminders for General Meetings and e-Meeting and e-Voting details.

Senior Citizens – Investor Support

In order to enhance the experience for Senior Citizen Shareholders (above 60 years of age), a Senior Citizen investor cell has been formed by our RTA, to exclusively assist the Senior Citizens in redressing their grievances, complaints and queries. The special cell closely monitors the queries and requests received from Senior Citizens through this channel and handholds them at every stage of the service request till closure of the request.

Senior Citizens wishing to avail this service can send their communications with the below details at senior.citizen@kfintech.com. Senior citizen shareholders are required to provide the following details:

- ID proof showing Date of Birth
- Folio Number
- Company Name
- Nature of Grievance

A dedicated Toll-Free number for Senior Citizens can also be accessed at 1-800-309-4006 for any queries or information.

Dematerialisation

Dematerialisation requests, duly completed in all respects are normally processed within 15 days from the date of receipt by the RTA.

Shareholders are requested to note that if the physical documents, viz. Dematerialisation Request Form (DRF), Share Certificates, etc., are not received by the RTA from the respective Depositary Participants (DPs) within a period of 15 days from the date of generation of the Dematerialisation Request Number (DRN) for dematerialisation, the DRN will be treated as rejected/ cancelled.

Shareholders holding equity share(s) of the Company in physical form are requested to get their equity share(s) converted into dematerialised form to get inherent benefits of dematerialisation.

The mode of holding shares as on 31st March 2026 is as under:

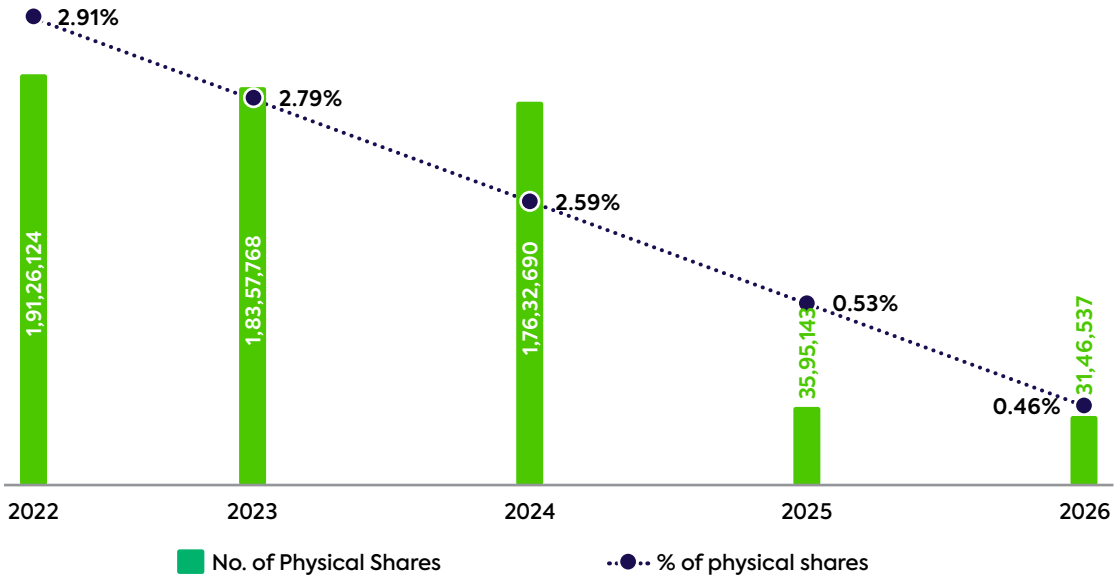
Sr. No.	Mode of Holding	No. of Shareholders	Total No. of Shares	% of Total Shareholding
1	NSDL*	1,34,660	61,80,32,484	90.81
2	CDSL^	99,510	5,94,01,555	8.73
3	Physical	21,083	31,46,537	0.46
Total		**2,55,253**	**68,05,80,576**	**100**

*Includes 35,406 partly paid-up shares held by 2,247 shareholders

^Includes 20,854 partly paid-up shares held by 1,486 shareholders

Reduction in number of physical shares

As on 31st March 2026, number of physical shares has been decreased from 1,91,26,124 shares (2.91%) to 31,46,537 shares (0.46%) over the last 5 financial years i.e. from 2022 to 2026.



Non-Resident Shareholders

Non-Resident Shareholders are requested to immediately notify the following to the RTA of the Company in respect of shares held in physical form and to their DPs in respect of shares held in dematerialised form:

- Indian address, if available, for sending all communications, if not provided earlier;
- Change in their residential status on return to India for permanent settlement;
- Particulars of the NRE Bank Account maintained with a bank in India, if not furnished earlier (Please send a copy of cancelled cheque);
- E-mail ID and Contact No.(s)

Unclaimed Shares/Dividend

Pursuant to Sections 124 of the Companies Act, 2013 ('the Act') read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, ('IEPF Rules') as amended from time to time, dividend that remained unpaid or unclaimed for a period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ('IEPF').

Further, shares in respect of dividends have not been claimed for a period of 7 consecutive years are also liable to be transferred to IEPF. In the interest of the shareholders, the Company sends periodic reminders to the shareholders to claim their dividends to avoid transfer of dividend/shares to IEPF. Notices in this regard are also published in the newspapers and

the details of unclaimed dividend and shareholders whose shares are liable to be transferred to the IEPF, are uploaded on the Company's website.

During the financial year 2025–26, the Company transferred unclaimed dividend pertaining to the financial year 2017–18 to the IEPF. Further, equity shares in respect of which dividend had not been claimed for seven consecutive years or more have also been transferred to the IEPF.

Statement of amount credited to IEPF during the year:

Sr. No.	Name of the Company	Amount credited (in ₹)	Financial year to which the amount relates
1	Grasim Industries Limited	2,19,80,980.00	2017-18

	Total number of shares (Face value of ₹ 2 each)	Total nominal amount
Shares Transferred to IEPF during the year	2,49,583	4,99,166

Details of unpaid/unclaimed dividend and equity shares for the financial year 2017-18 are uploaded on the website of the Company as well as that of the Ministry of Corporate Affairs, Government of India ('MCA').

No claim shall lie against the Company in respect of unclaimed dividend amount and equity shares transferred to the IEPF, pursuant to the IEPF Rules.

The due date of transfer of unpaid/unclaimed dividend to IEPF are as under:

Financial Year	Due Date of Transfer
2018-19	23rd September 2026
2019-20	15th October 2027
2020-21	28th September 2028
2021-22	30th September 2029
2022-23	26th September 2030
2023-24	21st September 2031
2024-25	29th September 2032

IEPF Refund

Shareholders whose dividends and/or shares are transferred to IEPF, can claim the same from the IEPF Authority after complying with the procedure prescribed in the IEPF rules.

Unclaimed shares in Physical Form

Pursuant to Regulation 39(4) of the Listing Regulations read with Schedule VI 'Manner of dealing with Unclaimed Shares' share certificates which have been returned as 'undelivered' by the postal authorities, if any, has to be dematerialised and held by the Company in its 'Unclaimed Suspense Account'.

In terms of Schedule VI of the Listing Regulations, Company had initiated appropriate steps on unclaimed shares by transferring and dematerialising them into one folio in the name of 'Grasim Industries Limited Unclaimed Suspense Account'.

All corporate benefits on such shares viz., bonus, split, etc. shall be credited to the unclaimed suspense account as applicable for a period of seven (7) years and thereafter such shares shall be transferred to IEPF in accordance with the provisions of IEPF Rules read with Section 124(6) of the Act.

The details of transactions carried out in 'Grasim Industries Limited Unclaimed Suspense Account' during the year are as under:

Particulars	No. of shareholders	No. of shares
Outstanding at the beginning of the year i.e. 1st April 2025	1,002	1,14,833
Shareholders/Legal Heirs who approached the Company and to whom shares were transferred from the Unclaimed Suspense Account during the year upon receipt and verification of necessary documents	(20)	(1,919)
Number of shares transferred to IEPF Authority during the year	(80)	(4,857)
Outstanding at the end of the year i.e. 31st March 2026	902	1,08,057*

*Voting Rights in respect of the aforesaid shares held in the Unclaimed Suspense Account remain frozen till shares are claimed by the concerned shareholders and the shares are credited in their demat account.

Shares in Suspense Escrow Demat Account

In terms of SEBI Circular, the Company has credited the shares into 'Grasim Industries Limited Suspense Escrow Demat Account', in cases where the Letter of Confirmation has not been submitted to DP within 120 days from the date of issuance.

Shareholders whose shares are lying in Suspense Escrow Demat Account of the Company are requested to claim the same by submitting duly filed and signed Form ISR-4 along with copy of CML, PAN card and address proof.

The details of transactions carried out in 'Grasim Industries Limited Suspense Escrow Demat Account' during the year are as under:

Particulars	No. of shareholders	No. of shares
Outstanding at the beginning of the year i.e. 1st April 2025	59	10,040
Number of shares transferred to Suspense Escrow Demat Account during the year	23	1,932
Shareholders who approached the Company and to whom shares were transferred from the Suspense Escrow Demat Account during the year	(19)	(2,398)
Outstanding at the end of the year i.e. 31st March 2026	63	9,574

Rights equity shares in Suspense Escrow Demat Account:

In terms of the provisions of SEBI Rules and Regulations, the Company has credited the Rights equity shares into 'Grasim Industries Limited Suspense Escrow Demat Account' (Rights equity shares), in those cases where the Rights equity shares were not credited to the demat account of the respective shareholders on account of various reasons stated by the Depositories. In case your shares are lying in Rights equity share suspense account, you are requested to claim the same by submitting Form ISR 4 along with request letter, copy of Client Master List ('CML') and PAN card.

The details of transactions carried out in 'Grasim Industries Limited Suspense Escrow Demat Account' (Rights Shares) during the year are as under:

Particulars	No. of shareholders	No. of shares
Outstanding at the beginning of the year i.e. 1st April 2025	131	1,411
Shareholders who approached the Company and to whom shares were transferred from the Suspense Escrow Demat Account during the year	(21)	(433)
Outstanding at the end of the year i.e. 31st March 2026	110	978

Service of documents in Electronic Form

In compliance with various MCA and SEBI Circulars, Notice of the AGM along with the Annual Report for the year is being sent only through electronic mode to those Shareholders whose e-mail IDs are registered with the RTA/Depositories.

Shareholders may note that the Notice and Annual Report for the year ended 31st March 2026 is also available on the Company's website at www.grasim.com, websites of the Stock Exchanges i.e. BSE and NSE at www.bseindia.com and www.nseindia.com respectively, and on the website of RTA at https://evoting.kfintech.com

Link for availing the electronic communication (Green Initiative) – https://www.grasim.com/investors/green-initiative

18. Corporate Office and Plant Locations:

Corporate Office:

Name	Address
Corporate Office	A-2, Aditya Birla Centre, S.K. Ahire Marg, Worli, Mumbai - 400030 (022) 24995000/66525000

B2B E-commerce Office:

Name	Address
Birla Pivot	Marathahalli, Sarjapur Outer Ring Road, 8th Floor Umiya Business Bay2, Cessna Business Park, Bengaluru, Karnataka, 560037

Plant Locations:

Cellulosic Staple Fibre ('CSF'):

Name	Address
Staple Fibre & Excel Fibre Division	Birlagram, Nagda, Dist: Ujjain, Madhya Pradesh - 456 331
Harihar Polyfiber Division	Harihar, Dist. Haveri Kumarapatnam - 581 123, Karnataka
Grasilene Division	Harihar, Dist. Haveri Kumarapatnam - 581 123, Karnataka
Birla Cellulosic Division & Excel Fibre Division	Birladham, Kharach, Kosamba - 394 120, Dist. Bharuch, Gujarat
Grasim Cellulosic Division	Plot No. 1, GIDC Vilayat Industrial Estate P. O. Vilayat, Taluka: Vagra, Dist. Bharuch – 392 012, Gujarat

Chemical:

Name	Address
Chemical Division, Nagda	Birlagram, Nagda, Dist: Ujjain, Madhya Pradesh - 456 331
Chemical Division, Vilayat	Plot No. 1, GIDC Vilayat Industrial Estate P.O. Vilayat Taluka: Vagra, Dist. Bharuch - 392 012, Gujarat
Chemical Division, Rehla	Garhwa Road, P. O.- Rehla, Dist.: Palamu, Jharkhand – 822 124
Chemical Division, Karwar	P. O. Binaga - 581 307, Karwar Dist.: Uttar Kannada, Karnataka, India
Chemical Division, Renukoot	P. O. Renukoot - 231 217, Dist. – Sonebhadra, Uttar Pradesh
Chemical Division, Ganjam	P. O. Jayshree - 761 025, Dist. Ganjam (Odisha)
Chemical Division, Balabhadrapuram	P. O. Balabhadrapuram - Survey No. 1, 2, 3, 4, Kanedu Metta Road, Balabhadrapuram, East Godavari - 533 343, Andhra Pradesh
Chemical Division, Indian Rayon	Veraval – 362 266, Dist. Gir, Somnath, Gujarat
Chemical Division at Century Rayon	Murbad Road, Shahad Station, Kalyan - 421 301, Dist. - Thane, Maharashtra

Salt Works:

Name	Address
Salt Pan at Singach	P.O. Singach, Via - Vadinar, Dist. - Jamnagar, Gujarat, 361 010

Specialty Chemicals (Epoxy Polymers & Curing Agents):

Name	Address
Grasim Epoxy Division, Vilayat	Plot No. 1, GIDC Vilayat Industrial Estate, P. O. Vilayat, Taluka: Vagra, Dist. Bharuch - 392 012 Gujarat

Textile:

Name	Address
Vikram Woollens	Plot GH I to IV, Ghironghi, Industrial Area Malanpur - 477 117 Dist. Bhind, Madhya Pradesh
Jaya Shree Textiles	P. O. Prabhas Nagar - 712 249, Dist. Hooghly, West Bengal
Grasim Premium Fabric	Plot No. T-8, Five Star MIDC, Kagal - Hatkanangle, Kasba Sangaon, Kolhapur - 416 236, Maharashtra
Chemical Division, Renukoot	P. O. Renukoot - 231 217, Dist. – Sonebhadra, Uttar Pradesh

Cellulosic Fashion Yarn ('CFY'):

Name	Address
Indian Rayon	Indian Rayon Compound, Veraval – 362 266, Dist. Gir, Somnath, Gujarat
Century Rayon*	Murbad Road, Shahad - 421 103, Dist. - Thane, Maharashtra

*Under right to manage and operate agreement.

Insulators:

Name	Address
Aditya Birla Insulators, Rishra	P. O. Prabhas Nagar, Rishra Dist. Hooghly - 712 249, West Bengal
Aditya Birla Insulators, Halol	P. O. Meghasar Taluka, Halol Dist. Panchmahal, Gujarat – 389 330

Paints:

Name	Address
Birla Opus, Mahad	Plot No. A-1,Village Kamble, Turf Birwadi, Mahad Industrial Area, Raigad, Maharashtra, 402309
Birla Opus, Chamarajnagar	Plot No. 147A, 147B & 147C Corner, Badanaguppe Kellamballi Industrial Area, Karnataka, 571313
Birla Opus, Cheyyar	Plot No. A-3-1 A-4-2, Phase 2, SIPCOT Industrial Complex, Mahajanambakkam Village, Cheyyar Thaluk, Tiruvannamalai, Tamil Nadu, 631701
Birla Opus, Ludhiana	Plot Nos. B1 and D 02 P, Hi Tech Cycle Valley, Dhanansu, Ludhiana, Punjab – 141112
Birla Opus, Panipat	Plot No. 48-62, HSIIDC, Industrial Estate, Refinery Road, Panipat, Haryana, 132140
Birla Opus, Kharagpur	H3, H4, H5, Vidyasagar Industrial Park, Paschim Medinipur, Kharagpur West Bengal – 721301

19. Redressal Agencies for Shareholders

Regulatory Authorities:	
Ministry of Corporate Affairs (MCA) 3rd Floor, Kartavya Bhawan-1, New Delhi-110001 Tel.: (011) 23381295 Web: www.mca.gov.in	**Securities and Exchange Board of India (SEBI)** Plot No.C4-A, 'G' Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400051 Tel.: (022) 26449000 / 40459000 Web: www.sebi.gov.in
Stock Exchanges:	
BSE Limited (BSE) Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400001 Tel.: (022) 22721233 / 34 Fax: (022) 22721919 Web: www.bseindia.com	**National Stock Exchange of India Limited (NSE)** 'Exchange Plaza', C-1, Block G, Bandra-Kurla Complex, Bandra (East), Mumbai - 400051 Tel.: (022) 26598100/8114 Fax: (022) 26598120 Web: www.nseindia.com
Depositories:	
National Securities Depository Limited (NSDL) 3rd Floor, Naman Chamber, G Block, Plot No- C-32, Bandra Kurla Complex, Bandra (East), Mumbai, Maharashtra - 400051 Tel.: (022) 4886 7000 Web: https://nsdl.co.in	**Central Depository Services (India) Limited (CDSL)** Marathon Futurex, A-Wing, 25th Floor, N. M. Joshi Marg, Lower Parel, Mumbai – 400013 Tel.: 1800-21-09911 Web: www.cdslindia.com

20. Investor Grievance & Online Dispute Resolution Mechanism

SEBI, vide Master Circular No. SEBI/HO/OIAE/OIAE_IAD-3/P/CIR/2023/195 dated 31st July 2023 (as updated on 28th December 2023), has stipulated that a shareholder/claimant must first address any grievance by lodging a complaint directly with the concerned listed entity.

If the grievance is not resolved satisfactorily, the shareholder/claimant may escalate the matter through the SCORES Portal in accordance with the prescribed guidelines and procedures.

After exhausting all available avenues for grievance redressal, and if the shareholder/claimant remains dissatisfied with the outcome, he/she/they may initiate dispute resolution through the Online Dispute Resolution (ODR) Portal.

Further, SEBI vide this circular has introduced a mechanism to streamline and strengthen the existing dispute resolution framework in the Indian securities market. This mechanism enhances the level of regulatory supervision by SEBI over disputes between aggrieved parties, and any order passed through the Online Dispute Resolution (ODR) process is binding on all parties to the dispute.

Pursuant to the aforementioned circulars, an aggrieved party may initiate proceedings through the ODR Portal if the grievance lodged with the concerned Company is not satisfactorily resolved or at any stage of the subsequent escalation process, including through the SCORES platform.

The shareholders can access the SEBI SCORES 2.0 & ODR Portal at https://scores.sebi.gov.in & https://smartodr.in/login

Framework for handling and monitoring of investor complaints received through SCORES

Stage 1

Approach to Company and Share Transfer Agent of the Company

Investors are requested to first approach the Company and/ or Registrar and Share Transfer Agent in accordance with the Investor's Grievance Redressal Policy of the Company

Stage 2

Lodgement of complaints on SCORES Portal

If a Shareholder is unhappy with the company's response, they can lodge a complaint on the SCORES Portal. This will be forwarded to the Company, with a copy sent to the Stock Exchanges for monitoring.

Stage 3

Submission of Action Taken Report by the Company

The Company will upload the Action Taken Report [MATR"] within 21 days from the date of receipt of complaint which will be automatically routed to the complainant through SCORES Portal.

Stage 4

First Review of the complaint

If the complainant is dissatisfied with the ATR within 15 days, or if the Company fails to submit it within 21 days, the Designated Body will review the complaint. The Company must then provide the ATR or clarification within the timeline set by the Designated Body, which will upload the ATR on SCORES within 10 days of the review.

Stage 5

Second Review of the Complaint

If the complainant is dissatisfied with the ATR from Designated Body within 15 days, or if no ATR is received within 10 days, SEBI may conduct a second review. The complaint is resolved or closed only when SEBI formally disposes of it.l

Stage 6

Online Dispute Mechanism/ Other Civil Remedies

After examination or SEBI review, complaints will be closed on the SCORES Portal with closure remarks. SEBI may suggest the Online Dispute Resolution Mechanism if needed, and complainants have other options as well

Contact Details

Address: Ground Floor, Jeevan Vihar Building, 3, Sansad Marg,
New Delhi – 110 001
e-mail Id: iepf@mca.gov.in
Tel.: 1800 114 667

Company:

Nodal Officer: Mr. Neelabja Chakrabarty
Deputy Nodal Officer: Mr. Amit Jangid
Corporate Office Address: Aditya Birla Centre, 'A' Wing, 2nd Floor,
S. K. Ahire Marg, Worli, Mumbai - 400030
e-mail Id: grasim.iepf@adityabirla.com,
Tel.: +91 22 2499 5000/ 5828

21. Nodal Officer and Deputy Nodal Officer:

Details of Nodal Officer and Deputy Nodal Officer of the Company appointed in accordance with the provisions of IEPF Rules are as under:

Nodal Officer (IEPF)	Mr. Sailesh Kumar Daga, Company Secretary & Compliance Officer (upto 15th July 2025)	grasim.secretarial@adityabirla.com / grasim.iepf@adityabirla.com
	Mr. Pavan Kumar Jain, Chief Financial Officer (upto 15th August 2025)	
	Mr. Hemant Kumar Kadel, Chief Financial Officer (upto 30th September 2025)	
	Mr. Neelabja Chakrabarty, Company Secretary & Compliance Officer (With effect from 1st October 2025)	
Deputy Nodal Officer (IEPF)	Mr. Amit Jangid, General Manager, Secretarial	grasim.iepf@adityabirla.com

22. Weblinks for the Policies/ Codes

Particulars	Weblink
Policy on Board Diversity	https:/www.grasim.com/upload/pdf/board-diversity-policy-grasim.pdf
Risk Management Policy	https:/www.grasim.com/Upload/PDF/risk-management-policy.pdf
Corporate Tax Policy	https:/www.grasim.com/upload/pdf/corporate-tax-policy.pdf
Human Rights Policy	https:/www.grasim.com/upload/pdf/human-rights-policy.pdf
Environmental Policy	https:/www.grasim.com/Upload/PDF/grasim-environmental-policy-2021.pdf
Energy & Carbon Policy	https:/www.grasim.com/Upload/PDF/grasim-energy-carbon-policy.pdf
Water Stewardship Policy	https:/www.grasim.com/upload/pdf/water-stewardship-policy.pdf
Wood Fiber Sourcing Policy	https:/www.grasim.com/Upload/PDF/fibre-sourcing-policy.pdf
Quality Environment and Occupational Health and Safety Policy	https:/www.grasim.com/upload/pdf/IMS-policy-harihar.pdf
Grievance handling Policy	https:/www.grasim.com/Upload/PDF/grasim-grievance-handling-policy-fy21.pdf
Policy for Archival of Documents	https:/www.grasim.com/upload/pdf/archival_policy.pdf
Policy for Preservation of Documents	https:/www.grasim.com/upload/pdf/policy_preservation_documents.pdf
Executive Remuneration Policy	https:/www.grasim.com/upload/pdf/ABG-executive-remuneration-philosophy-policy.pdf
Code of Conduct	https:/www.grasim.com/upload/pdf/code-of-conduct.pdf
Corporate Social Responsibility Policy	https:/www.grasim.com/upload/pdf/Grasim_CSR_Policy_2013.pdf
Policy on Determination of Materiality of Information or Events	https:/www.grasim.com/upload/pdf/Policy_materiality_information.pdf
Vigil Mechanism & Whistle Blower Policy	https:/www.grasim.com/upload/pdf/whistle_blower_policyx.pdf
PIT Code of Practice and Procedures for Fair Disclosure of UPSI	https:/www.grasim.com/Upload/PDF/pit-code-of-practice-and-procedures-for-fair-disclosures-upsi.pdf

Particulars	Weblink
Familiarization Programme for Independent Directors	https://www.grasim.com/Upload/PDF/familiarisation-programme-independent-directors.pdf
Policy on Determination of Material Subsidiary	https://www.grasim.com/upload/pdf/Grasim_Policy_Material_Subsidiary_Cos.pdf
Policy on Related Party Transactions	https://www.grasim.com/upload/pdf/Grasim_policy_on_RPT.pdf
Information Security Policy	https://www.grasim.com/Upload/PDF/information-security-policy.pdf
Policy for control of Stationary by RTA	https://www.grasim.com/Upload/PDF/policy-for-control-stationery-by-rta-grasim.pdf
Privacy Policy	https://www.grasim.com/Upload/PDF/privacy-policy.pdf
Stakeholder Engagement Policy	https://www.grasim.com/Upload/PDF/grasim-stakeholder-engagement-policy.pdf
Suppliers Code of Conduct	https://www.grasim.com/upload/pdf/suppliers-code-conduct.pdf
Terms and Conditions of Appointment of Independent Directors	https://www.grasim.com/upload/pdf/terms_conditions_independent_director.pdf

Social Report

Our vision as clearly spelt out by Smt. Rajashree Birla, our Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development is:

To actively contribute to the social and economic development of the communities in which we operate and beyond. In sync with the UN SDGs our endeavour is to lift the burden of poverty weighing down the underserved and foster inclusive growth. In doing so, build a better, sustainable way of life for the weaker, marginalized sections of society and enrich lives. Be a force for good.

We are heavily invested in developmental activities. Service to society is at the core of our operations. The ROI which we have set is the number of people from whose shoulders we lift the burden of poverty and make a deep-rooted change.

- Grasim is engaged with the community in **316** villages pan India across **nine** states. These include Nagda, Malanpur in Madhya Pradesh, Kharach, Vilayat, Halol and Veraval in Gujarat, Harihar and Karwar in Karnataka, Kalyan and Kolhapur in Maharashtra, Rehla in Jharkhand, Ganjam in Odisha, BB Puram in Andhra Pradesh, Renukoot in Uttar Pradesh and Rishra in West Bengal. We reach out to **1.26 million** people through our projects in **healthcare, education, sustainable livelihoods and model villages**.
- **Education**: Through our network of formal and non-formal educational institutions across Nagda, Vilayat, Kharach, Harihar, Veraval, Rehla, Rishra, Kalyan, B.B. Puram, Ganjam, and Halol, we reached over **71,778 students**, with **girls constituting 50%** of the beneficiaries. Additionally, our five Aditya Birla Public Schools continue to provide quality education to **5,237 rural children** across our operational geographies, fostering academic excellence and holistic development among young learners.
- Over 300 scholarships were given to bright students at Veraval, Vilayat, Rehla and Harihar.
- At Rehla and Veraval International Yoga Day was celebrated with **320 participants**.
- Digital literacy was accorded to **10,120** students at Nagda, Harihar and Ganjam.
- With knowledge sharing through career counselling, coaching, Gyanarjan, Shishya **6,530** students benefited. This was largely the outcome at Rishra, Kharach, Veraval, Ganjam, Renukoot, Rehla, BB Puram and Kalyan.
- Fostered the cause of the girl child through **five** Kasturba Gandhi Balika Vidyalayas, **512** girls enlisted at Nagda, Rehla, Veraval and Malanpur.
- Constructed **eight school buildings** in the interiors, benefiting more than **1250 students**.

Towards better healthcare

- Significantly the Aditya Birla Hospital, Veraval received NABH Accreditation, reaffirming its commitment to excellence in the healthcare delivery.
- **1,987** health visits were made through mobile health units medical camps. These impacted **1,48,735 villagers** at Nagda, Vilayat, Kharach, Harihar, Kalyan and Malanpur.
- Over **38,101** polio vaccinations were administered at Nagda, Veraval, Kharach, Vilayat and Harihar. We continue with our engagement to stem its recurrence.
- At our **six hospitals** at Nagda, Ujjain, Veraval, Kharach, Harihar and Kalyan, we treated **2.14** lakh patients
- Over **247** people gained a sense of esteem by becoming physically self-reliant with artificial limbs and hand fitments. These were at a camp in Harihar in association with Karnataka Marwari Youth Federation (KMYF), Bengaluru.
- Involved with more than **41,604** populace through **228** multi-specialty camps to detect ailments such as cancer, tuberculosis, thalassaemia, malaria, malnutrition, family planning among others. These were held at Nagda, Harihar, Vilayat, Kharach, Rishra, Veraval, Renukoot, Rehla and BB Puram. In many cases, we extended financial support for chemotherapy sessions. Encouraging patients in a holistic manner to get back quickly on the road to recovery. Engaged in prevention of cervical cancer. Nearly 5,240 women were screened in 30 camps at Rishra and Veraval.
- Towards Tuberculosis Control and Nutrition Support – as a Nikshay Mitra, we provided nutritional food baskets to all registered patients. Today with our support 3,799 patients are under remission.

- Organised **156 health awareness camps** wherein **2,62,192 individuals** were examined and **721 persons** screened for STDs, RTIs and HIV/AIDS.
- **Towards Sustainable Livelihood**: Our endeavours in agriculture and natural resource development enabled **5,373 farmers** on board. The Wadi project organic farming, agro-based training projects were held at Nagda, Veraval, Vilayat and Rishra. We tutored them and veered them towards advanced and sustainable agricultural practices. Additionally, three FPOs (Farmer Producer Organisations) with **1,759 members** are running successfully.
- Implemented watershed management initiatives, through enhanced water availability, agricultural demonstration farms, and development of community common assets. More than **3.75 billion litres of water** harvested annually crisscrossing **57 villages**, benefitting a **72,283 populace** at Nagda, Ganjam and Vilayat.
- **Trained 3,180 people** in skill sets such as tailoring, beautician, computer, jewellery making, jute bag stitching, Project Kaushalya, uniform stitching, bed side assistant, candle making at Nagda, Kharach, Vilayat, Veraval, Rishra, Renukoot, Rehla, BB Puram, Halol, Kalyan and Malanpur.
- **Empowered 16,952 women through 453 SHGs** at Nagda, Rehla, Rishra, Veraval, Harihar and Vilayat.
- To improve animal health and milk productivity we covered **34,590 cattle** with vaccination, treatment, artificial insemination, pregnancy diagnosis, calving care and nutrition management at Nagda, Vilayat, Veraval, Harihar, Kharach, Rehla, Karwar and Halol.
- At Grasim Gokul Gaushalas at Nagda and Kharach, **2,038 cows are housed**. They are given nutritious food. The ageing, injured and abandoned cows are well looked after.
- Integrated infrastructure initiatives laid a strong foundation for inclusive, sustainable rural development. This was done by creating and improving connectivity and roads, creating community spaces, water conservation structures, School Infrastructure and community interaction spaces, and strengthening existing infrastructure.
- We have enhanced access to essential services and quality of life for **91,154 people**.
- **Towards Social Empowerment:** We reach out to **2,57,933 people** through our social empowerment programmes. These initiatives focus on strengthening communities by promoting inclusion, awareness and self reliance.

Accolades conferred

- In appreciation of our being a Force for Good, accolades conferred upon us include:
- Indian Chamber of Commerce (ICC) Social Impact Awards – 2026 to ABI Rishra for Enhancing educational outcomes and opportunities for students at Kolkata.
- Indian Chamber of Commerce (ICC) Social Impact Awards – 2026 for Aditya Birla Insulators (ABI) Halol for Cattle Development Project at Kolkata.
- The 12th CSR Times Award – 2025 conferred upon SFD – Nagda for Livelihoods project.
- Indian CSR Awards – 2025 to SFD – Nagda for Ensuring Quality Education.
- Large Corporate Health Program awards to Birla Cellulosic – Kharach by IHW "Integrated Health & Wellbeing Council" for TB elimination – Nutrition Kit Support Project.
- Most Innovative Project in Education awards to Birla Cellulosic – Kharach by IHW "Integrated Health & Wellbeing Council" for Bal Praveshotsav – Education Support Program.
- Bengal Chamber of Commerce & Industry (BCC&I) CSR Awards 2025 for its Project Krishak Samriddhi aimed at strengthening rural livelihoods in the Hooghly district of West Bengal to ABI -Rishra.

Our social invest:

For the financial year 2025-26 your company **invested ₹ 73.35 crore** and **mobilized ₹ 14.98 crore** through various schemes of the Government, acting as catalysts for the community.

We are committed:

We have reached this far because our Board of Directors, our Management and our colleagues across Grasim are committed to enrich lives of the underprivileged. In all the areas that we operate in, it is very motivating that the communities recognise your company as a Force for Good.

Business Responsibility & Sustainability Report

Section A: General Disclosures

I. Details of the Listed Entity

1	**Corporate Identity Number (CIN) of the Listed Entity**	L17124MP1947PLC000410
2	**Name of the Listed Entity**	Grasim Industries Limited ('Grasim')
3	**Year of incorporation**	1947
4	**Registered office address**	Birlagram, Nagda – 456 331, Madhya Pradesh, India
5	**Corporate address**	Aditya Birla Centre, 'A' Wing, 2nd Floor, S. K. Ahire Marg, Worli, Mumbai – 400 030, Maharashtra, India
6	**E-mail**	grasim.secretarial@adityabirla.com
7	**Telephone**	+91 22 6652 5000, +91 22 2499 5000
8	**Website**	https:/www.grasim.com
9	**Financial year for which reporting is being done**	1st April 2025 to 31st March 2026
10	**Name of the Stock Exchange(s) where shares are listed**	1. BSE Limited 2. National Stock Exchange of India Limited 3. Luxembourg Stock Exchange
11	**Paid-up Capital**	₹ 136.11 crore
12	**Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report**	Mr. Surya Valluri Chief Sustainability Officer +91 22 2499 5000 surya.valluri@adityabirla.com
13	**Reporting Boundary** **Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).**	The disclosures under this report are made on a standalone basis. For Principle 6, the reporting boundary includes all manufacturing sites, B2B E-Commerce Operations and Head office, Mumbai.
14	**Name of assurance provider**	Bureau Veritas (India) Pvt. Ltd.
15	**Type of assurance obtained**	The Company has obtained reasonable assurance for BRSR Core Indicators and limited assurance for Selected BRSR Indicators. The detailed Assurance Report is provided on page 152.

II. Products/Services

16 **Details of business activities** (accounting for 90% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	% Turnover of the Entity
1	Manufacturing	Cellulosic Fibres and Fashion Yarns	42%
2	Manufacturing	Chemical and Allied Chemicals	23%
3	Manufacturing and Trading	Building Materials (Paints & B2B E-commerce)	31%

17 Products/Services sold by the entity (accounting for 90% of the entity's turnover):

S. No.	Product/Service	NIC Code	% of Total Turnover Contributed
1	Cellulosic Fibres and Fashion Yarns	2030	42%
2	Chemicals and Allied Chemicals	2011	23%
3	Building Materials (Paints & B2B E-commerce)	2022, 4690	31%

III. Operations

18 Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	27	243*	270
International	-	-	-

There are one or more plants located at a single geographical location.

*This includes R&D facilities, warehouses, depots, offices and studios.

19 Market served by the entity:

a.	Number of locations	Locations	Number
		National (No. of States)	28 States and 8 Union Territories
		International (No. of Countries)	92
b.	What is the contribution of exports as a percentage of the total turnover of the entity?	Exports contribute 9% of the total operating revenue of the Company.	
c.	A brief on types of customers	**Cellulosic Fibres:** The Cellulosic Fibres division primarily serves customers across the textile value chain. Key customers include yarn manufacturers, weaving and knitting mills, and fabric producers. The end-users cover apparel manufacturers, home textile producers, and manufacturers of technical textiles. **Chemicals:** The Chemicals business caters to industrial and institutional customers across multiple sectors. The Chlor-Alkali business supplies chemicals to manufacturers in aluminium, pulp and paper, soaps and detergents, cellulosic fibres, water treatment, pharmaceuticals, food additives, textile processing, etc. The Specialty Chemicals business serves OEMs, formulators, and component manufacturers using epoxy polymers and curing agents across industries such as wind energy, automotive, construction, paints and coatings, composites and electrical equipment. **Building Materials:** This segment comprises Paints and B2B E-commerce businesses. The Paints business serves retail consumers, homeowners, institutional buyers, project customers, dealers, contractors, architects and interior designers. The B2B E-commerce platform caters to MSMEs, contractors, infrastructure developers, and small businesses engaged in construction and allied activities. **Others:** The Textiles business serves wholesale buyers, retail customers, and end consumers, offering linen, wool and cotton fabrics through domestic and export channels. The Insulators business caters to domestic and international customers engaged in electricity transmission and distribution projects.	

IV. Employees

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled)*:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
Employees						
1	Permanent (D)	12,965	11,635	90	1,330	10
2	Other than Permanent (E)	1,681	1,551	92	130	8
3	**Total Employees (D+E)**	**14,646**	**13,186**	**90**	**1,460**	**10**
Workers						
4	Permanent (F)	15,294	15,150	99	144	1
5	Other than Permanent (G)	19,855	19,159	96	696	4
6	**Total Workers (F+G)**	**35,149**	**34,309**	**98**	**840**	**2**

b. Differently abled employees and workers*:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
Differently abled Employees						
1	Permanent (D)	5	5	100	-	-
2	Other than Permanent (E)	-	-	-	-	-
3	**Total Differently Abled Employees (D+E)**	**5**	**5**	**100**	**-**	**-**
Differently abled Workers						
4	Permanent (F)	44	44	100	-	-
5	Other than Permanent (G)	8	8	100	-	-
6	**Total Differently Abled Workers (F+G)**	**52**	**52**	**100**	**-**	**-**

*Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

21. Participation/Inclusion/Representation of women*:

S. No.	Category	Total (A)	No. and % of Females	
			No. (B)	% (B/A)
1	Board of Directors	14	3	21%
2	Key Management Personnel	3**	-	-

*Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

**The number of Key Managerial Personnel (KMPs) mentioned above includes one member of the Board of Directors.

22. Turnover rate for permanent employees and workers:

Category	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	13%	17%	14%	14%	19%	15%	12%	16%	12%
Permanent Workers	5%	2%	5%	5%	4%	5%	5%	3%	4%

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. (a) Names of holding/subsidiary/associate companies/joint ventures

S. No.	Name of the holding/subsidiary/ associate companies/joint ventures	Indicate whether it is a holding/subsidiary/ associate/joint venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1.	UltraTech Cement Limited*	Subsidiary	56.11	No
2.	Aditya Birla Capital Limited*	Subsidiary	52.29	No
3.	Aditya Birla Renewables Limited	Subsidiary	70.57	No

*UltraTech Cement Limited and Aditya Birla Capital Limited, along with their subsidiaries, associate companies, and joint ventures, follow their respective business responsibility initiatives.

The complete list of subsidiaries, associate companies, and joint ventures is provided on page 413.

VI. CSR Details

24	(i)	Whether CSR is applicable as per section 135 of Companies Act, 2013:	Yes
	(ii)	Turnover (in ₹)	41,039 crore
	(iii)	Net worth (in ₹)	55,277 crore

VII. Transparency and Disclosures Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2025-26			FY 2024-25		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes	Nil	Nil	-	Nil	Nil	-
Investors (other than shareholders)	Yes	Nil	Nil	-	Nil	Nil	-
Shareholders	Yes	137	14	-	78	3	-
Employees and workers	Yes	51	2	-	12	2	-
Customers*	Yes	12,667	541	-	5,345	2,265	-
Value Chain Partners	Yes	Nil	Nil	-	Nil	Nil	-
Others* (Whistle-Blower)	Yes	4	Nil	-	5	Nil	-

Note: The grievance redressal policy is available on the Company's website under the Corporate Governance, Policies and Code of Conduct section and can be accessed at: https://www.grasim.com/Upload/PDF/grasim-grievance-handling-policy-fy21.pdf

*In certain whistle-blower cases, the identity of the complainant is not known. Such cases may relate to any of the stakeholder groups listed above.

26. Overview of the entity's material responsible business conduct issues

Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
Corporate Governance	Risk and Opportunity	**Opportunity:** Strong Board and management oversight improves decision-making, transparency, accountability and long-term business performance. **Risk:** Weak governance, unclear accountability or inconsistent compliance oversight can lead to regulatory non-compliance, penalties, reputational impact and reduced stakeholder confidence.	Grasim mitigates governance-related risks through Board and management-level oversight, Code of Conduct, ethics and compliance policies, internal controls, formal reporting structures, periodic reviews and escalation of key matters through defined governance channels.	Negative and Positive
Risk Management	Risk and Opportunity	**Opportunity:** A structured risk management framework improves preparedness, supports informed decision-making and strengthens organisational resilience. **Risk:** Inadequate identification or delayed response to strategic, operational, financial, regulatory, climate, cyber or business continuity risks can affect operations, profitability and stakeholder confidence.	Grasim manages risks through its Enterprise Risk Management framework, risk registers, periodic reviews, defined reporting lines and escalation to management and the Board, where required. Risk mitigation actions are tracked and reviewed in line with changing business and regulatory conditions.	Negative and Positive
Customer Centricity	Opportunity	Strong customer engagement improves customer retention, complaint resolution, service quality and product development. It also helps Grasim respond to evolving expectations on product performance, safety, and overall sustainability attributes.	Not applicable.	Positive
Supply Chain Resilience	Risk	Supplier disruption, sourcing constraints, logistics issues or supplier non-compliance with environmental, social and regulatory expectations can affect business continuity, cost stability, product availability and reputation.	Grasim mitigates supply chain risks through supplier diversification, preference for accredited and local suppliers where feasible, supplier assessment and monitoring, responsible sourcing practices, and engagement with suppliers on quality, compliance and ESG expectations.	Negative
Climate Change	Risk	Physical climate risks such as extreme weather, heat stress, flooding, water scarcity and supply chain disruption can affect assets, operations and communities. Transition risks from carbon pricing, CCTS, renewable energy obligations, disclosure expectations and market shifts can increase costs and compliance exposure.	Grasim assesses climate-related risks through its enterprise risk management framework and climate risk assessment processes aligned with TCFD principles. Mitigation measures include energy efficiency, renewable energy adoption, water resilience initiatives, operational contingency planning, insurance coverage and site-level adaptation measures.	Negative

Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
Data & Digital Ecosystems	Risk and Opportunity	**Opportunity:** Digital systems improve data visibility, traceability, operational efficiency, customer interfaces, supplier evaluation and ESG performance monitoring. **Risk:** Cyber incidents, system failures, data breaches or unauthorised access can disrupt operations, affect customers and employees, and lead to regulatory, financial and reputational impacts.	Grasim mitigates digital and data-related risks through information security controls, access management, system monitoring, periodic reviews, employee awareness initiatives, data protection practices and defined governance mechanisms for critical digital systems.	Negative and Positive
Water Stewardship	Risk	Freshwater dependence, water scarcity, drought, flooding, regulatory restrictions or community concerns in water-stressed regions can disrupt operations, increase costs and affect long-term site resilience.	Grasim mitigates water-related risks through water conservation, recycling and reuse, Zero Liquid Discharge systems, rainwater harvesting, desalinated seawater use where applicable, process improvements, water risk assessments and monitoring of water-related performance indicators.	Negative
Occupational Health and Safety	Risk	Manufacturing operations involve exposure to process, equipment, chemical, ergonomic, transport and workplace safety risks. Incidents can result in injury, operational disruption, regulatory action, compensation costs and reputational impact.	Grasim manages health and safety risks through OHS management systems, hazard identification, audits, safety training, role-based competency programmes, emergency preparedness, incident investigation, corrective actions, safety KPIs and insurance coverage.	Negative
Waste and Circular Economy	Risk and Opportunity	**Opportunity:** Waste reduction, reuse, recycling and recovery improve material efficiency, reduce disposal requirements and support circularity across operations. **Risk:** Inefficient waste handling can increase disposal costs, regulatory exposure, landfill dependency and environmental impact.	Grasim mitigates waste-related risks through reduction at source, segregation, authorised handling and disposal, waste audits, tracking of waste streams, reuse and recycling initiatives, by-product utilisation and compliance with applicable waste management regulations.	Negative and Positive
Energy Management	Risk and Opportunity	**Opportunity:** Energy efficiency, process optimisation and renewable energy adoption reduce energy intensity, lower emissions intensity and improve cost competitiveness. **Risk:** Energy-intensive operations expose Grasim to energy price volatility, fossil fuel dependency, carbon cost exposure and renewable energy-related regulatory expectations.	Grasim mitigates energy-related risks through energy assessments, digital monitoring, defined KPIs, process optimisation, high-efficiency equipment upgrades, fuel optimisation, automation, steam system improvements and increasing renewable and lower-emission energy sources where feasible.	Negative and Positive
Product Stewardship	Opportunity	Product stewardship strengthens customer assurance, product safety, regulatory compliance, labelling transparency and market differentiation. It also supports development of products with improved sustainability attributes and lifecycle performance.	Not applicable.	Positive

Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
Partnership, Collaboration and Recognition	Opportunity	Partnerships with suppliers, customers, industry bodies, technology providers, academic institutions, NGOs and regulators help scale sustainability initiatives, improve innovation, strengthen responsible sourcing and support sector-level progress.	Not applicable.	Positive
Community Engagement	Opportunity	Meaningful community engagement builds trust, strengthens social licence to operate and helps identify local priorities related to health, education, livelihoods, infrastructure and community wellbeing around operating locations.	Not applicable.	Positive
Resource Efficiency	Opportunity	Improving resource efficiency reduces input dependency, improves material utilisation, lowers waste generation, supports cost optimisation and strengthens operational resilience across water, energy, raw materials and by-products.	Not applicable.	Positive
Workforce Capability and Wellbeing	Opportunity	Workforce capability and wellbeing strengthen productivity, employee engagement, safety performance, retention and organisational resilience. A skilled, healthy and engaged workforce supports operational continuity, innovation, leadership development and long-term business performance.	Not applicable	Positive
Human rights	Risk	Human rights risks may arise from discrimination, harassment, unsafe working conditions, child labour, forced labour, wage-related concerns, supplier practices and community impacts. Failure to manage these risks can lead to legal, reputational, operational and supply-chain consequences.	Grasim manages human rights risks through its Human Rights Policy, Code of Conduct, POSH Policy, Whistle-Blower Policy, grievance mechanisms, Supplier Code of Conduct, awareness programmes and supplier engagement on responsible business expectations.	Negative
Diversity, Equity and Inclusion (DE&I)	Opportunity	DE&I improves workforce participation, employee engagement, talent attraction, retention, collaboration and leadership diversity. Inclusive practices support a fair workplace and strengthen Grasim's employer brand.	Not applicable.	Positive
Biodiversity	Risk	Industrial operations, land use, water withdrawal, emissions, waste generation and supply-chain dependencies can affect habitats, species and ecosystem services, leading to regulatory scrutiny, stakeholder concerns and reputational risks.	Grasim manages biodiversity-related risks through biodiversity assessments, Biodiversity Importance Category classification, site-specific Biodiversity Management Plans or Action Plans, habitat restoration, afforestation and monitoring of biodiversity indicators.	Negative

Note: Detailed Double Materiality Assessment is provided on page 88.

Section B: Management and Process Disclosures

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
1.	**Policy and Management Processes**									
	a. **Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	b. **Has the policy been approved by the Board? (Yes/No)**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	c. **Web Link of the Policies, if available**	Yes. In line with the applicable governing regulations, all required policies have been published on the Company's website. These documents are publicly accessible through the link provided below. https:/www.grasim.com/investors/policies-and-code-of-conduct								
2.	**Whether the entity has translated the policy into procedures. (Yes/No)**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3.	**Do the enlisted policies extend to your value chain partners? (Yes/No)**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4.	**Name of the national and international codes/certifications/labels/standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.**	Grasim has adopted a range of national and international certifications, standards, and codes aligned with the BRSR principles to support responsible business and sustainable growth. These are detailed below. **Principle 1:** National Guidelines on Responsible Business Conduct (NGRBC), ISAE3000 **Principle 2:** Forest Stewardship Council (FSC®), Programme for the Endorsement of Forest Certification (PEFC™), Global Organic Textile Standard (GOTS), Organic Content Standard (OCS), Global Recycled Standard (GRS), Responsible Wool Standard (RWS), OEKO TEX®, Better Cotton Initiatives (BCI), Responsible Care (RC), USDA Biobased Certification, Zero Discharge of Hazardous Chemicals (ZDHC), Higg Index, ISO 9001, ISO 14001, ISO 14040 and ISO14044, ISO 50001, EcoVadis **Principle 3:** SA 8000, ISO 45001, Responsible Care **Principle 4:** SA 8000 **Principle 5:** SA 8000 **Principle 6:** GRI Standards, ISO 14001, ISO 50001, FSC®, PEFC™, GOTS, OCS, RWS, OEKO-TEX®, BCI, Higg Index, Responsible Care, EU Best Available Techniques (EU BAT) **Principle 7:** Task Force on Climate related Financial Disclosures (TCFD), NGRBC, GRI standards **Principle 8:** SA 8000 **Principle 9:** ISO 27001 In addition, Grasim actively reports on climate change, water security and forest related matters through its submissions to CDP. The Company also discloses its ESG performance through the Dow Jones Sustainability Index (DJSI) Corporate Sustainability Assessment (CSA).								
5.	**Specific commitments, goals and targets set by the entity with defined timelines, if any.**	Grasim has set a target to achieve net zero emissions by 2050, aligned with global efforts to address climate change. The Company has also defined time bound targets for several sustainability-related key performance indicators to support progress across priority areas. Details of the commitments, goals, and targets are provided in the Sustainability Framework section on page 96.								
6.	**Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.**	Grasim has defined a set of sustainability commitments, goals, and targets supported by clear action plans and an implementation roadmap. Performance against these commitments is monitored through the Company's Sustainability Framework and detailed on page 95 of the report.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Governance, Leadership and Oversight									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievements.	Please refer to the statement from the Managing Director on page 18 of the report. Additional details are provided in the Sustainability Framework section on page 95.								
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Mr. Himanshu Kapania, Managing Director.								
9. Does the entity have a specified Committee of the Board/Director responsible for decision making on sustainability related issues? (Yes/No). If yes, provide details.	Yes. The Risk Management and Sustainability Committee of the Board is responsible for decision making on sustainability related matters. The Committee oversees the Company's sustainability strategy and reviews outcomes of its implementation. It periodically monitors progress against key performance indicators and directs corrective actions, where required to support achievement of defined targets. Further details are provided in the Corporate Governance Report on page 222.								

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director/Committee of the Board/Any other Committee									Frequency (Annually/Half yearly/Quarterly/ Any other – please specify)								
	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Performance against above policies and follow up action	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	The performance against policies aligned to the NGRBC principles is reviewed by the Board through the Audit Committee, the Risk Management and Sustainability Committee, and the Corporate Social Responsibility Committee. Reviews are conducted at least on a quarterly basis. Additional reviews are undertaken on an ongoing basis, where required.								
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Compliance with statutory requirements to the NGRBC principles is overseen by the Board through the Audit Committee. Reviews are conducted at least Quarterly to monitor compliance status and ensure timely rectification of any identified non compliances.								

11. Has the entity carried out independent assessment/evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency

P1	P2	P3	P4	P5	P6	P7	P8	P9
The Company has not carried out an independent assessment or evaluation of the working of its policies by an external agency. The policies are currently reviewed through internal mechanisms and will be subject to external assessments as and when required.								

12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:

	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the Principles material to its business (Yes/No)	Not Applicable								
The entity is not at a stage where it is able to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

Section C: Principle Wise Performance Disclosure

Principle 1

Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent and accountable

Essential Indicators

1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	% age of persons in respective category covered by the awareness programmes
Board of Directors	14	1. Risk Management Framework 2. Code of Conduct and Ethics 3. Awareness on Regulatory Updates 4. Prohibition of Insider Trading 5. Prevention of Sexual Harassment (POSH) 6. Awareness on Whistle Blower 7. Sustainability 8. Research and Development 9. Health and Safety	100%
Key Management Personnel	18	1. Risk Management Framework 2. Code of Conduct and Ethics 3. Awareness on Regulatory Updates 4. Anti-Corruption and Anti-Bribery 5. Prevention on Money Laundering 6. Compliance relating to Sanctions 7. Prohibition of Insider Trading 8. Prevention of Sexual Harassment (POSH) 9. Awareness on Whistle Blower 10. Know Your Customer 11. Sustainability 12. Health and Safety 13. Research and Development	100%
Employees other than BODs and KMPs	6,970	1. Code of Conduct Training 2. Insider Trading Awareness 3. Anti-Corruption and Anti-Bribery 4. Governance and Compliance 5. Grievance Redressal 6. Risk Management Framework 7. Social Issues and Human Rights 8. Prevention of Sexual Harassment (POSH) 9. Diversity, Equity and Inclusion (DEI) 10. Stakeholder Engagement 11. Behavioural Training 12. Cyber Security Awareness 13. Artificial Intelligence 14. Ethics in AI 15. Sustainability Awareness 16. Biodiversity Conservation 17. Sustainable Supply Chain 18. Water, Effluent and Waste Management 19. Energy, Emissions and Climate Change 20. Health and Safety 21. Occupational Health and Wellness 22. Skill Development and Upgradation	75%

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	% age of persons in respective category covered by the awareness programmes
Workers	1,619	1. Human Rights Trainings 2. POSH Trainings 3. Grievance Handling 4. Code of Conduct 5. Sustainability Awareness 6. Skill Upgradation Trainings 7. Health and Safety Trainings 8. Toolbox Trainings	100%

2. Details of fines/penalties/punishment/award/compounding fees/settlement amount paid in proceedings (by the entity or by directors/KMPs) with regulators/law enforcement agencies/judicial institutions, in the financial year:

During FY 2025-26, based on the materiality threshold specified under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, no material fines, penalties, punishment, awards, compounding fees, or settlement amounts were paid in proceedings involving the Company or its directors or key managerial personnel with regulators, law enforcement agencies, or judicial institutions.

Certain disclosures made to the stock exchange without application of the materiality threshold have been provided below.

	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	P1	Vadodara Municipal Corporation	10,000	Levy of penalty relating to registration requirements under Shops and Establishment legislations	No
		Office of the Commissioner of Customs, Export Commissionerate, Mumbai, Maharashtra	8,73,835	Recovery of duty benefits under DEPB licences along with applicable interest and penalty under Section 114A of the Customs Act, 1962	Yes
	P2	Office of the Assistant State Tax Officer, Enforcement Squad, Thiruvalla, Kerala	1,00,074	Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Kerala Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Yes
		Office of the Assistant Commissioner, Mirzapur, Uttar Pradesh	86,814	Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Uttar Pradesh Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Yes
		Office of the Assistant Commissioner, State Taxes, Kanpur, Uttar Pradesh	6,99,043	Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Uttar Pradesh Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Yes
		Office of the Special Commissioner, Large Taxpayer Unit, Kolkata, West Bengal	73,497	Demand of tax with applicable interest and penalty under Section 73 of the Central Goods and Services Tax Act, 2017 and West Bengal Goods and Services Tax Act, 2017	Yes
		Office of the State Tax Officer, Veraval, Gujarat	24,65,914	Demand of tax with applicable interest and penalty under Section 74 of the Central Goods and Services Tax Act, 2017 and Gujarat Goods and Services Tax Act, 2017	Yes

	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
	P6	Maharashtra Pollution Control Board, Regional Office, Kolhapur, Maharashtra	15,00,000	Interim directions issued by Regional Office intimating forfeiture of Bank Guarantee towards fine for non-implementation of Zero Liquid Discharge plant	Yes
Settlement	P2	Office of the Commissioner, Central Goods and Services Tax and Central Excise, Audit Commissionerate, Surat, Gujarat	54,499	Levy of penalty under Section 74 of the Central Goods and Services Tax Act, 2017, relating to input tax credit and tax compliance matters	No
		Office of the Joint Commissioner (State Taxes), Intelligence II, Chennai, Tamil Nadu	50,000	Levy of penalty under Section 125 of the Central Goods and Services Tax Act, 2017 and the Tamil Nadu Goods and Services Tax Act, 2017	No
		Office of the Assistant Commissioner of Commercial Taxes (Audit), Karwar, Karnataka	20,000	Demand of tax with applicable interest and penalty under Section 73 of the Central Goods and Services Tax Act, 2017, Karnataka GST Act, 2017 and Section 20 of the Integrated Goods and Services Tax Act, 2017	No
		Deputy State Tax Officer (INT), Roving Squad, Villupuram, Tamil Nadu	50,000	Levy of penalty relating to movement of goods under Section 129(1)(a) of the Central Goods and Services Tax Act, 2017 and the Tamil Nadu Goods and Services Tax Act, 2017	No
		State Tax Officer (Intelligence), Adjudication and Legal, Vellore, Tamil Nadu	50,000	Levy of penalty relating to movement of goods under Section 129(1)(a) of the Central Goods and Services Tax Act, 2017 and the Tamil Nadu Goods and Services Tax Act, 2017	No

3. Of the instances disclosed in Question 2 above, details of the Appeal/Revision preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/enforcement agencies/ judicial institutions
Recovery of duty benefits under DEPB licences along with applicable interest and penalty under Section 114A of the Customs Act, 1962	Office of the Commissioner of Customs, Export Commissionerate, Mumbai, Maharashtra
Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Kerala Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Office of the Assistant State Tax Officer, Enforcement Squad, Thiruvalla, Kerala
Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Uttar Pradesh Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Office of the Assistant Commissioner, Mirzapur, Uttar Pradesh
Levy of penalty u/s 129(1)(a) of Central Goods and Services Tax Act, 2017 and Uttar Pradesh Goods and Services Tax Act, 2017 read with Section 20 of the Integrated Goods and Services Tax Act, 2017	Office of the Assistant Commissioner, State Taxes, Kanpur, Uttar Pradesh
Demand of tax with applicable interest and penalty under Section 73 of the Central Goods and Services Tax Act, 2017 and West Bengal Goods and Services Tax Act, 2017	Office of the Special Commissioner, Large Taxpayer Unit, Kolkata, West Bengal
Demand of tax with applicable interest and penalty under Section 74 of the Central Goods and Services Tax Act, 2017 and Gujarat Goods and Services Tax Act, 2017	Office of the State Tax Officer, Veraval, Gujarat
Interim directions issued by Regional Office intimating forfeiture of Bank Guarantee towards fine for non-implementation of Zero Liquid Discharge plant. The forfeiture proceeding remain stayed and the matter is currently under adjudication.	Maharashtra Pollution Control Board, Regional Office, Kolhapur, Maharashtra

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes. Grasim has an Anti-Corruption and Anti-Bribery Policy that sets clear standards for ethical conduct and compliance with applicable laws. The policy enforces a strict zero-tolerance approach towards all forms of bribery and corruption. It establishes principles and control measures applicable across all operations. It applies uniformly to employees, business associates, and third parties acting on behalf of the Company.

The policy is available on the Company's website at: https://www.grasim.com/Upload/PDF/anti-corruption-and-anti-bribery.pdf

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for charges of bribery/corruption.

Category	FY 2025-26	FY 2024-25
Directors	Nil	Nil
KMPs	Nil	Nil
Employees	Nil	Nil
Workers	Nil	Nil

6. Details of complaints regarding conflict of interest:

Topic	FY 2025-26		FY 2024-25	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	-	Nil	-
Number of complaints received in relation to issues of Conflict of Interest of KMPs	Nil	-	Nil	-

7. Provide details of any corrective action taken or underway on issues related to fines/ penalties/action taken by regulators/law enforcement agencies/judicial institutions, on cases of corruption and conflicts of interest.

Not applicable.

8. Number of days of accounts payables ((Accounts payable *365)/Cost of goods/ services procured) in the following format:

	FY 2025-26	FY 2024-25
Number of days of accounts payables*	61	61

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

9. Open-ness of business*

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameters	Metrics		FY 2025-26	FY 2024-25
Concentration of Purchases	a.	Purchases from trading houses as % of total purchases	43%	25%
	b.	Number of trading houses where purchases are made from	6,812	5,699
	c.	Purchases from top 10 trading houses as % of total purchases from trading houses	48%	31%
Concentration of Sales	a.	Sales to dealers/distributors as % of total sales	33%	27%
	b.	Number of dealers/distributors to whom sales are made	51,828	40,261
	c.	Sales to top 10 dealers/distributors as % of total sales to dealers/distributors	15%	20%
Share of RPTs in	a.	Purchases (Purchases with related parties/Total Purchases)	7%	9%
	b.	Sales (Sales to related parties/Total Sales)	0.19%	0.17%
	c.	Loans & advances (Loans & advances given to related parties/Total loans & advances)	0%	90%
	d.	Investments (Investments in related parties/Total Investments made)	56%	59%

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

Note on purchases from trading houses: The classification of trading house has been determined in accordance with the SEBI circular dated 20 December 2024, which adopts the definition of trading houses as provided by the ISF.

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

Total number of awareness programmes held	Topics/principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
192	Energy and Carbon Policy Water Stewardship Waste Management GHG Accounting Air Emissions Management Human Rights Non-discrimination Zero Tolerance Prevention of Sexual Harassment (POSH) Health and Safety Product Quality and Safety SA8000 Statutory Compliance	7%

2. Does the entity have processes in place to avoid/manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.

Yes. Grasim has established processes to avoid and manage conflicts of interest involving members of the Board through its Code of Conduct. The Code requires Board members to avoid activities, business interests, or positions that may create an actual or potential conflict with the interests of the Company. Directors are required to disclose any such conflict and abstain from deliberations and decisions where a conflict exists. Compliance with these requirements is supported through annual declarations of adherence to the Code of Conduct by all Board members and Key Managerial Personnel.

Principle 2

Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

Type	FY 2025-26	FY 2024-25	Details of improvement in social and environmental aspects
Research & Development (R&D)	35%	20%	R&D efforts are directed towards new product development and process efficiency measures.
Capital Expenditure (CAPEX)	11%	7%	Capital investments during the year were directed towards strengthening environmental infrastructure, improving process efficiency, and enhancing workplace safety across operations.

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

Yes

b. If yes, what percentage of inputs were sourced sustainably?

37%

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

Product	Process to safely reclaim the product
a. Plastics (including packaging)	Not Applicable
b. E-Waste	Not Applicable
c. Hazardous Waste	Not Applicable
d. Other Waste	Not Applicable

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes/No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes. Extended Producer Responsibility (EPR) is applicable to the Company's activities under the Plastic Waste Management (PWM) Rules, 2016 and subsequent amendments. The waste collection and management plan implemented by the Company is aligned with the EPR plan submitted and is carried out in accordance with applicable CPCB guidelines.

Leadership Indicators

1. Has the entity conducted Life Cycle Perspective/Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

NIC Code	Name of Product/Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective/ Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If Yes, provide web-link
2030	Cellulosic Staple Fibre	36%	Cradle-to-gate	Yes	https:/www.livabybirlacellulose.com/livacms/uploads/policies_reports_files/policies_reports_pdf_36_1636614623.pdf#page=41
2011	Chlor-Alkali Product	17%	Cradle-to-gate	Yes	No
1311	Linen Fabric	2%	Cradle-to-grave	Yes	No
2393	Insulator	1%	Cradle-to-gate	Yes	No
2029	Epoxy	6%	Cradle-to-gate	Yes	No

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products/services, as identified in the Life Cycle Perspective/Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Name of the Product/Service	Description of the risk/concern	Action taken
Cellulosic Staple Fibre	Captive power plant operations generate electricity and steam, resulting in GHG emissions.	The Company is scaling renewable energy, enhancing efficiency of coal-based generation systems, and improving operational efficiency to reduce steam and power consumption.
Chlor-Alkali	The electrolysis process consume high electricity resulting in high GHG emissions.	Power optimisation measures have been implemented through recoating, re-membraning, and upgrading electrolysers. Additionally, older equipment has been replaced with energy-efficient alternatives such as variable frequency drives (VFD) and IE-3 motors.
Linen and Wool	Use of non-renewable energy sources contributing to emissions.	The Company has increased sourcing of hybrid power to raise the share of renewable energy in the overall energy mix.
Insulator (Porcelain)	Use of metal components and fuel consumption in furnaces increase resource use and emissions.	Renewable power sourcing initiatives are being implemented to reduce fossil fuel use. Lightweighting of porcelain and metallic components is being undertaken to lower energy intensity.
Insulator (Composite)	Aluminium grading rings and energy intensive vulcanisation processes contribute to emissions.	Wind and solar power sourcing has been increased. Material reduction initiatives through lightweighting of metal components are being implemented.
Epoxy	Increased emissions from production and packaging activities.	Fossil-based steam is being replaced with biomass or briquette-based alternatives. Resource optimisation initiatives are reducing waste generation. Raw materials with lower Global Warming Potential (GWP) are sourced where feasible.

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicated input material (By Weight)	Recycled or re-used input material to total material	
	FY 2025-26	FY 2024-25
	Nil	Nil

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:

	FY 2025-26			FY 2024-25		
	Reused	Recycled	Safely Disposed	Reused	Recycled	Safely Disposed
Plastics (including packaging)	-	9,703	9,538	-	4,635	7,654
E-waste	-	-	-	-	-	-
Hazardous waste	-	-	-	-	-	-
Other waste	-	-	-	-	-	-

Note: The Company fulfils its Extended Producer Responsibility (EPR) obligations under the Plastic Waste Management Rules through the procurement of EPR certificates, representing quantities of plastic waste recycled or disposed of in an environmentally sound manner by CPCB-authorised entities.

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Plastic packaging waste	100%

Note: For plastic waste, the Company has reclaimed a quantity equivalent to 100% of the plastic packaging waste generated from products sold, in line with its Extended Producer Responsibility (EPR) obligations under the Plastic Waste Management (PWM) Rules.

Principle 3

Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. a. Details of measures for the well-being of employees:

Category	Total (A)	% of employees covered by									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent Employees											
Male	11,635	11,635	100	11,635	100	-	-	11,635	100	9,535	82
Female	1,330	1,330	100	1,330	100	1,330	100	-	-	1,192	90
Total	**12,965**	**12,965**	**100**	**12,965**	**100**	**1,330**	**100**	**11,635**	**100**	**10,727**	**83**
Other than Permanent Employees											
Male	1,551	1,392	90	1,336	86	-	-	1,126	73	1,339	86
Female	130	97	75	75	58	85	65	-	-	89	68
Total	**1,681**	**1,489**	**89**	**1,411**	**84**	**85**	**65**	**1,126**	**73**	**1,428**	**85**

b. Details of measures for the well-being of workers:

Category	Total (A)	% of workers covered by									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent Workers											
Male	15,150	9,690	64	14,943	99	-	-	2,926	19	9,937	66
Female	144	59	41	144	100	144	100	-	-	142	99
Total	**15,294**	**9,749**	**64**	**15,087**	**99**	**144**	**100**	**2,926**	**19**	**10,079**	**66**
Other than Permanent Workers											
Male	19,159	2,915	15	9,427	49	-	-	-	-	5,121	27
Female	696	159	23	378	54	307	44	-	-	296	43
Total	**19,855**	**3,074**	**15**	**9,805**	**49**	**307**	**44**	**-**	**-**	**5,417**	**27**

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

	FY 2025-26	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the Company*	0.39%	0.44%

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

2. Details of retirement benefits, for Current FY and Previous Financial Year.

S. No.	Benefits	FY 2025-26			FY 2024-25		
		No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
1	PF	100	100	Yes	100	100	Yes
2	Gratuity	100	100	Yes	100	100	Yes
3	ESI*	1	25	Yes	1	32	Yes
4	Others-Please Specify	The Company offers employee benefits like superannuation, NPS and leave encashment, if opted for.					

Note: Retirement benefits are applicable to all permanent employees and workers.

*As per the Employees' State Insurance Act, 1948, all eligible employees and workers are covered under the Schemes.

3. Accessibility of workplaces

Are the premises/offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

Yes. Key offices and operational areas incorporate features aimed at facilitating access for differently-abled employees and workers, such as pathway adjustments, access provisions, assisted mobility, and supportive infrastructure. At the same time, certain areas present limitations due to existing structural conditions. The organisation continues to review these aspects and is progressively working towards improving accessibility through planned modifications, infrastructure upgrades, and incorporation of inclusive design considerations in future developments.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

Yes. Equal opportunity is addressed through the Company's Diversity and Inclusion Policy, which is aligned with the provisions of the Rights of Persons with Disabilities Act, 2016.

Diversity and Inclusion Policy: https://www.grasim.com/Upload/PDF/diversity-and-inclusion-policy.pdf

5. Return to work and Retention rates of permanent employees and workers that took parental leave*.

Gender	Permanent Employees		Permanent Workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	81%	NA	NA
Female	100%	86%	100%	100%
Total	**100%**	**82%**	**100%**	**100%**

*Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.

Category	Yes/No	Details of the mechanism in brief
Permanent Workers	Yes	The Company has a formal grievance redressal mechanism supported by defined internal procedures and an accessible internal portal. Grievances relating to operational or work-related matters may be raised through the portal, with immediate supervisors, or with line managers. Issues of a broader nature, including concerns involving supervisors or performance matters, may be escalated to the Human Resources Function. Annual employee surveys provide an additional channel for feedback and identification of issues requiring action. Grievance Handling Policy: https:/www.grasim.com/Upload/PDF/grasim-grievance-handling-policy-fy21.pdf
Other than Permanent Workers	Yes	
Permanent Employees	Yes	
Other than Permanent Employees	Yes	

7. Membership of employees and worker in association(s) or Unions recognized by the listed entity:

Category	FY 2025-26			FY 2024-25		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who are part of association(s) or Union (D)	%(D/C)
Permanent Employees						
Male	11,635	-	-	10,695	-	-
Female	1,330	-	-	1,117	-	-
Total	**12,965**	**-**	**-**	**11,812**	**-**	**-**
Permanent Workers						
Male	15,150	13,921	92	15,376	14,121	92
Female	144	142	99	139	139	100
Total	**15,294**	**14,063**	**92**	**15,515**	**14,260**	**92**

8. Details of training given to employees and workers:

Category	FY 2025-26					FY 2024-25				
	Total (A)	On Health and Safety measures*		On Skill Upgradation		Total (D)	On Health and Safety measures		On Skill Upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	13,186	6,717	51	9,392	71	12,358	5,387	44	6,760	55
Female	1,460	892	61	1,164	80	1,241	530	43	781	63
Total	**14,646**	**7,609**	**52**	**10,556**	**72**	**13,599**	**5,917**	**44**	**7,541**	**55**
Workers										
Male	34,309	34,309	100	6,979	20	32,763	32,763	100	4,510	14
Female	840	840	100	121	14	660	660	100	38	6
Total	**35,149**	**35,149**	**100**	**7,100**	**20**	**33,423**	**33,423**	**100**	**4,548**	**14**

*Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

Note: The Company provides regular trainings on health and safety across all its units.

9. Details of performance and career development reviews of employees and workers*:

Category	FY 2025-26			FY 2024-25		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who had a career review (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who had a career review (D)	%(D/C)
Employees						
Male	13,186	12,101	92	12,358	10,453	85
Female	1,460	1,238	85	1,241	1,030	83
Total	**14,646**	**13,339**	**91**	**13,599**	**11,483**	**84**
Workers						
Male	34,309	4,548	13	32,763	2,544	8
Female	840	84	10	660	-	-
Total	**35,149**	**4,632**	**13**	**33,423**	**2,544**	**8**

*Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

10. Health and safety management system:

a.	**Whether an occupational health and safety management system has been implemented by the entity? (Yes/No). If yes, the coverage such system?**	Yes. The Company has implemented an Occupational Health and Safety Management System (OHSMS) in accordance with ISO 45001. The system covers all operational sites (100%) and applies to all employees and workers. It is governed through a structured framework with involvement from management and representative groups of employees and workers.
b.	**What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?**	The Company has established structured processes to identify work-related hazards and assess risks for both routine and non-routine activities. These include a Risk Evaluation Management and Occupational Health Risk Assessment framework with Tier-1 and Tier-2 Risk Assessment protocols. Hazard Identification and Risk Assessment (HIRA) is conducted across operations to evaluate risks and define control measures. Hazard and Operability Studies (HAZOP) and a defined Work Permit System are used for higher risk process and operational activities. Job Safety Analysis (JSA) is carried out for high-risk and non-routine tasks and is supported by Operational Control Procedures and Work Instructions. Toolbox talks are conducted to communicate task-specific hazards and controls, including prior to commencement of contractor activities. AI-based camera systems are used at select locations to identify PPE violations and identify unsafe acts.
c.	**Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/No)**	Yes
d.	**Do the employees/workers of the entity have access to non-occupational medical and healthcare services? (Yes/No)**	Yes

11. Details of safety related incidents, in the following format*:

Safety Incident/Number	Category	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.10	0.06
	Workers	0.19	0.23
Total recordable work-related injuries	Employees	7	2
	Workers	51	94
No. of fatalities	Employees	-	-
	Workers	3	1
High consequence work-related injury or ill-health (excluding fatalities)	Employees	-	-
	Workers	1	-

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

Grasim maintains a safe and healthy workplace through an Occupational Health and Safety Management System aligned with Aditya Birla Group standards and compliant with ISO 45001 and SA 8000. Standard operating procedures (SOPs) are implemented across all business units, supported by safety committees at central and departmental levels that conduct regular audits. Periodic reviews by the Group team provide additional oversight.

Process safety practices and management of change (MOC) framework are applied to assess risks prior to any modification of equipment or processes. Behaviour-based safety (BBS) practices, permit to work (PTW) procedures, Lock Out Tag Out Try Out (LOTOTO) protocols, and continuous improvement initiatives supported by kaizen form part of routine site operations. Work environments are monitored at defined intervals and mock drills are conducted to assess emergency preparedness. Toolbox talks and on-site medical facilities support safe operations across all locations.

Employees and workers participate in structured training programmes on workplace safety, hazard awareness, and mental well-being. Safety orientation is provided to all new hires to familiarise them with applicable safety procedures. These measures provide a consistent and formal approach to occupational health and safety across the Company.

The policies are available on the Company's website at:

Safety Policy: https://www.grasim.com/Upload/PDF/safety-policy.pdf

Occupational Health Policy: https://www.grasim.com/Upload/PDF/occupational-health-policy.pdf

13. Number of Complaints on the following made by employees and workers:

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	Nil	Nil	-	Nil	Nil	-
Health & Safety	Nil	Nil	-	Nil	Nil	-

14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working conditions	100%

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks/concerns arising from assessments of health & safety practices and working conditions.

Grasim has a comprehensive incident management framework to address safety-related incidents and significant risks identified through assessments of health and safety practices and working conditions. All incidents are formally reported, recorded and reviewed. Significant incidents are examined through a structured investigation process using the TapRooT methodology to identify root causes.

Corrective and preventive actions are defined based on investigation outcomes and are tracked through established follow-up mechanisms. Incident reviews are conducted by cross-functional teams and placed before central safety committees for oversight. Key learnings from incidents and assessments are shared across business units to support continuous improvement in safety practices.

Oversight is further supported through a structured audit framework that includes internal occupational health and safety audits, ISO compliance reviews, and third-party audits conducted in line with applicable regulatory requirements.

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

a. **Employees (Yes/No):** Yes

b. **Workers (Yes/No):** Yes

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

The Company has established defined framework to ensure statutory dues are correctly deducted and deposited by its value chain partners.

Compliance with PF and ESI requirements is verified for contractors prior to settlement of invoices. Periodic reviews are carried out to confirm timely remittances of statutory contributions. GST compliance is monitored through monthly reconciliation of GSTR 2B data along with follow-up with vendors to ensure consistency in return filings and tax payments. To support accurate tax credit flow for customers and vendors, the Company maintains a structured process for timely filing of GST returns and issuance of TDS and TCS certificates. Certificates are also obtained from customers and vendors. Annual income tax returns submitted by vendors are reviewed to confirm correct application of tax rates. For overseas transactions, the Company obtains Tax Residency Certificates, Permanent Establishment declarations, and relevant documents to ensure regulatory compliance and manage tax exposure.

3. Provide the number of employees/workers having suffered high consequence work related injury/ill-health/fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

Category	Total no. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Employees	-	-	-	-
Workers	4	1	2	-

Note: The right to employment was offered to all affected workers and their families. In FY 2025-26, only 1 family and 1 affected worker elected to avail themselves of the employment opportunity provided.

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/No)

Yes

5. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	7%
Working conditions	7%

6. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments of health and safety practices and working conditions of value chain partners.

Not applicable since no significant risks or concerns were identified.

Principle 4

Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

The Company follows a structured and systematic process to identify its key stakeholder groups.

1. **Stakeholder Mapping:** Key stakeholder groups are identified through a stakeholder mapping exercise. This assessment considers the level of influence stakeholders have on business operations and the impact of the Company's activities on them.
2. **Internal Consultation:** Inputs are obtained through internal consultation with business units, operational teams, and senior management. Structured workshops and guided discussions are conducted to identify stakeholders with direct or indirect influence on business activities and decisions.
3. **External Engagement:** External perspectives are gathered through structured surveys, targeted interviews, focus group discussions, and consultation forums. These engagements support an understanding of stakeholder expectations and concerns.
4. **Stakeholder Matrix Development:** Insights from internal and external engagements are consolidated into a stakeholder matrix. Stakeholders are classified and prioritised based on defined criteria including level of influence, degree of impact, and relevance to the Company's business and value chain.
5. **Stakeholder Engagement Planning:** Based on the prioritisation outcomes, stakeholder specific engagement plans are developed. These plans outline engagement objectives, communication channels, engagement frequency, and key focus areas for each stakeholder group.
6. **Ongoing Monitoring:** Stakeholder engagement is carried out on an ongoing basis to monitor changes in expectations and concerns. Feedback is gathered through periodic surveys and communication channels and is used to inform engagement actions and updates.

The Stakeholder Engagement Policy is available on the Company's website at: https://www.grasim.com/Upload/PDF/grasim-stakeholder-engagement-policy.pdf

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees and Workers	No	Team meetings, surveys, newsletters, townhalls, annual reviews, one-to-one meetings, portal/intranet, social events	Ongoing	Job security, career growth, skill development, diversity and inclusion, remuneration, work-life balance, health and safety
Local Communities	Yes	Direct interactions, site visits, local community events, leadership engagement, CSR programmes and interventions	Ongoing	Socio-economic development, CSR programmes, local community impact management
Investors and Shareholders	No	AGM, annual reports, one-to-one meetings, quarterly calls, surveys, rating agency interactions	Ongoing	Business performance, governance, ESG strategy, climate transition, decarbonisation, disclosures, grievance redressal
Customers	No	Surveys, meetings, social media, websites, product labelling, customer conferences	Ongoing	Product quality, pricing, sustainability, innovation, grievance redressal, timely delivery
Suppliers	Yes	Supplier evaluations, meetings, tenders, site visits, questionnaires	Ongoing	Responsible sourcing, ESG compliance, fair terms, labour practices, timely payments, supplier capability building

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Government, Regulators and Industry Associations	No	Meetings, stakeholder forums, industry association platforms, statutory filings and regulatory submissions	Ongoing	Regulatory compliance, inquiry resolution, community impact, health and safety, environmental issues, governance, tax compliance
Media	No	Press releases, social media, interviews	Ongoing	Sustainability commitments, ESG disclosures, reputation, stakeholder communication
NGOs and Development Partners	No	Meetings, presentations, CSR programme execution	Need-based	CSR implementation, social development, biodiversity, labour rights

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

The processes for stakeholder consultation on economic, environmental, and social matters are set out under the Company's Stakeholder Engagement Policy. Consultations are facilitated by management through established engagement mechanisms. Key feedback and material insights are consolidated and shared with the relevant Board-level committees for review. Matters of significance are placed before the Board for oversight and decision-making.

2. Whether stakeholder consultation is used to support the identification and management of environmental and social topics (Yes/No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Yes. Stakeholder consultation supports the overall sustainability approach. For instance, customer and investor expectations led to enhancements in the Chemical Management System, including a risk-based chemical phase-out approach, substitution of hazardous chemicals with safer alternatives, and enhanced compliance monitoring against ZDHC MRSL requirements, resulting in improved chemical management, reduced environmental risks, and enhanced supply chain compliance.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalized stakeholder groups.

Grasim engages with vulnerable and marginalised stakeholder groups mainly through CSR programmes and community development initiatives. Engagement with local communities is undertaken to identify key concerns related to livelihoods, skill development, and social inclusion. Baseline assessments are carried out to understand socio-economic conditions, employment barriers, and skill gaps. Based on these assessments, targeted interventions are designed and implemented, including skill development, healthcare, and livelihood support programmes.

Principle 5

Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
Employees						
Permanent	12,965	5,019	39	11,812	3,383	29
Other than permanent	1,681	29	2	1,787	340	19
Total Employees	**14,646**	**5,048**	**34**	**13,599**	**3,723**	**27**
Workers						
Permanent	15,294	3,002	20	15,515	1,530	10
Other than permanent	19,855	7,040	35	17,908	3,028	17
Total Workers	**35,149**	**10,042**	**29**	**33,423**	**4,558**	**14**

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Permanent Employees										
Male	11,635	-	-	11,635	100	10,695	-	-	10,695	100
Female	1,330	-	-	1,330	100	1,117	-	-	1,117	100
Total	**12,965**	**-**	**-**	**12,965**	**100**	**11,812**	**-**	**-**	**11,812**	**100**
Other than Permanent Employees										
Male	1,551	39	3	1,512	97	1,663	220	13	1,443	87
Female	130	7	5	123	95	124	3	2	121	98
Total	**1,681**	**46**	**3**	**1,635**	**97**	**1,787**	**223**	**12**	**1,564**	**88**
Permanent Workers										
Male	15,150	-	-	15,150	100	15,376	-	-	15,376	100
Female	144	-	-	144	100	139	-	-	139	100
Total	**15,294**	**-**	**-**	**15,294**	**100**	**15,515**	**-**	**-**	**15,515**	**100**
Other than Permanent Workers										
Male	19,159	11,165	58	7,994	42	17,387	13,391	77	3,996	23
Female	696	313	45	383	55	521	363	70	158	30
Total	**19,855**	**11,478**	**58**	**8,377**	**42**	**17,908**	**13,754**	**77**	**4,154**	**23**

3. Details of remuneration/salary/wages

a. Median remuneration/wages

	Male		Female	
	Number	Median remuneration/ salary/wages of respective category	Number	Median remuneration/ salary/wages of respective category
Board of Directors (BoD)	11	24,50,000	3	31,50,000
Key Managerial Personnel	3*	3,64,61,367	-	-
Employees other than BoD and KMP	11,632	7,44,651	1,330	5,71,266
Workers	15,150	4,48,572	144	2,62,444

*The number of Key Managerial Personnel (KMPs) mentioned above includes one member of the Board of Directors.

Note: Data includes details for permanent employees and permanent workers.

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages*	6%	5%

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

4. Do you have a focal point (Individual/Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Grasim has an internal grievance mechanism aligned with its Human Rights Policy and accessible to all stakeholders. The mechanism is overseen by a designated grievance redressal committee that addresses concerns, including those related to human rights. Multiple reporting channels are available to enable confidential submission of grievances through written communication or designated contact points. Protections are in place to prevent retaliation and ensure fair treatment.

Each grievance is reviewed through an objective and structured process. This includes examination of relevant information, engagement with concerned parties, and involvement of subject matter specialists where necessary. Privacy and confidentiality are maintained throughout the process, and safeguards are applied to prevent harassment, discrimination, or victimisation.

The Human Rights Policy is available on the Company's website at: https://www.grasim.com/upload/pdf/human-rights-policy.pdf

6. Number of Complaints on the following made by employees and workers:

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual harassment	8	2	-	12	2	-
Discrimination at workplace	Nil	Nil	-	Nil	Nil	-
Child Labour	Nil	Nil	-	Nil	Nil	-
Forced Labour/Involuntary Labour	Nil	Nil	-	Nil	Nil	-
Wages	43	Nil	-	Nil	Nil	-
Other human rights related issues	Nil	Nil	-	Nil	Nil	-

7. Complaints filed under the Sexual Harassment of Women at Workplace* (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	8	12
Complaints on POSH as a % of female employees/workers	0.54%	0.96%
Complaints on POSH upheld	8^	11

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

^2 pending complaint from FY 2024-25 is upheld in addition to 6 complaints upheld in FY 2025-26

8. Mechanism to prevent adverse consequences to the complainant in discrimination and harassment cases.

The Company has established measures to prevent adverse consequences to complainants in cases of discrimination and harassment under its Human Rights Policy, Diversity and Inclusion Policy, and Prevention of Sexual Harassment (POSH) Policy. These policies promote a respectful workplace and prohibit discrimination, harassment, and unfair treatment.

All concerns are examined through a defined and impartial process that safeguards the confidentiality of the complainant. Appropriate support is provided during the inquiry to ensure fair and consistent handling in line with established procedures.

The Company maintains a strict non retaliation approach. Complainants, witnesses, and other parties involved in an investigation are protected against retaliation or any form of adverse action. Where a complaint is found to be false or made with malicious intent, disciplinary action may be taken in accordance with applicable policies.

Relevant policies are available on the Company's website:

Prevention of Sexual Harassment (POSH) Policy: https://www.grasim.com/Upload/PDF/POSH-policy.pdf,

Human Rights Policy: https://www.grasim.com/upload/pdf/human-rights-policy.pdf,

Diversity and Inclusion Policy: https://www.grasim.com/Upload/PDF/diversity-and-inclusion-policy.pdf

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes

10. Assessment for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labor	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others	NA

11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 above.

The Company monitors compliance with applicable laws and governing standards across its units and corporate offices through defined review and oversight processes. Periodic internal audits are conducted to assess adherence to requirements related to non-discrimination, prevention of child labour, and workplace harassment. In addition, the Company subjects its facilities to independent third-party assessments aligned with the SA8000 Social Accountability standard. Based on the assessments conducted during the year, no significant human rights risks or concerns were identified, and accordingly no corrective actions were required.

Leadership Indicators

1. Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints.

No material modifications to business processes were required during the reporting period as a result of human rights grievances or complaints.

2. Details of the scope and coverage of any Human rights due diligence conducted.

The Company progressively undertakes human rights due diligence using a defined Human Rights Due Diligence (HRDD) tool to identify, assess, and manage potential human rights risks across its businesses and supply chain. The scope covers all operating units and business activities. Periodic assessments are carried out to review policies, operational practices, and management systems. These assessments are designed to evaluate alignment with recognised human rights principles and applicable standards and to support timely identification and management of potential risks.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes.

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	7%
Discrimination at workplace	
Child labour	
Forced/involuntary labour	
Wages	

5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 4 above.

Not applicable, as no significant risks or concerns were identified.

Principle 6

Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. Details of total energy consumption (in million GJ) and energy intensity, in the following format:

Parameter	FY 2025-26	FY 2024-25
From renewable sources		
Total electricity consumption (A)	2.94	1.67
Total fuel consumption (B)	2.79	2.65
Energy consumption through other sources (C)	-	-
Total energy consumed from renewable sources (A+B+C)	**5.73**	**4.32**
From non-renewable sources		
Total electricity consumption (D)	5.13	6.06
Total fuel consumption (E)	58.57	56.41
Energy consumption through other sources (F)	-	-
Total energy consumed from non-renewable sources (D+E+F)	**63.70**	**62.47**
Total energy consumed (A+B+C+D+E+F)	**69.43**	**66.79**
Energy intensity per rupee of turnover (Total energy consumption/Revenue from operations) (GJ/₹ crore)	1,691.76	2,116.17
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total energy consumed/Revenue from operations adjusted for PPP) (GJ/million USD)	3,441.04	4,372.00
Energy intensity in terms of physical output Energy intensity (GJ/MT)	18.09	20.01

*The revenue from operations has been adjusted using the purchasing power parity (PPP) conversion factor for India (20.34), based on the latest data published by the International Monetary Fund (IMF) for the year 2026.

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

2. Does the entity have any sites/facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

Yes. 15 out of 27 Grasim's manufacturing units were earlier designated consumers under BEE's Perform, Achieve and Trade (PAT) scheme. Pursuant to MoEFCC's Greenhouse Gases Emission Intensity Target Rules, 2025, Grasim's Chemicals, Cellulosic Fibres and Textiles units have been listed as Obligated Entities with prescribed greenhouse gas emission-intensity targets for FY 2025-26 and FY 2026-27. These units have transitioned to the Carbon Credit Trading Scheme (CCTS). The Company continues to implement operational and energy-efficiency initiatives to meet the applicable targets.

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in million cubic meter)		
(i) Surface water	36.59	36.14
(ii) Groundwater	2.88	2.49
(iii) Third party water	14.11	13.34
(iv) Seawater/desalinated water	7.56	8.17
(v) Others (Rainwater storage)	0.14	0.08
Total volume of water withdrawal (i + ii + iii + iv + v)	**61.28**	**60.22**
Total volume of water consumption*	**28.94**	**28.18**
Water intensity per rupee of turnover (Water consumed/Revenue from operations) (m^3/₹ crore)	705.16	892.95
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)** (Total water consumption/Revenue from operations adjusted for PPP) (m^3/million US$)	1,434.30	1844.84
Water intensity in terms of physical output Water intensity (m^3/MT)	7.54	8.44

**Revenue from operations has been adjusted using the purchasing power parity (PPP) conversion factor for India (20.34), based on the latest data published by the International Monetary Fund (IMF) for the year 2026.

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

4. Provide the following details related to water discharge:

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in million cubic meter)		
(i) To Surface water		
- No treatment	-	-
- With treatment – Secondary Treatment	11.47	10.44
(ii) To Groundwater		
- No treatment	-	-
- With treatment – Secondary Treatment	-	-
(iii) To Seawater		
- No treatment	-	-
- With treatment – Secondary Treatment	20.30	20.21
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment – Secondary Treatment	0.57	1.39
(v) Others		
- No treatment	-	-
- With treatment – Secondary Treatment	-	-
Total water discharged (in million cubic meter)	**32.34**	**32.04**

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Yes. The Company has implemented Zero Liquid Discharge (ZLD) mechanisms across 15 of its 27 manufacturing units. These units operate ZLD systems through appropriate effluent treatment and water recovery processes, ensuring that no liquid effluent is discharged outside the respective premises.

The Zero Liquid Discharge systems have been implemented at the following locations:

Cellulosic Fibres: Nagda

Chemicals: Nagda, Renukoot, Ganjam, Rehla, and Balabhadhrapuram

Paints: Panipat, Ludhiana, Cheyyar, Mahad, Kharagpur, and Chamarajnagar

Textiles: Rishra and Malanpur

Insulators: Halol

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
NOx	MT	2,648.18	2,032.09
SOx	MT	8,427.94	7,387.54
Particulate matter (PM)	MT	1,114.49	1,000.14
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	MT	0.42	0.04
Hazardous air pollutants (HAP)	-	-	-
Others	-	-	-

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Million tCO_2e	5.35	5.11
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Million tCO_2e	1.01	1.22
Total Scope 1 and Scope 2 emissions per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations)	tCO_2e/₹ crore	154.89	200.73
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations adjusted for PPP)	tCO_2e/million US$	315.04	414.70
Total Scope 1 and Scope 2 emission intensity in terms of physical output	tCO_2e/MT	1.66	1.90

*Revenue from operations has been adjusted using the purchasing power parity (PPP) conversion factor for India (20.34), based on the latest data published by the International Monetary Fund (IMF) for the year 2026.

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

Grasim is committed to creating a positive environmental impact through continued efforts to reduce GHG emissions. Key initiatives include increasing the share of renewable energy and low-carbon fuels, enhancing energy efficiency through technology upgrades and retrofits, and conducting regular energy audits.

Further details on energy conservation, technology absorption and related initiatives are provided in Annexure C to the Board's Report on page 200.

9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2025-26	FY 2024-25
Total waste generated (in metric tonnes)		
Plastic waste (A)	2,208.03	1,792.22
E-waste (B)	93.57	85.70
Bio-medical waste (C)	2.87	2.84
Construction and demolition waste (D)	20,165.22	13,616.63
Battery waste (E)	241.46	83.35
Radioactive waste (F)	-	-
Other Hazardous waste (G)	2,48,571.71	2,25,464.54
Other Non-hazardous waste generated (H) (Break-up by composition i.e., by materials relevant to the sector)	9,40,482.60	8,90,638.95
Total (A+B + C + D + E + F + G+ H)	**12,11,765.46**	**11,31,684.23**
Waste intensity per rupee of turnover (Total waste generated/Revenue from operations) (MT/₹ crore)	29.53	35.85
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total waste generated/Revenue from operations adjusted for PPP) (MT/million US$)	60.06	74.08
Waste intensity in terms of physical output Waste intensity (MT of waste/MT)	0.32	0.34

*Revenue from operations has been adjusted using the purchasing power parity (PPP) conversion factor for India (20.34), based on the latest data published by the International Monetary Fund (IMF) for the year 2026.

For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)

Parameter	FY 2025-26	FY 2024-25
Category of waste (Hazardous Waste)		
(i) Recycled	76,109.13	82,165.41
(ii) Re-used	63,990.69	52,541.47
(iii) Other recovery operations	57,689.34	29,469.33
Total	**1,97,789.16**	**1,64,176.21**
Category of waste (Non-Hazardous Waste)		
(i) Recycled	8,82,911.26	8,18,316.22*
(ii) Re-used	53,219.14	57,334.97*
(iii) Other recovery operations	15,030.51	10,100.85
Total	**9,51,160.91**	**8,85,752.04**

Note: During FY 2024–25, ash waste previously disclosed under the 'Reused' category has been reclassified as 'Recycled', considering its utilisation by cement and brick manufacturing units as an input material for producing new products. This change does not affect the total waste quantity reported.

For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)

Parameter	FY 2025-26	FY 2024-25
Category of waste (Hazardous Waste)		
(i) Incineration	198.83	885.94
(ii) Landfilling	47,973.84	57,370.49
(iii) Other disposal operations	-	-
Total	**48,172.67**	**58,256.42**
Category of waste (Non-Hazardous Waste)		
(i) Incineration	72.10	125.41
(ii) Landfilling	8,918.25	6,710.75
(iii) Other disposal operations	-	-
Total	**8,990.35**	**6,836.16**

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

The Company has established structured waste management procedures across its operations for handling all categories of waste in compliance with applicable national and local regulations and consistent with recognised industry practices. A hierarchy based approach is followed that prioritises reduction at source, reuse, recycling, and recovery, with disposal through landfill or incineration used only where other options are not feasible.

Hazardous and toxic wastes are managed in accordance with the Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016. Such wastes are handled, stored, and disposed of through authorised vendors as per statutory requirements. Wherever feasible, the Company undertakes initiatives to reduce the use of hazardous and toxic chemicals in its products and processes. Where their use cannot be avoided, defined controls and monitoring practices are applied to ensure safe handling and compliant disposal.

For instance, Excel Fibre is produced using solvent spinning process, which is entirely different from the viscose and modal processes. There is a direct dissolution of cellulose or pulp in an organic solvent called N-Methyl Morpholine N-oxide (NMMO) without use of any hazardous chemicals or solvents.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals/clearances are required, please specify details in the following format:

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval/clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
Not applicable, as the Company does not have any operations or offices located in or around notified ecologically sensitive areas.			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No)	Relevant Web link
None					

13. Is the entity compliant with the applicable environmental law/regulations/guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

Yes

S. No.	Specify the law/regulation/ guidelines which was not complied with	Provide details of the non- compliance	Any fines/penalties/action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
None				

Leadership Indicators

1. Water withdrawal, consumption, and discharge in areas of water stress (in million cubic meter):

For each facility/plant located in areas of water stress, provide the following information:

(i) Name of the area: The following plants are located in areas classified as water stressed, based on WRI Aqueduct Water Risk Atlas:

Cellulosic Fibres: Vilayat, Kharach, Nagda, Harihar, Veraval

Chemicals: Nagda, Veraval, Vilayat, Balabhadhrapuram, Ganjam

Paints: Panipat, Cheyyar, Ludhiana, Kharagpur

Textiles: Malanpur, Kolhapur

Insulators: Halol

(ii) Nature of operations: Manufacturing

(iii) Water withdrawal, consumption and discharge in the following format: (consolidated numbers for units which are present in areas of stress)

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in million cubic meter)		
(i) Surface water	26.08	25.38
(ii) Groundwater	1.35	1.38
(iii) Third party water	13.18	12.65
(iv) Seawater/desalinated water	7.56	8.17
(v) Others	0.08	0.03
Total volume of water withdrawal	**48.25**	**47.61**
Total volume of water consumption	**20.28**	**20.01**
Water intensity per rupee of turnover (Water consumed/Revenue from operations) (m^3/₹ crore)	494.14	633.21
Water intensity (optional) – the relevant metric may be selected by the entity	-	-

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water		
- No treatment	-	-
- With treatment – please specify level of treatment	11.47	10.44
(ii) Into Groundwater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) Into Seawater		
- No treatment	-	-
- With treatment – please specify level of treatment	15.95	15.81
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment – please specify level of treatment	0.55	1.37
(v) Others		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	**27.97**	**27.62**

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions* (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Million tCO_2e	6.27	6.17
Total Scope 3 emissions per rupee of turnover	tCO_2e/₹ crore	152.69	195.42
Total Scope 3 emission intensity in terms of physical output	tCO_2e/MT	1.63	1.85

*Scope 3 GHG emissions have been calculated considering Categories 1, 2, 3, 4, 5, 6, 7 and 9.

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Limited assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

3. With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not Applicable

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/effluent discharge/waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

S. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Water Resource Optimisation through Rainwater Reuse	Rainwater harvesting systems integrated with storage, treatment, and distribution infrastructure were implemented to enable utilisation of rainwater for production and utility requirements, supported by monitoring systems for quality and usage. Our Cheyyar plant operated for seven months using 100% of the rainwater harvested.	Reduced dependence on freshwater sources and improved water security while supporting sustainable water management practices.
2	Energy Efficiency through VFD and Process Optimisation	Variable Frequency Drives (VFDs) were installed across process equipment including waste collection fans, spray pumps, boiler feed pumps, and water treatment systems. Process modifications such as chilled water optimisation, pump rationalisation, and steam pressure management were also implemented to align energy use with operational demand.	Reduced energy consumption across operations, improved process efficiency, and lowered greenhouse gas emissions while enhancing system reliability.
3	Waste to Energy Initiative (Renew Rethink)	A detailed assessment of landfill waste was undertaken, including testing for calorific value and suitability for energy recovery. Flax dust and fibre residues were converted into boiler fuel using adapted pelletisation machinery after successful trials, enabling the utilisation of internal waste streams as non-fossil fuel.	Reduced landfill dependency and enabled use of waste as an alternative energy source, supporting resource efficiency and transition towards non-fossil fuel utilisation.
4	Circularity in Polypropylene Cones	Polypropylene cones used in yarn winding are systematically collected, cleaned, and quality-checked for multiple reuse cycles before being routed for recycling at end-of-life. The reuse loop is tracked and integrated into operations to ensure efficient material recovery and lifecycle management.	Reduced dependence on virgin plastic and minimised plastic waste generation, strengthening circular material use within operations.
5	Solvent Circularity and Reuse	Wash solvents generated during production are systematically recovered, segregated, and reused within the manufacturing process, supported by structured infrastructure and process controls to enable circular utilisation.	Reduced hazardous waste generation and dependence on virgin solvent, enhancing material circularity and improving environmental performance.
6	Plastic Waste to Value-added Products	Plastic waste generated within operations and supply chain is reutilised by converting into durable utility products such as reusable bags. The initiative focuses on extending material life by repurposing waste into practical applications.	Extended lifecycle of plastic materials, reduced reliance on single-use plastics, and promoted reuse-driven circularity across operations.

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/web link.

Yes. The Company has a Business Continuity and Disaster Management Plan implemented across all operating units. The plan provides a structured framework to manage disruptions and safeguard people, assets, and operations during emergency situations. It enables effective response to risk scenarios that may impact personnel, the environment, operational continuity, and the financial or reputational interests of the Company. Defined roles, escalation protocols, and resource deployment arrangements support effective response and recovery. The plan is supported by experienced leadership teams and periodic review mechanisms. An external service provider supports Code Red alerting and Call Centre operations, enabling timely communication, escalation, and coordination through the Site Incident Command System (ICS).

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

Not applicable, as no significant adverse environmental impacts arising from the Company's value chain were identified during the reporting period.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

~100% of our pulp suppliers which accounts for 41% of our total raw material procurement value were assessed for environmental impacts.

8. How many Green Credits have been generated or procured:

a. By the listed entity

Nil

b. By the top ten (in terms of value of purchases and sales, respectively) value chain partners

Not Applicable

Principle 7

Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a) Number of affiliations with trade and industry chambers/associations.

Thirty-one (31)

b) List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the entity is a member of/affiliated to.

S. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/ associations (State/National)
1	The Associated Chambers of Commerce and Industry of India (ASSOCHAM)	National
2	India Chemical Council (ICC)	National
3	Federation of Indian Chambers of Commerce and Industry (FICCI)	National
4	Alkali Manufacturer Association of India (AMAI)	National
5	Confederation of Indian Industry (CII)	National
6	Association of Man-made Fibre Industry of India (AMFII)	National
7	Manmade and Technical Textiles Export Promotion Council (MATEXIL)	National
8	Indian Paint Association (IPA)	National
9	Indian Wind Turbine Manufacturers Association (IWTMA)	National
10	Indian Technical Textile Association (ITTA)	National

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

No New cases were filed in the current financial year. Listed below are ongoing cases from the previous years.

Name of Authority	Brief of the case	Corrective action taken
Competition Commission of India	Competition Commission of India (CCI) has passed an order dated 16th March, 2020 under Section 4 of the Competition Act, 2002, imposing a penalty of ₹ 301.61 crore related to the Cellulosic Staple Fibre turnover.	The Company filed an appeal before the National Company Law Appellate Tribunal (NCLAT)
Competition Commission of India	Without considering that an Appeal is already pending against the aforesaid Order, the CCI passed another Order dated 3rd June, 2021, levying a penalty of ₹ 3.49 crore for non-compliance with the Order passed on 16th March, 2020.	The Company filed a Writ Petition before the Hon'ble Delhi High Court against the Order of the CCI
Competition Commission of India	The CCI has passed another order dated 6th August 2021 under Section 4 of the Competition Act, 2002. However, because of the penalty already imposed on the Company in a previous order dated 16th March, 2020, the CCI deemed it appropriate not to impose any further monetary penalty on the Company.	The Company filed an appeal before the National Company Law Appellate Tribunal (NCLAT)

Leadership Indicators

1. Details of public policy positions advocated by the entity:

S. No.	Public policy advocated	Method resort for such advocacy	Whether the information is available in public domain? (Yes/No)	Frequency of review by board (Annually/ Half yearly/ Quarterly/ Other-please specify	Web Link, if available
1	Draft rules proposed by the Ministry of Commerce and Industry to further amend the Patent Rules (Notification dated 16th July 2025)	Suggestions and recommendations to the draft bill submitted to the authority via email	No	NA	NA
2	Working Paper – Part I: Issues Relating to the Use of Copyright Protected Works for Artificial Intelligence Systems	Suggestions and recommendations to the draft bill submitted to the authority via email	No	NA	NA
3	Revised Draft Gazette Notification on Renewable Consumption Obligation (RCO)	Suggestions and recommendations to the draft bill submitted to the authority via email	No	NA	NA
4	Draft Energy Conservation (Compliance Enforcement) Rules, 2025 issued on 4th August, 2025	Suggestions and recommendations to the draft bill submitted to the authority via email	No	NA	NA
5	Submitted suggestions & Objections on 4 labour codes Draft Central Rules- 1) Code of Social Security (Central) Rules, 2) Code on Wages, 3) Code on Industrial Relations, 4) OSHW Code	Suggestions and recommendations to the draft bill submitted to the authority via email	No	NA	NA

Principle 8

Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name of the project	Brief details of the project	SIA Notification No.	Date of Notification	Whether conducted by independent external agency? (Yes/No)	Results communicated in public domain (Yes/No)	Relevant Web link
Nil						

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity:

S. No.	Name of the project for which R&R is going on	State	District	No. of Project Affected Families (PAFs)	No. of PAFs covered by R&R	Amounts paid to% of PAFs in the FY (in ₹)
Nil						

3. Describe the mechanisms to receive and redress grievances of the community.

Grasim has an established grievance redressal system to address community concerns in a timely and transparent manner. Community members may raise grievances through designated channels with the Stakeholder Officer (Admin & Liaison Officer), who escalates matters to the Grievance Committee where required. Awareness of the mechanism and reporting channels is maintained to ensure accessibility.

The process is implemented through six clearly defined steps to ensure consistency and transparency. Grievances are received through designated channels and acknowledged within five working days to confirm registration. Each grievance is recorded in a formal grievance register to enable tracking and documentation. An initial screening is conducted to assess relevance, severity, and urgency. A detailed investigation then takes place with support from the relevant functions to identify facts and root causes. Based on the findings, corrective actions are defined and implemented. After resolution, the complainant is informed, and a follow up is conducted to confirm satisfaction and ensure formal closure of the case.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers*:

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/Small producers	28%	16%
Directly from within India	69%	58%

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

5. Job creation in smaller towns* – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent/on contract basis) in the following locations, as % of total wage cost.

Location	FY 2025-26	FY 2024-25
Rural	18%	19%
Semi urban	4%	4%
Urban	42%	41%
Metropolitan	36%	36%

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective action taken
Not Applicable	

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

S. No.	State	Aspirational District	Amount Spent in ₹
1.	Jharkhand	Palamu	₹ 1.15 crore

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/vulnerable groups? (Yes/No)

Yes

(b) From which marginalised/vulnerable groups do you procure?

Grasim procures from marginalised and vulnerable groups including women-led enterprises that support economic participation and entrepreneurship among women, self-help groups (SHGs) that enable community-based collectives to access formal markets, and tribal communities that rely on traditional skills and local livelihoods.

(c) What percentage of total procurement (by value) does it constitute?

0.02%

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

S. No.	Intellectual Property based on traditional knowledge	Owned/Acquired (Yes/No)	Benefit shared (Yes/No)	Basis of calculating of benefits share
Not Applicable				

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of case	Corrective action taken
Not Applicable		

6. Details of beneficiaries of CSR Projects:

S. No.	CSR Project	No. of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalised groups
1	Healthcare Initiatives	7,72,632	32
2	Education Initiatives	89,561	26
3	Sustainable Livelihood Initiatives	51,536	35
4	Infrastructural Initiatives	91,154	42
5	Social Welfare Initiatives	2,57,933	50

Principle 9

Businesses should engage with and provide value to their consumers in responsible manner

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

Grasim follows a structured, multi-step complaint management framework to ensure timely and effective resolution across both B2B and B2C interactions. The four steps process is tailored to the specific requirements of each business segment.

Step 1 — Complaint Registration: Customers may register complaints through the online Customer Relationship Management (CRM) system, managed by the Customer Care Services team. Complaints may also be submitted through email. All complaints are routed to the relevant marketing team.

Step 2 — Information Collection: The marketing team gathers key details related to the complaint, including product name, batch number, and the nature of the issue, to enable accurate assessment.

Step 3 — Complaint Processing and Review: Each complaint is recorded in the CRM system and assigned a unique Ticket ID. The complaint is then shared with the concerned departments for root cause analysis. Valid complaints are escalated for corrective action, and findings along with resolution details are communicated to the customer. Response timelines vary based on customer type and complaint category.

Domestic customers receive responses within fifteen days for quality, packaging, documentation, or labelling concerns and within sixty days for weight related or application related issues. Export customers receive responses within thirty days for quality related concerns and within sixty days for weight related or application related matters.

Where a complaint is found to be unsubstantiated, the customer is informed accordingly. Where required, the quality assurance team conducts site visits to validate complaints.

Step 4 — Feedback Mechanism: Customer may provide feedback through Mission Happiness, an online portal used across the Company's customer base to capture experience and satisfaction levels.

2. Turnover of products and/services as a percentage of turnover from all products/ service that carry information about:

Business	As a percentage to total turnover
Environment and Social parameters relevant to product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

Note: All products include the information required under applicable laws.

3. Number of consumer complaints in respect of the following:

Category	FY 2025-26			FY 2024-25		
	Received during the year	Pending resolution at the end of year	Remarks	Received during the year	Pending resolution at the end of year	Remarks
Data privacy	Nil	Nil	-	Nil	Nil	-
Advertising	Nil	Nil	-	Nil	Nil	-
Cyber-security	Nil	Nil	-	Nil	Nil	-
Delivery of essential services	Nil	Nil	-	Nil	Nil	-
Restrictive Trade Practices	Nil	Nil	-	Nil	Nil	-
Unfair Trade Practices	Nil	Nil	-	Nil	Nil	-
Others	12,667	541	-	5,345	2,265	-

4. Details of instances of product recalls on account of safety issues:

Category	Number	Reason for recall
Voluntary recalls	Nil	Not applicable
Forced recalls	Nil	Not applicable

5. Does the entity have a framework/policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes.

The Policy is available on the Company's website at: https://www.grasim.com/Upload/PDF/information-security-policy.pdf, https://www.grasim.com/Upload/PDF/privacy-policy.pdf

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/action taken by regulatory authorities on safety of products/services.

Not applicable, as no incidents were reported.

7. Provide the following information relating to data breaches:

a. Number of instances of data breaches*

Zero

*Reasonable assurance for FY 2025-26 has been carried out by Bureau Veritas (India) Pvt. Ltd.

b. Percentage of data breaches involving personally identifiable information of customers

Not Applicable

c. Impact, if any, of the data breaches

Not applicable

Leadership Indicators

1. Channels/platforms where information on products and services of the entity can be accessed (provide web link, if available).

Grasim maintains dedicated digital platforms across all its business segments, ensuring stakeholders have ready access to product and service information. The segment-wise web presence is as follows:

- **Corporate**
  Grasim Industries Limited: www.grasim.com.
- **Cellulosic Fibres**
  Birla Cellulose: www.birlacellulose.com;
  Navyasa: https://navyasabyliva.in;
  LIVA: www.livabybirlacellulose.com;
  Birla Purocel: www.purocel.com;
  Birla EcoSodium: www.birlaecosodium.com.
  Raysil: www.raysil.co.in
- **Chemicals**
  Aditya Birla Chemicals: www.adityabirlachemicals.com;
  Specialty Chemicals: www.abg-am.com.

- **Building Materials**
  Paints (Birla Opus): https://www.birlaopus.com;
  B2B E-commerce (Birla Pivot): https://www.birlapivot.com.
- **Textiles**
  Jayashree Textiles: https://www.jayashree-grasim.com;
  Grasim Premium Fabrics: www.grasimpremiumfabrics.com;
  Linen Club: https://www.linenclub.com.
- **Insulators**
  Insulators: https://adityabirlainsulators.com

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

Grasim informs and educates consumers on safe and responsible product usage through clear and accessible product communication. Product information is provided on bale packaging and hang tags, along with detailed specifications available on the Company's website. Each product is accompanied by a safety information sheet, and Material Safety Data Sheets (MSDS) are made available across all product lines to support safe handling, storage and use.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

Grasim has instituted communication mechanisms to ensure consumers of any potential disruption or discontinuation of essential services. Information is shared through the Company's website, customer service helplines, and direct communication channels, as applicable. Consumers are notified in advance of planned maintenance activities or operational changes that may affect service availability, enabling timely awareness and preparedness.

4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable)? If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)

Yes. Grasim displays product information beyond what is required under applicable statutory requirements. The Company provides additional disclosures to enable well-informed decisions making and transparency for consumers.

As part of these efforts, the Cellulosic Fibres business has implemented GreenTrack, a blockchain-enabled traceability platform. The platform allows consumers and value chain partners to trace the journey of a textile product from plantation to end consumer through a QR code. It also enables visibility into product movement and sustainability attributes across the value chain.

Yes. The Company conducts consumer satisfaction surveys across its major products, services, and operating locations, Structured surveys are carried out across business segments utilising Net Promoter Score (NPS) framework. Survey findings are reviewed to understand consumer expectations and to support continuous improvement in product quality and service delivery.

NPS recorded across Grasim's business segments for the reporting period is as follows:

Chlor-Alkali: 70%

Specialty Chemicals: 79%

B2B E-commerce: 92%

Cellulosic Staple Fibre: 64%

Insulators: 89%