Dalmia
Bharat Sugar

newthink! cement! sugar! refractories! power!

June 10, 2025

Bombay Stock Exchange Limited
New Trading Ring,
Rotunda Building, P J Towers, Dalal
Street, Fort Mumbai-400001
Scrip Code: 500097

National Stock Exchange of India Limited
"Exchange Plaza", Plot No. C-1, Block G
Bandra – Kurla Complex, Bandra (East),
Mumbai – 400 051
Symbol: DALMIASUG

Subject: Annual General Meeting, Record Date, Annual Report and Newspaper Advertisement

Dear Sir(s),

This is to inform you that the 73rd Annual General Meeting ("**AGM**") of Dalmia Bharat Sugar and Industries Limited ("**Company**") is scheduled to be held on Monday, July 07, 2025 at 11.00 am IST through Video Conferencing / Other Audio-Visual Means. Further, pursuant to Regulation 42 of Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**SEBI Listing Regulations**"), this is to inform you that the record date / cut-off date for the purposes of dividend / e-voting is Monday, June 30, 2025.

Pursuant to Regulation 34(1) of SEBI Listing Regulations, attached is the notice of the AGM and Annual Report of the Company for the Financial Year 2024-25 which has also been uploaded on the Company's website www.dalmiasugar.com at https://www.dalmiasugar.com/wp-content/uploads/2025/06/Dalmia-Sugar-Annual-Report-2024-25.pdf.

Pursuant to Regulation 30 of SEBI Listing Regulations, attached is a copy of notice to the shareholders published on June 09, 2025 in Financial Express (an English newspaper having country-wide circulation) and Dinamani (a Tamil newspaper having wide circulation in Tiruchirapalli, Tamil Nadu, where registered office of the Company is situated) by the Company.

Dalmia Bharat Sugar and Industries Limited
4th Floor, Hansalaya Building, 15 Barakhamba Road, New Delhi – 110001, Delhi, India
T + 91 11 23465100 W www.dalmiasugar.com CIN: L15100TN1951PLC000640
Registered Office: Dalmiapuram, District Tiruchirapalli – 621651, Tamil Nadu, India
A Dalmia Bharat Group company, www.dalmiabharat.com

Thanking You,

Yours faithfully,
For **Dalmia Bharat Sugar and Industries Limited**

RACHNA GORIA
Digitally signed by RACHNA GORIA
Date: 2025.06.10 20:55:55 +04'00'

Rachna Goria
Company Secretary
FCS 6741

cc:

1. **National Securities Depository Limited**
   Trade World, 14th Floor, Kamla Mills Compound,
   Senapati Bapat Marg, Lower Parel, Mumbai – 400 013

2. **Central Depository Services (India) Limited**
   Phiroze Jeejeebhoy Towers, 17th Floor,
   Dalal Street Mumbai – 400 001

3. **KFin Technologies Limited**
   Selenium Building, Tower B, Plot 31 & 32,
   Financial District, Nanakramguda,
   Serilingampally Mandal,
   Hyderabad, Rangareddy, Telangana, India - 500032

Dalmia
Bharat Sugar

Digital Transformation: Sweetening the Future

INTEGRATED ANNUAL REPORT 2024-2025
DALMIA BHARAT SUGAR AND INDUSTRIES LIMITED

Contents

Section
01
Overview

Section
02
Strategy

Business strategy & Market context

Section
03
Governance

Governance & Risk Management

Section
04
Capitals

Performance by Capitals

Section
05
Reports

Statutory Reports

Section
06
Financials

Financial Statements & Disclosures

Forward-Looking Statement

This Annual Report contains forward-looking statements that involve risks, uncertainties, and assumptions. These statements are based on the current expectations, estimates, projections, and beliefs of the management of Dalmia Bharat Sugar and Industries Limited as of the date of this report and are not guarantees of future performance.

Forward-looking statements may include, but are not limited to, statements relating to the Company's objectives, strategies, plans, prospects, future financial performance, anticipated economic conditions, expected industry developments, investment plans, operational efficiencies, sustainability initiatives, and regulatory outlooks. These statements can generally be identified by words such as "believes," "expects," "anticipates," "intends," "estimates," "plans," "seeks," "may," "will," "should," "could," "would," and similar expressions or variations thereof.

Actual results may differ materially from those suggested by the forward-looking statements due to a variety of factors, including but not limited to: global and domestic economic conditions; geopolitical developments; changes in laws and regulations; market demand and supply dynamics; raw material price volatility; interest and exchange rate fluctuations; technological changes; availability of skilled personnel; competitive landscape; environmental, social and governance (ESG) risks; and other known or unknown risks and uncertainties.

Readers are cautioned not to place undue reliance on these forward-looking statements. Dalmia Bharat Sugar and Industries Limited undertakes no obligation to update or revise any forward-looking statements publicly, whether as a result of new information, future events, or otherwise, unless required by applicable law. This report should be read in conjunction with the Company's audited financial statements and notes thereto, and all other information provided in accordance with applicable regulations.

SCAN HERE

Digital Transformation: Sweetening the Future

As we scale capacity, diversify feedstock, and expand green energy, our aim is clear: building a future-ready enterprise where sustainability and profitability go hand in hand.

At Dalmia Bharat Sugar and Industries Limited (Dalmia Bharat Sugar/DBSIL/Company)', we are reimagining our future—one that is not only productive and profitable but also intelligent, inclusive, and low-carbon. The theme for this year's Integrated Annual Report, **Digital Transformation: Sweetening the Future**, reflects this purposeful shift.

Our legacy as a leading integrated sugar and ethanol producer has always been rooted in physical infrastructure and agricultural strength. But in today's world, growth is no longer defined by scale alone—it is defined by agility, intelligence, and sustainability. That's why we are embedding digital capabilities across our manufacturing and supply chain ecosystem, using data and automation to optimise every step from cane field to ethanol tank.

FY2025 marked an inflection point in this journey. With a clear roadmap, we accelerated the digitalisation of our operations—from real-time SCADA and DCS systems in our plants, to predictive maintenance using IoT, and even satellite-based Crop Monitoring that links the farm to the factory. Every process is being retooled for greater efficiency, every asset is being repurposed for sustainability, and every byte of insight is being leveraged for smarter decisions.

Yet digital transformation for us is not just about hardware or software – it's about reshaping how we create value. It allows us to scale responsibly, manage volatility more effectively, and deepen our stakeholder relationships through transparency and traceability.

As we scale capacity, diversify our feedstock, expand green energy output, and modernise our workforce, our goal remains clear: to be a future-ready enterprise where sustainability and profitability go hand in hand.

Through **"Digital Transformation: Sweetening the Future"**, we are building a business that is not only fit for the present but resilient for the decades ahead.

About This Report

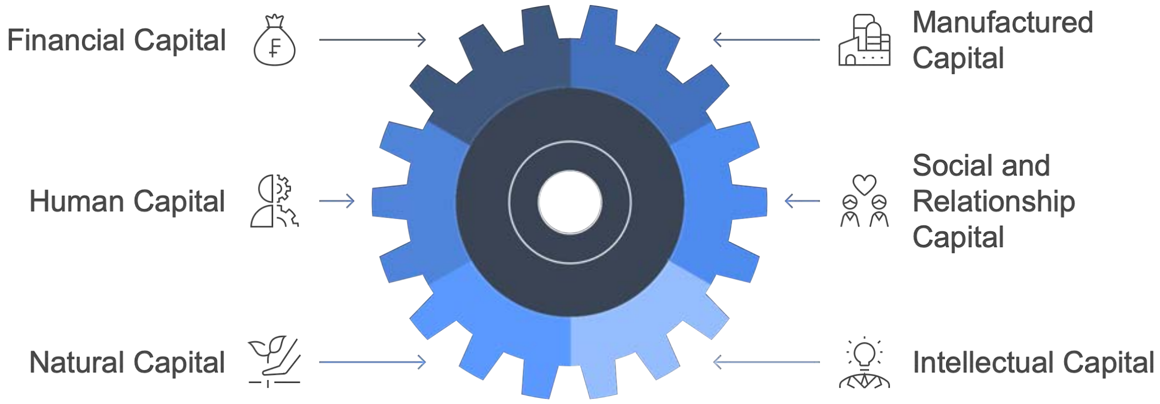
Framing Our Integrated Narrative

[GRI 2-1 to 2-4, 2-22, 2-29, 3-1 to 3-3]

This report is anchored in the strategic theme "**Digital Transformation: Sweetening the Future**." It presents the Company's performance and value-creation narrative in the context of its operating environment in FY2025 — a year that marked a transition from foundational investments to tangible outcomes. The report illustrates how the Company continues to build resilience, pursue sustainable growth, and create long-term value for stakeholders. The integrated business model highlights a holistic, forward-looking approach that reinforces the Company's contribution to inclusive and sustainable national development.

Reporting Boundary and Scope

Our reporting for FY2025 is grounded in the principles of transparency, materiality, and integrated value creation. Dalmia Bharat Sugar and Industries Limited adopts the Integrated Reporting Framework developed by the International Integrated Reporting Council (IIRC) to articulate how we create value over time through the effective use of six capitals—Financial, Manufactured, Intellectual, Human, Social & Relationship, and Natural. This approach is complemented by our adherence to the Global Reporting Initiative (GRI) Standards, with particular alignment to GRI 3: Material Topics 2021. The materiality determination process involves identifying and prioritising actual and potential impacts on the economy, environment, and people—including human rights—across the organisation's operations and business relationships. These issues, regardless of their immediate financial materiality, are considered critical to value creation and are disclosed accordingly. This structured methodology ensures our Integrated Annual Report and Business Responsibility and Sustainability Report (BRSR) reflect stakeholder priorities, comply with regulatory expectations, and support our alignment with the United Nations Sustainable Development Goals (UNSDGs). The Materiality Matrix serves as a central cross-referencing tool linking material topics to strategic pillars, GRI Standards, and stakeholder concerns, ensuring transparency, relevance, and comparability.



Integrated Reporting Principles and Our Approach

The International Integrated Reporting Council (IIRC) merged with the Sustainability Accounting Standards Board (SASB) in 2021 to form the Value Reporting Foundation, which was then consolidated into the IFRS Foundation in 2022. The Integrated Reporting Framework is now maintained by the **International Sustainability Standards Board (ISSB)**under the IFRS Foundation. Despite these transitions, the framework remains widely used and is actively promoted for its role in fostering integrated thinking and holistic value reporting.

The Integrated Reporting Framework is founded on a set of guiding principles that underpin the preparation and presentation of an integrated report. These principles aim to provide a holistic view of how an organisation creates value over time across multiple capitals. DBSIL affirms its commitment to these principles and embeds them across this Integrated Annual Report for FY2025 through structured disclosures, narrative clarity, and a cross-referenced architecture that aligns strategy, performance, governance, risks, and material issues.

Grounded in the IIRC framework and GRI Standards, our reporting reflects what truly matters to stakeholders and value creation.

IIRC's Guiding Principles and Our Alignment

IIRC Principle	Principle Definition	Our Implementation Approach in FY2025 Report
Strategic Focus and Future Orientation	The report should show a holistic picture by connecting factors that affect value creation over time.	Connectivity is established through cross-referencing systems that link material issues to strategic pillars, GRI disclosures, UNSDGs, business model components, and risks (see Materiality Matrix, GRI Index, and Risk and Governance chapters).
Connectivity of Information	The report should explain how the organisation's relationships with stakeholders affect value creation.	Stakeholder perspectives are addressed through dedicated disclosures (see Stakeholder Engagement, CSR, and Human Capital sections). Material topics have been determined through a structured stakeholder engagement process.
Stakeholder Relationships	The report should disclose information about matters that substantively affect the organisation's ability to create value.	Material issues have been identified and prioritised based on their significance to stakeholders and impact on business (see Materiality Matrix). These are linked to GRI Standards and UNSDGs for transparency.
Materiality	The report should be concise, avoiding excessive detail or duplication.	This report uses summary tables, pullouts, and icons to present complex information clearly, while detailed content is layered in annexures such as the GRI Index and Corporate Governance Report.
Conciseness	All material matters, both positive and negative, must be presented in a balanced and accurate manner.	The report covers both achievements and risks. Our disclosures are based on verifiable data points and aligned with SEBI's BRSR requirements (see BRSR Report on page 219).
Reliability and Completeness	The report should enable comparisons over time and with other organisations.	Multi-year data comparisons are provided for key performance indicators across financial, operational, and ESG dimensions

Cross-Referencing Architecture

To enhance navigability and uphold the principle of connectivity of information, the FY2025 Integrated Annual Report adopts a structured system of cross-referencing:

1. **Materiality Matrix (Page 30)**
   - Maps each material issue to the corresponding strategic pillar, GRI disclosure, and UNSDG target.
   - Facilitates traceability of value creation issues across the report.
2. **Strategic Pillars Table (Page 50)**
   - Aligned with risks (see Enterprise Risk Management), business model elements, and sustainability focus areas.
   - Demonstrates how strategic execution integrates financial prudence with ESG considerations.
3. **GRI Content Index (Page 144)**
   - Provides a complete listing of GRI-aligned disclosures with references to specific sections/pages.
4. **UNSDG Navigation Table (Page 48)**
   - Connects relevant UNSDGs to business outcomes, ESG initiatives, and stakeholder impact.
   - Enhances our transparency in aligning with global sustainable development goals.
5. **Business Model Framework (Page 54)**
   - Presented in the context of six capitals as per the IIRC Framework.
   - Each component is mapped to operational strategy, key activities, and stakeholder value delivery..

Global Reporting Initiative (GRI) Standards

The Company affirms its commitment to global best practices in sustainability and integrated reporting by aligning this report with relevant Global Reporting Initiative (GRI) Standards. Key standards referenced include GRI 2, GRI 3, and topic-specific standards such as GRI 201, 203–205, 302–308, 401–404, 413, 415, and 416, among others. For a comprehensive list of disclosures and their alignment with the report content, please refer to the GRI Content Index on Page 144.

United Nations Sustainable Development Goals (UNSDG) Alignment

The Company's sustainability efforts are aligned with the following United Nations Sustainable Development Goals:

These goals are referenced throughout the report and linked to material issues in the Materiality Matrix.

Strategic Pillars

The Company's strategy for FY2025 is articulated through seven interlinked strategic pillars designed to ensure resilience, sustainable growth, and value maximisation:

Strategic Pillar				Strategic Pillar	Description
1	**Financial Prudence and Value**	Emphasising growth with disciplined capital allocation, cost efficiency, and shareholder value.	5	**Human Capital Development**	Building a future-ready workforce through inclusion, upskilling, and well-being initiatives.
2	**Digital Transformation**	Leveraging technology for operational efficiency, innovation, and organisational agility.	6	**Stakeholder Engagement**	Fostering meaningful relationships with communities, customers, and employees.
3	**Sustainable Operations**	Scaling green initiatives, managing environmental impact, and promoting circularity.	7	**Market and Policy Alignment**	Staying responsive to external macroeconomic, market, and regulatory shifts.
4	**Operational Excellence**	Unlocking the full potential of assets and capabilities through efficiency and optimisation.			

Material Issues

Material issues are those that reflect the Company's most significant impacts and influence stakeholder decisions. These are reviewed periodically, and the current list is presented below:

No.	Material Issue	Rationale
1	**Waste Management**	Critical for resource efficiency and operational excellence.
2	**Emissions Management**	Central to climate action and sustainability.
3	**Climate Resilience**	Ensures business continuity amidst weather volatility.
4	**Energy Efficiency**	Reduces costs and carbon footprint.
5	**Biodiversity**	Supports ecosystem balance and environmental responsibility.
6	**Circular Economy**	Encourages sustainable resource use.
7	**Soil Health**	Foundational to agriculture-based raw materials.
8	**Community Impact**	Strengthens local partnerships and social license to operate.
9	**Farmer Livelihoods**	Directly tied to supply chain stability and social impact.
10	**Employee Well-being**	Critical to productivity, safety, and organisational culture.
11	**Governance**	Ensures compliance, ethics, and stakeholder trust.
12	**Stakeholder Engagement**	Facilitates responsiveness and shared value.
13	**Product Quality**	Integral to market reputation and customer satisfaction.
14	**Supply Chain**	Underpins reliability and efficiency of operations.
15	**Economic Performance**	Determines sustainability of value creation.
16	**Labour Relations**	Impacts employee experience and industrial harmony.

Business Model Components

The Company's integrated agro-energy business model is built on principles of circularity and shared value. It is structured using the Business Model Canvas adapted to the six-capital approach:

No.	Component	Description
1	**Value Propositions**	High-quality sugar, ethanol, and power production, combined with sustainable and inclusive practices.
2	**Customer Segments**	Institutional buyers, and local communities.
3	**Channels**	Direct sales, supply chain platforms, and CSR interfaces.
4	**Customer and Stakeholder Relationships**	Strategic partnerships across value chain actors.
5	**Revenue Streams**	Sales of sugar, ethanol, and power; policy-aligned earnings.
6	**Key Resources**	All six capitals as defined by the IIRC framework.
7	**Key Activities**	End-to-end agricultural, industrial, digital, and community operations.
8	**Key Partnerships**	Farmers, regulators, NGOs, and technology providers.
9	**Cost Structure**	Comprising material inputs, operational expenses, and sustainability investments.

Our FY2025 theme, Digital Transformation: Sweetening the Future, reflects our shift from investment to execution - leveraging technology to drive efficiency, sustainability, and long-term value.

Company at a Glance

Who We Are: Legacy, Structure, and Presence

Sugar Plant - Nigohi

₹3,746
Highest-ever
revenue from operations reported in FY2025

₹47.78
Highest EPS
recorded in FY2025

[GRI 2-1 to 2-4, 2-22, 2-29, 3-1 to 3-3]

Dalmia Bharat Sugar and Industries Limited is part of the Dalmia Bharat Group, a conglomerate with a long-standing reputation for operational excellence and stakeholder-centric growth. The Company was incorporated in 1994, beginning with the establishment of a sugar mill with a crushing capacity of 2,500 tonnes of cane per day in Ramgarh, Uttar Pradesh. Over the past three decades, the Company has significantly expanded its footprint across two major sugarcane-producing states—Uttar Pradesh and Maharashtra—and now operates six manufacturing units. As of March 31, 2025, the total installed capacity of the Company was as follows:

- **Sugar Crushing Capacity: 43,200 tonnes of cane per day (TCD)**

  (Includes the operational impact of the Baghauli acquisition and capacity upgrades like Nigohi's enhancement to 10,500 TCD.)

- **Distillery Capacity: 950 kilolitres per day (KLPD)**

  (Comprising 850 KLPD operational capacity and 100 KLPD under commissioning at Baghauli, expected to become operational in FY2026.)

- **Co-generation Capacity: 138 megawatts (MW)**

As an integrated agro-energy enterprise, DBSIL converts renewable agricultural inputs into high-value outputs such as sugar, industrial alcohol (ethanol), and power. This integrated model strengthens its ability to create long-term sustainable value for all stakeholders. The Company is committed to a vision of vibrant growth driven by inclusive and equitable value creation. It operates under core organisational values of integrity, humility, trust and respect, and commitment.

Dalmia Bharat Sugar and Industries Limited is listed on both BSE Limited and the National Stock Exchange of India Limited. The Registered Office of DBSIL is located at Dalmiapuram, District Tiruchirapalli, Tamil Nadu - 621651. The Corporate Office is located at 4th Floor, Hansalaya Building, 15, Barakhamba Road, New Delhi - 110001, Delhi, India. The Company's market capitalisation as of March 31st, 2025 was ~₹2896 crore.

From Investment to Impact:

Five-Year Performance Snapshot (FY2021-FY2025)

Performance Parameter	FY2021	FY2022	FY2023	FY2024	FY2025	Key Observations
Revenue from Operations (₹ crore)	2,686	3,018	3,252	2,899	3,746	Highest-ever revenue reported in FY2025; strong growth driven by sugar and ethanol volumes.
Earnings Before Interest, Tax, Depreciation and Amortisation (₹ crore)	526	512	512	539	544	Demonstrating stable margin performance and cost discipline.
Profit After Tax (₹ crore)	270	296	250	272	387	Marked increase in profitability in FY2025.
Basic Earnings Per Share (₹)	33.40	36.54	30.90	33.66	47.78	Highest EPS recorded in FY2025; demonstrating improved earnings.
Net Debt-to-Equity Ratio (x)	0.46	0.17	0.15	0.13	0.18	Maintaining a conservative capital structure, despite growth investments.
Return on Capital Employed (%)	18	15	13	13	11	Slight moderation reflecting higher capital base from capacity expansion.
Sugar Sales Volume (lakh metric tonnes)	6.2	6.1	5.5	4.2	6.0	Significant 43 percent year-on-year growth in sugar volume.
Distillery Sales Volume (crore litres)	8.6	12.1	17.2	17.7	18.0	Highest-ever sales in FY2025; ethanol capacity expansion delivering volume gains.

Strategic Direction and Thematic Context

The Integrated Annual Report for the financial year 2024-2025 is anchored in the theme "**Digital Transformation: Sweetening the Future**", signalling a transition from strategic investments to execution and impact. In alignment with this year's theme, the Company's financial capital strategy in FY2025 was focused on achieving a balance between growth aspirations and prudent financial stewardship. A strong balance sheet and robust internal cash flows enabled targeted investments in digital infrastructure, capacity expansion, and sustainability initiatives—reinforcing the organisation's forward-looking orientation.

Key Developments and Performance Highlights – FY2025

₹3,820 crore
Total Income
for FY2025, highest ever reported marking a 26% year-on-year increase.

₹148.71 crore
Capital expenditure
deployed towards manufacturing upgrades and digital transformation.

₹387 crore
Profit After Tax
in FY2025, up by over 42% compared to FY2024.

₹7.25 crore
CSR expenditure
towards community development projects.

Key Developments and Performance Highlights – FY2025

6 lakh mt
Sugar sales volume
in FY2025, reflecting 43% growth year-on-year.

18 crore litres
Highest-ever
distillery sales volume achieved in FY2025; 2% growth over the previous year.

Baghauli Revival
Revival and commencement
of production at Baghauli Sugar and Distillery Limited.

120,492 tonnes CO_2e
Scope 1
greenhouse gas emissions reported for FY2025.

100%
Workforce covered
under career development reviews as part of human capital development.

Pilot Programmes
Smart agriculture technologies piloted:
satellite geo-sensing, AI forecasting, drone-enabled fertilisation.

250 kilolitres/day
Operational capacity
of the expanded grain-based distillery at Jawaharpur.

197,864 farmers
Number of farmers
engaged across Uttar Pradesh operations in the 2024-25 season.

1,053 tonnes CO_2e
Scope 2
greenhouse gas emissions reported for FY2025.

SAP Ariba
SAP Ariba implemented
to digitise supply chain operations.

Digitalisation
Retrofitting of core plants
with digital infrastructure and smart manufacturing systems.

Managing Director's Review

In a year marked by supply constraints and regulatory shifts, operational optimisation and tech-led execution defined our resilience.

Gautam Dalmia
Managing Director

26%
Rise in total income
reaching ₹3,820 crore in FY25.

42%
increase in Profit After Tax
reaching ₹387 crore in FY25.

Dear Stakeholders,

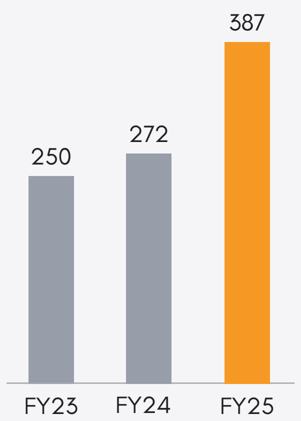
It is my privilege to present my review for the financial year ended 31st March, 2025. This year has been defined by our strategic focus on "**Digital Transformation: Sweetening the Future**," the central theme of our Integrated Annual Report. This theme reflects our intent to leverage technology as a driver of efficiency, sustainability, and long-term value across our operations.

FY2025 presented external challenges, including reduced cane availability in Uttar Pradesh and regulatory restrictions on sugar diversion for ethanol production. Despite these pressures, our focus on digital transformation played a key role in helping us navigate this evolving environment. We concentrated on optimising operations, integrating recent investments, and strengthening our strategic position by translating past investments into measurable outcomes.

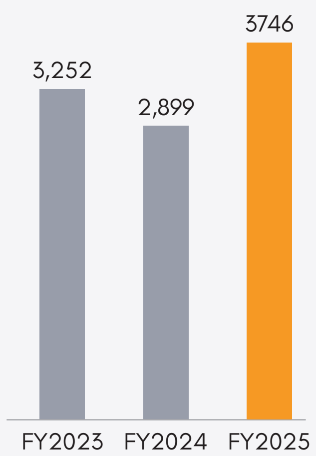
Reflecting on FY2025, we navigated a dynamic external environment with resilience and strategic effectiveness. We achieved a Total Income of ₹3,820 crore in FY2025, representing a significant increase of approximately 26% over the ₹3,028 crore reported in FY2024. This top-line expansion was accompanied by a substantial improvement in profitability, with Profit After Tax rising to ₹387 crore, an increase of over 42% compared to ₹272 crore in FY2024. As a result, our Basic Earnings Per Share improved to approximately ₹47.78 up from ₹33.66 in the previous year. Crucially, we strengthened our financial position considerably by achieving the gearing ratio of 0.18x recorded at the end of FY2025.

In FY2025, we also made decisive strides in strengthening the foundational capitals that underpin our long-term value creation. Our **Intellectual Capital** was enhanced through targeted R&D, such as the Sugarcane Seed Varietal Enhancement programme, and the deployment of digital tools—satellite imaging, geo-sensing, and SAP Ariba—that deepened data-driven decision-making across operations. These initiatives were complemented by structured digital upskilling, aligning **Human Capital** with our innovation agenda. We advanced workforce capabilities through customised learning modules, while embedding inclusivity, safety, and ethics via robust engagement and redressal mechanisms. On the

Profit After Tax (₹ crore)



Revenue from Operations (₹ crore)



FY2025 was the year we translated long-term investments into measurable outcomes - delivering strong growth, enhanced profitability, and sharper digital execution.

Natural Capital front, we adopted a regenerative approach—evidenced by a 15% year-on-year reduction in emissions intensity and zero environmental non-compliances. Our operations sustained 100% Zero Liquid Discharge (ZLD) status and delivered significant water conservation outcomes, supported by a ₹575 lakh investment. Concurrently, our **Social and Relationship Capital** efforts centred on trust-building through continuous stakeholder engagement. Structured community feedback loops, alignment with national welfare schemes, and proactive CSR execution reinforced our identity as a responsive, responsible, and future-ready organisation—one that integrates technology, sustainability, and inclusion into its core business ethos.

As a result, FY2025 was a pivotal year for your Company, defined by the integration of digital intelligence, disciplined capital deployment, and operational resilience. We translated long-term strategies into measurable outcomes across core value levers - from manufacturing and agriculture to sustainability, finance, and people capability.

Digital Transformation: Embedding Intelligence Across the Value Chain

Digitalisation is not merely a project, but a company-wide agenda embedded in every layer of our operations. we prepared our enterprise-wide digital transformation roadmap. Now in the phase of implementation and once it is fully implemented will deliver real-time responsiveness, energy optimisation, predictive maintenance, and systemic transparency. We are in the process of putting predictive IoT platforms, enabling visibility, reliability, and improved decision-making, Smart manufacturing systems and AI-driven forecasting tools enhanced throughput, uptime, and returns on invested capital. Across procurement, SAP Ariba implementation resulted in streamlined vendor collaboration and digitised sourcing workflows with aim to optimized procurement cost.

FY2025 marked a transformative year with key capacity upgrades driving scale and resilience.

Our agronomy operations also saw a leap forward. We scaled regenerative farming pilots, linked field-level data with factory analytics. We are in the process of deploying satellite sensing and drone technology to improve cane yield, soil health, and input efficiency. Research and development activities focused on seed quality improvement and data-driven productivity enhancement, reinforcing our commitment to future-ready farming.

Human capital was a key enabler. We launched focused upskilling programs on digital tools, analytics, and automation. Digital learning platforms like Nalanda were leveraged to increase accessibility, while simulation tools and interactive content supported deeper engagement. Industry 4.0 skills and digitised SOPs were embedded across functions, ensuring our people are equipped to lead in a digitised environment.

Manufacturing and Infrastructure: Scaling Smart, Sustainable Assets

In FY2025, we focused on building a future-ready manufacturing ecosystem by scaling smart, sustainable infrastructure and deriving operational leverage from prior investments. Despite external challenges - including reduced sugarcane availability in Uttar Pradesh and regulatory constraints on sugar diversion for ethanol - we maintained healthy plant utilisation and completed all major expansion projects on schedule. Significant capacity enhancements were delivered across the sugar business. The Nigohi unit was upgraded to 10,500 TCD, Ramgarh to 7,700 TCD along with a modernised packing house, and Ninaidevi reached 4,000 TCD with improved diversion capacity. The newly acquired Baghauli Sugar and Distillery Limited, comprising a 3,500 TCD sugar unit and 12 MW co-generation plant, was revived and made operational within just 90 days of acquisition - an outcome that demonstrated execution speed and operational discipline.

In the ethanol segment, installed distillation capacity reached 850 KLPD, supported by the full-year contribution of the 250 KLPD grain-based plant at Jawaharpur. These upgrades were strategically timed and completed ahead of the crushing season, ensuring seamless integration into FY2025-26 performance cycles.

Our Capital expenditure for the year was directed toward high-impact projects designed to increase capacity, embed digital maturity, improve environmental performance, and build long-term operational resilience. Our ability to pivot between feedstocks, combined with digitally synchronised systems, provided the flexibility to adapt production in response to market dynamics while sustaining efficiency and quality standards. This de-risked scalability approach has positioned us to capture full performance benefits in the coming fiscal year, further strengthening our leadership in the sugar and ethanol ecosystem.

In FY2025, we advanced our innovation agenda by embedding precision and data intelligence across our agricultural and industrial value chains, strengthening efficiency and sustainable growth.

Financial Capital: Prudent Stewardship and Growth-Driven Allocation

In FY2025, we adopted a financial strategy rooted in prudence and forward-looking capital allocation. We balanced our ambition for growth with a disciplined approach to managing the balance sheet - ensuring resilience across operational cycles while investing in capabilities aligned with our long-term strategic objectives.

We demonstrated strong financial performance, generating ₹450.45 crore in Cash from Operations during the year. This robust internal accrual base enabled us to pursue capital expansion without undue leverage. Access to concessional finance - particularly through government-supported interest subvention schemes for ethanol-linked projects - further strengthened this position. These schemes reimburse approximately 50% of the interest burden, resulting in an effective borrowing cost of around 6%. We maintained a conservative capital structure, with a Net Debt-to-Equity Ratio of 0.18x as of 31st March, 2025, reflecting a well-balanced and robust financial foundation.

During the year, ₹149crore was deployed as capital expenditure towards high-impact, growth-oriented investments. Key allocations included the commissioning of the Baghauli grain-based distillery and the expansion of ethanol capacity at the Jawaharpur unit - both strategically aligned with the national ethanol blending roadmap. Additional investments were directed towards supply chain digitisation, leveraging platforms like SAP Ariba, and smart agriculture initiatives, including drone-enabled fertiliser application and satellite-based geo-sensing to enhance field-level productivity. All capital allocation decisions were guided by a disciplined productivity lens, aiming to maximise asset yields, reduce operating costs, and strengthen our strategic positioning. Investment decisions were calibrated to prevailing market conditions and sector fundamentals, with an internal rate of return (IRR) expectation in the range of 18-20%.

Innovation and Research: Accelerating Productivity and Precision

In FY2025, we advanced our innovation and research agenda as a strategic enabler of sustainable growth. We focused on embedding precision and data-driven intelligence across our agricultural and industrial value chains to boost productivity and operational efficiency. On the agricultural front, we continued to strengthen our sugarcane seed varietal programme, addressing key agronomic challenges and improving yield performance. We also piloted advanced precision farming technologies, including satellite-based geo-sensing and drone-enabled fertiliser application, with notable implementation at the Baghauli unit. These tools generated granular data to optimise resource use and enhance field-level decision-making.

Within factory operations, we invested in process innovation and began exploring AI-enabled manufacturing intelligence to support predictive analytics and real-time optimisation. This integrated approach created a continuous feedback loop between innovation, execution, and impact, ensuring that process improvements are both scalable and measurable. Crucially, the innovation agenda informed workforce capability-building efforts, further strengthening the integration between Intellectual and Human Capital. Through this synergy, we are positioning ourselves as a technology-led enterprise, ready to meet the evolving demands of the sugar and ethanol ecosystem.

Strategic Ethanol Expansion: Capturing the Biofuel Opportunity

In alignment with India's National Biofuel Policy, we pursued a deliberate and assertive sugar-to-ethanol diversification strategy in FY2025. Despite regulatory constraints on sugar diversion during the year, we maintained high plant utilisation by leveraging our feedstock flexibility, particularly through expanded grain-based distillation capacity. Our operational ethanol capacity reached 850 KLPD, supported by the full-year contribution of the 250 KLPD grain-based facility at Jawaharpur. These strategic investments were completed ahead of the crushing season to ensure seamless integration and full-scale performance in FY2025-26. This pivot to grain-based ethanol not only mitigated the impact of sugar market volatility and diversion restrictions but also strengthened our alignment with the national goal of achieving 20% ethanol blending. As ethanol continues to emerge as a key driver of future value, our biofuel strategy is positioned to deliver both environmental benefits and long-term financial resilience.

Risk-Adjusted Growth and Financial Prudence

Our growth in FY2025 was pursued with a risk-adjusted approach, assessing and managing risks related to market volatility, policy changes, and operational factors. We made measured capital allocation decisions for strategic investments and expansions, including those aligned with our digital transformation efforts. Our financial approach in FY2025 centered on balancing growth aspirations with prudent financial stewardship, leveraging strong cash flows for future-ready investments aligned with the digital transformation theme. We continue to manage our debt effectively. We remain strategically confident in our grain-based ethanol and blended revenue base, supported by policy tailwinds such as ethanol blending targets.

As we move forward, we do so with renewed confidence in our strategic direction and the resilience of our integrated business model. We are committed to deepening our digital capabilities, expanding sustainable practices, and investing in our people, communities, and innovation agenda. Our journey of transformation is a shared one, and we are grateful for the trust and support of all our stakeholders. On behalf of the leadership team, we extend our sincere thanks to our shareholders, employees, farmers, business partners, and customers for standing with us as we continue to build a future-ready Company.

Warm regards,

Gautam Dalmia

Managing Director
Dalmia Bharat Sugar And Industries Limited

Despite market shifts, our focus on operational excellence and unlocking asset potential drove robust performance, positioning us for continued growth.

Strategic Growth: Building Resilience, Unlocking Potential.

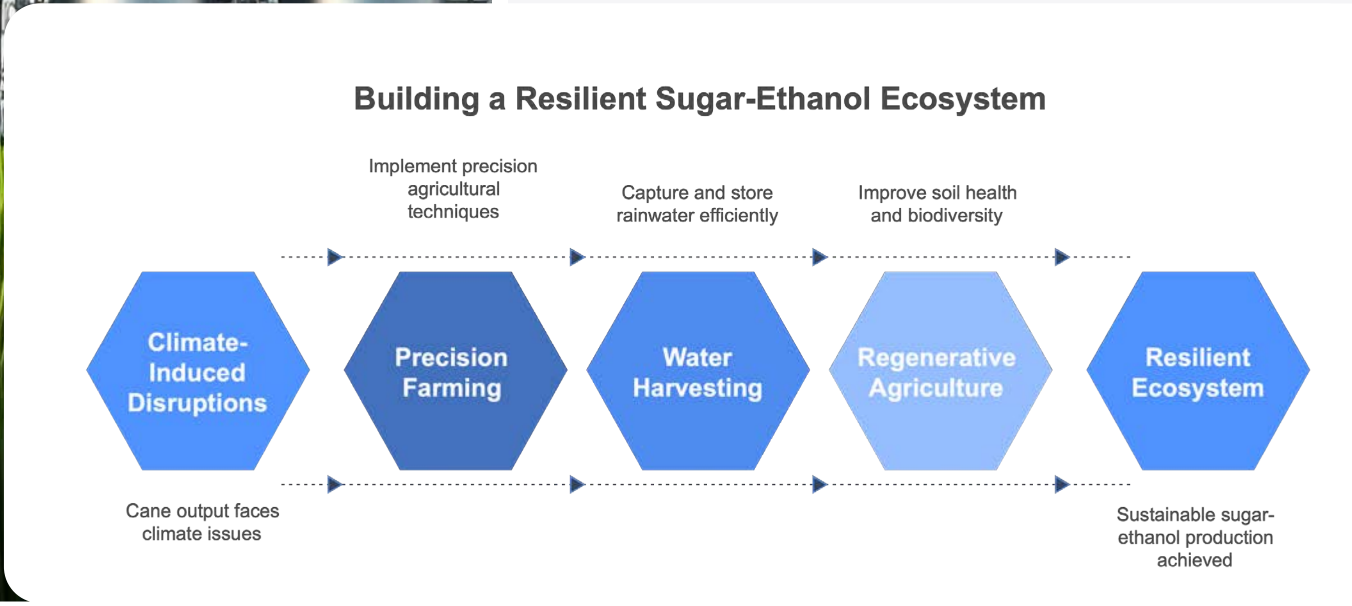
Business strategy & Market context

Operating Context

Framing the Future:
Operating Dynamics Behind the Digital Shift

As we present our Integrated Annual Report for FY2025, anchored in the theme **Digital Transformation: Sweetening the Future**, it becomes essential to contextualise our performance against the backdrop of the broader environment in which we operated. This chapter examines the key global and domestic trends, the evolving policy and regulatory landscape, and the climate-related and socio-economic factors that defined our operating reality.

Together, these contextual forces shaped the risks we navigated and the opportunities we capitalised on. They informed our strategic priorities, reinforced our commitment to sustainable value creation, and guided the execution of our transformation agenda. FY2025 was a year of translating intent into impact – of realising the benefits of past investments while aligning with our larger purpose of supporting India's economic resilience, energy security, and rural development goals.



Global and Domestic Sugar Industry Trends

India remains at the heart of the global sugar economy - as the world's second-largest producer and consumer of sugar, and as a critical player in the livelihoods of nearly 50 million farmers and rural workers. Sugar continues to be a staple of the Indian agro-based economy, underpinned by consistent domestic demand driven by a growing population.

However, the sector continues to face cyclical pressures. Global and domestic price volatility, climate-induced variations in cane output, surplus inventory management, and export competitiveness remain key concerns. Indian sugar exporters contend with structural advantages held by surplus-producing countries such as Brazil, including favourable exchange rates and export subsidies. In addition, climate variability has increasingly disrupted sowing patterns and yields, further compounding supply-side unpredictability.

Despite these structural constraints, FY2025 presented the potential for recovery, with prospects of improved production volumes in 2025-26. The industry's ability to rebound will depend not only on weather patterns and cane availability but also on policy continuity and infrastructure readiness to adapt to demand shifts in both domestic and global markets.

Policy and Regulatory Landscape

The regulatory environment continues to play a critical role in shaping the trajectory of the Indian sugar and ethanol industry. The Ethanol Blending Programme (EBP), a cornerstone of India's National Bioenergy Strategy, remains a transformative opportunity for the sector. Having achieved the 10% national blending milestone in June 2022, India is now targeting 20% blending by 2025-26. This ambition necessitates the expansion of ethanol capacity, particularly through the use of grain-based feedstocks and surplus sugar derivatives, thereby converting agricultural overcapacity into strategic energy resources.

Policy incentives such as interest subvention schemes, assured offtake pricing by Oil Marketing Companies (OMCs), and enabling frameworks for cane-based and grain-based ethanol production continue to provide financial viability to integrated sugar-ethanol players. Importantly, the Government of India introduced the Sugar (Control) Order, 2025during the year to modernise sectoral oversight, improve supply chain transparency, and bring ethanol diversion and by-products under clearer regulatory scope.

Nonetheless, FY2025 was not without disruption. In late 2023, the government temporarily suspended the use of cane syrup for ethanol due to projected lower sugar output, which affected realisations and volumes in both sugar and ethanol segments. While this decision was short-term in nature, it highlighted the sensitivity of the sector to policy recalibrations. We remain optimistic about a full resumption of ethanol-from-cane permissions in the 2024-25 season, which would restore momentum in integrated production.

Our acquisition of Baghauli Sugar and Distillery Limited in December 2023, including a 100 KLPD grain-based distillery, was a strategic move to strengthen our ethanol capacity and de-risk our product portfolio. In addition, the use of bagasse-based cogeneration continues to enhance our renewable energy footprint while offering the potential for future carbon credit monetisation. DBSIL actively participates in industry forums and structured government dialogues to help shape long-term ethanol and sugar sector reforms.

We remain committed to working alongside policymakers, communities, and partners to build a thriving ecosystem that enables sustained value creation - not just for our stakeholders, but for the nation at large.

Climate-Related and Socio-Economic Factors

Climate change continues to be a defining factor in our operational strategy. As an agro-based enterprise, we are exposed to water stress, unpredictable monsoons, and rising temperatures, especially in key cane-producing states such as Uttar Pradesh and Maharashtra. These conditions necessitate an integrated climate response, including precision farming, regenerative agriculture, and improved water stewardship.

India's national commitment to reach net-zero emissions by 2070 places ethanol, bagasse-based power, and circular practices at the centre of the low-carbon transition. Ethanol production from biomass significantly reduces greenhouse gas emissions compared to fossil fuels and plays a key role in lowering urban air pollution and enhancing energy independence. In FY2025, our total renewable energy consumption remained at 1066 million KJ, matching the previous year.

We continue to invest in sustainable water infrastructure, including desilting, pond rejuvenation, and new harvesting structures, as part of our long-term water positivity goals. The interplay between land, water, and energy use is now central to our Natural Capital strategy, with multiple cross-linkages to climate resilience and social responsibility.

From a socio-economic standpoint, our business model is deeply embedded in rural ecosystems. Our operations not only support direct employment but also contribute to community welfare through targeted CSR investments. In FY2025, our CSR expenditure stood at ₹7.25 crore, consistent with FY2024. Our projects focused on education, health, sanitation, and livelihood generation - ranging from water purification plants and school infrastructure to income-generating tools and skill development. These efforts are aligned with the Swachh Bharat mission and underscore our commitment to inclusive growth.

India@2047: Our Role in Nation-Building

In alignment with India's long-term vision of becoming a developed economy by 2047, we view our strategic investments in clean energy, sustainable agriculture, and ethanol blending as a contribution to national priorities. The transition from fossil fuels to biofuels, the goal of doubling farmer incomes, and the emphasis on rural industrialisation are all areas where DBSIL plays a catalytic role.

Our theme for the year **Digital Transformation: Sweetening the Future**, symbolises the convergence of past investments with current impact. Through operational excellence, digital innovation, stakeholder empowerment, and policy advocacy, we are helping shape a resilient and future-ready sugar and biofuel industry - one that contributes meaningfully to India's energy security, environmental goals, and social equity.

We remain committed to working alongside policymakers, communities, and partners to build a thriving ecosystem that enables sustained value creation - not just for our stakeholders, but for the nation at large.

Stakeholder Engagement

Engaging with Purpose: Building Trust Through Stakeholder Dialogue

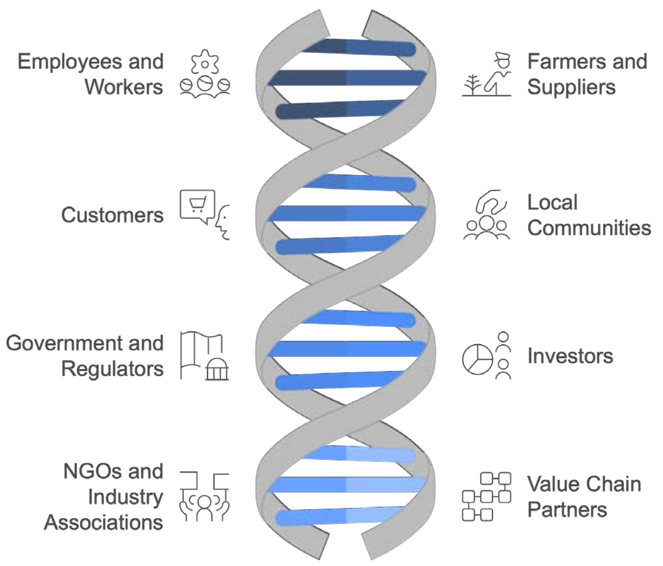
[GRI 2, 3, 201, 203, 401, 403, 404, 413]

This chapter outlines DBSIL's structured approach to stakeholder engagement, aligned with GRI 2-29 and 413-1. It begins with stakeholder mapping, identifying key stakeholder groups – employees, farmers, customers, communities, regulators, and investors. It then details engagement channels and frequency, including platforms such as farmer training sessions, employee town halls, CSR collaborations, compliance reviews, and investor communications. The chapter concludes with key stakeholder expectations and response strategies, highlighting how DBSIL aligns its business conduct with stakeholder needs – such as fair payment, community upliftment, transparency, and sustainability – thereby ensuring resilient relationships and long-term trust. Engaging and collaborating with stakeholders is fundamental to the development of our business strategy.

We define our stakeholders as individuals, groups, or organisations that have a material influence on – or are materially influenced by – our business activities. At DBSIL, we engage with our stakeholders regularly through various channels and proactively communicate relevant information. We strive to make this a two-way process, welcoming feedback and incorporating it into our decision-making. Stakeholder engagement is not just a compliance requirement but a strategic imperative and foundational element of our business philosophy – recognised as essential to sustaining long-term value creation. Cultivating inclusive, collaborative, and responsive relationships with stakeholders is key to our sustained success.

Stakeholder Mapping

Our stakeholder mapping identifies the following key groups with whom we actively engage:



Engagement Channels and Frequency

DBSIL adopts a structured, transparent, and participatory approach to stakeholder engagement, using multi-channel, two-way communication frameworks to foster ongoing dialogue and receive actionable feedback. The key engagement channels include:

- **Farmers and Suppliers:** Engaged through farmer field schools, training programmes, SMS alerts, scheduled meetings, notice boards, mobile applications, websites, and supplier forums. Transparent cane procurement policies, technical assistance programmes, digital engagement tools, and input support form part of our engagement strategy.
- **Local Communities:** Engaged via structured community consultations, village-level meetings, and the implementation of Corporate Social Responsibility (CSR) initiatives. These efforts are aligned with community development goals and national schemes.
- **Employees:** Engaged through employee town halls, internal communications, and welfare programmes focused on inclusion, engagement, and retention, as detailed in our Business Model chapter.
- **Customers:** Relationships are managed via direct sales channels, key account manager meetings (especially for B2B clients), customer satisfaction surveys, and formal mechanisms for registering and resolving complaints.
- **Investors and Shareholders:** Engaged through shareholder meetings, earnings disclosures, and consistent, transparent communication in financial and integrated reporting. Investors are recognised as a vital stakeholder group.
- **Government and Regulators:** Engagement takes place through membership in 14 industry associations and chambers, regulatory submissions, and collaboration on community development and policy advocacy initiatives.
- **NGOs and Academic Institutions:** Partnered with for executing CSR programmes, delivering community impact, and co-developing inclusive development projects.

Our engagement takes place at regular intervals across multiple formats – meetings, reports, press releases, digital platforms, and social media – to ensure consistency and accessibility.

Key Stakeholder Expectations and Response Strategies

Understanding and responding to stakeholder expectations is fundamental to how DBSIL builds and sustains social capital. Through structured consultations – including village meetings, supplier forums, and customer feedback surveys – we identify material social and business issues that forms our strategic priorities and response mechanisms. Feedback from these engagements is systematically reviewed by senior management and the Board, directly influencing our internal policies, sustainability targets, and CSR initiatives. For instance, community insights have shaped our water conservation programmes, while feedback from farmers has enhanced our input distribution and agronomic advisory systems. Structured grievance redressal mechanisms are in place – particularly for community members and suppliers – with clearly defined procedures for investigation, resolution, and closure. By fostering inclusive, transparent, and responsive relationships, DBSIL reinforces its social licence to operate, supports operational excellence, and strengthens stakeholder trust. Stakeholder engagement is not only a core component of our responsible business conduct but also central to our long-term value creation strategy.

1. **Farmers:** Farmers expect fair pricing and timely payments for sugarcane. DBSIL is committed to honouring commercial terms and aims to maintain zero or minimal backlog in payments. To address concerns around soil health and water conservation, the Company promotes sustainable agricultural practices through its cane department and CSR initiatives. Agronomic support, training programmes, and input provisioning further enhance productivity and sustainability. A grievance redressal mechanism is available to address supplier concerns promptly.
2. **Communities:** Communities seek support in education, healthcare, livelihoods, and infrastructure. DBSIL's CSR policy directly addresses these needs through focused interventions, aligning with national development goals and creating triple-bottom-line impact (social, economic, environmental). To combat unemployment, DBSIL supports skill development centres DIKSHa offering placement-linked training. Grievance mechanisms are in place to register and address community concerns, while partnerships with government bodies and NGOs ensure wider reach and greater impact.
3. **Investors:** Investors expect transparent, consistent, and credible disclosures. DBSIL addresses these expectations through detailed Integrated Annual Reports, Business Responsibility and Sustainability Reports (BRSR), and timely investor communications through Stock Exchanges. Sound governance practices and ethical conduct underpin our investor confidence-building efforts.
4. **Employees:** Although specific expectations are not individually listed, DBSIL's strategic focus on human capital – covering wellness, inclusion, growth, and leadership – addresses a wide spectrum of employee needs. The Company has established robust mechanisms for workplace safety, gender equality (POSH policy), Human Rights Policy and transparent communication. Whistle Blower and Vigil Mechanism is in place to support employee and stakeholder accountability.
5. **Customers:** Customers prioritise product quality, safety, and reliability. DBSIL enforces stringent quality assurance practices across sugar, ethanol, and power. Timely deliveries and responsive customer service are also central to our approach. Feedback is continuously gathered, analysed, and acted upon to enhance customer satisfaction and loyalty.
6. **Regulators:** Compliance with legal and regulatory obligations is foundational to our licence to operate. DBSIL maintains an active dialogue with government and regulatory bodies, rooted in transparency and accountability. Our corporate governance framework ensures that we meet both statutory requirements and societal expectations with integrity.
7. **NGOs and Industry Associations:** These stakeholders focus on ethics, sustainability, and systemic challenges. DBSIL participates in industry-wide dialogues to advocate policy reforms, promote best practices, and jointly develop farmer-centric solutions. Certifications such as Bonsucro underscore our alignment with international sustainability standards.

Materiality Matters

Building Resilience and Creating Value:
Our Material Priorities

Integrating Sustainability, Innovation, and Responsible Growth Across Our Six Capitals

As a listed Indian sugar company, engaged in sugar manufacturing, ethanol production, and renewable power generation through cogeneration, we recognise the critical importance of addressing material issues that influence our ability to create sustainable value. Our approach is guided by the International Integrated Reporting Council's (IIRC) <IR> Framework, which evaluates value creation through six interconnected capitals: Financial, Manufactured, Human, Social & Relationship, Natural, and Intellectual. This integrated perspective enables us to align our strategy with evolving regulatory expectations, including SEBI's BRSR disclosure requirements, while addressing the concerns of key stakeholders such as farmers, regulators, investors, employees, and communities.

Our integrated approach links sustainability, governance, and innovation across six capitals, addressing material concerns and aligning with India's ESG disclosure and value creation priorities.

Comprehensive Sustainability Framework

Our material issues have been identified through a rigorous assessment of the agro-industrial dynamics of the Indian sugar sector, the ongoing energy transition towards ethanol blending and renewable power, and the broader imperative of sustainable development in the face of climate change, resource constraints, and digital transformation. The following table presents each material issue, its relevance to our business, the capitals it impacts, the ESG dimensions it addresses, and the primary stakeholders involved.

Key Material Issues Mapped to Six Capitals

Material Issues	Relevance to the Business (Why it is material)	Capitals Impacted (IIRC) & Our Response
Climate Change Resilience in Agriculture **UNSDGs:** **GRI Standards:** GRI 201 (Economic Performance), GRI 302 (Energy), GRI 304 (Biodiversity), GRI 308 (Supplier Environmental Assessment)	Extreme climate events (droughts, floods, heatwaves) are disrupting sugarcane cultivation, reducing yields, and threatening raw material supply. For instance, more frequent droughts and floods linked to climate change are destroying crops and plunging farmers into debt. This poses a risk to the company's production volume and financial performance. Adapting through climate-resilient cane varieties, crop insurance, and farm support programs is critical to sustain farmer livelihoods and secure the supply chain. **Stakeholders Concerned:** **Farmers** (whose crops are affected); **Company management** (supply chain security); **Investors** (long-term business viability); **Regulators** (concerned with climate adaptation in agriculture). **ESG Dimension:** **Environmental, Social**	**Capitals Impacted (IIRC)** Natural (climate, land fertility); Financial (revenue at risk); Social & Relationship (farmer communities); Manufactured (agri-infrastructure). **Our response:** In FY2025, we continued to recognise **Natural Capital**, including soil and water, as fundamental to our business resilience and ensuring a continuous supply of raw materials, particularly sugarcane. Adopting an integrated approach to value creation, we prioritize the responsible management of these essential resources. Our Board and leadership are committed to preserving Natural Capital through careful resource management and investment in sustainable technologies. We utilize indicators like water use intensity to track our progress towards efficient resource utilization. These strategic actions bolster our resilience against the disruptive impacts of climate change on agricultural operations.
Water Security & Efficiency **UNSDGs:** **GRI Standards:** GRI 303 (Water and Effluents), GRI 306 (Waste)	Sugarcane is a highly water-intensive crop (about 2,000 litres of water needed to produce 1 kg of sugar). Over-dependence on water in both farming and milling means water scarcity or poor irrigation practices which can severely impact operations. Sustainable water management – e.g. drip irrigation in cane fields, rainwater harvesting, recycling process water – is material for reducing costs and avoiding conflict with local communities. Any threat to water availability directly affects the environment and society, making water stewardship a vital issue for long-term business continuity. **Stakeholders Concerned:** **Farmers** (irrigation for crops); **Local communities** (competing water needs); **Regulators** (water extraction permits, pollution control boards); **Investors** (concerned about resource risks). **ESG Dimension:** **Environmental, Social**	**Capitals Impacted (IIRC)** Natural (water resources); Manufactured (production processes requiring water); Social & Relationship (community water use); Financial (cost of water, risk to output). **Our response:** Water Security & Efficiency is a material issue for our Natural Capital. Recognizing sugarcane's water intensity and the risk of scarcity, we implement sustainable water management practices. Key actions include implementing Zero Liquid Discharge (ZLD) systems across plants, promoting water-efficient irrigation like drip systems among farmers, and maximizing recycling treated wastewater for agricultural and internal use. We also invest in water harvesting infrastructure and community engagement to preserve groundwater levels and ensure resource availability. These efforts enhance resilience against water scarcity.

Key Material Issues Mapped to Six Capitals

Material Issues	Relevance to the Business (Why it is material)	Capitals Impacted (IIRC) & Our Response
Waste Management & Circular Economy **UNSDGs:** **GRI Standards:** GRI 306 (Waste), GRI 301 (Materials), GRI 302 (Energy)	Sugar and distillery operations generate substantial waste and effluents – e.g. press mud (filter cake), bagasse ash, distillery spent wash, boiler emissions. Improper waste disposal can pollute land, air, and water, harming the company's reputation and violating regulations. Villagers in sugar belts often "bear the brunt of poorly implemented environmental regulations and water scarcity" when mills discharge untreated waste. Thus, achieving **zero waste** through a circular economy approach is a material opportunity. The Company can convert by-products into value: e.g. use bagasse (cane fibre) as biofuel for power, process press mud into bio-compost, and ferment molasses to ethanol. This not only ensures compliance with environmental laws but also creates additional revenue streams and reduces environmental impact. **Stakeholders Concerned:** Regulators(environmental compliance); **Local communities** (environmental health); **Farmers** (who can use compost or benefit from waste-to-fertilizer programs); **Environmental NGOs** (watchdogs for pollution); **Investors** (prefer efficient, compliant operations). **ESG Dimension:** **Environmental, Social**	**Capitals Impacted (IIRC)** Natural (soil, water quality); Manufactured (waste treatment facilities, boilers); Financial (cost savings and revenue from by-products); Intellectual (innovation in by-product use) **Our response:** Waste Management & Circular Economy is a material issue encompassing both environmental and social dimensions. Recognizing the potential impacts of waste and effluents, we actively pursue a circular economy approach, viewing waste as a valuable resource. We utilize by-products like bagasse for power generation, molasses for ethanol production, and press mud for bio-compost or biogas. Our operations are supported by Zero Liquid Discharge (ZLD) systems to eliminate effluent release. These initiatives reduce environmental footprint and create value, addressing stakeholder concerns.
Greenhouse Gas Emissions & Clean Energy **UNSDGs:** **GRI Standards:** GRI 302 (Energy), GRI 305 (Emissions)	The sugar industry's value chain contributes significantly to GHG emissions – from cane cultivation (methane from crop decay) to processing (energy use). Managing the carbon footprint is material, especially as India transitions to a low-carbon economy. The Company has opportunities to mitigate emissions by using renewable energy: for example, **bagasse-based cogeneration** to produce electricity and steam, which replaces fossil fuels and lowers carbon emissions. Similarly, ethanol produced from molasses or cane juice can be used as a biofuel to cut transport emissions nationwide. Focusing on energy efficiency in operations and investing in clean energy not only reduce environmental impact but can earn carbon credits and meet stakeholder expectations for climate action. **Stakeholders Concerned:** **Government/Regulators** (climate targets, renewable energy policies); **Investors** (ESG and climate-risk considerations); **Customers/Oil companies** (who blend ethanol as fuel); **Communities** (benefit from cleaner air); **Employees** (pride and security in working for a sustainable business). **ESG Dimension:** **Environmental**	**Capitals Impacted (IIRC)** Natural (climate stability, air quality); Manufactured (power plants, boilers running on renewables); Financial (energy costs, carbon credit potential); Intellectual (R&D in clean tech). **Our response:** Greenhouse Gas Emissions & Clean Energy is a material issue for us, linked to Natural, Manufactured, Financial, and Intellectual Capital. We address this through a circular economy approach, treating by-products as resources. Bagasse is used in our cogeneration plants to produce 100% renewable energy for our operations and export to the grid, replacing fossil fuels. Our ethanol production, primarily from molasses and grain supports the national biofuel policy, contributing to reducing transport sector emissions. We also prioritize energy efficiency measures in our operations. These initiatives moderate our carbon footprint and support a low-carbon economy, aligning with stakeholder expectations.

We adopt a circular economy approach-transforming waste into value through by-product reuse and Zero Liquid Discharge systems.

Key Material Issues Mapped to Six Capitals

Material Issues	Relevance to the Business (Why it is material)	Capitals Impacted (IIRC) & Our Response
Business Diversification & Innovation (Ethanol and Renewable Power) **UNSDGs:** **GRI Standards:** GRI 201 (Economic Performance), GRI 302 (Energy), GRI 203 (Indirect Economic Impacts)	Over-reliance on a single product (sugar) is risky given cyclical prices and policy controls. Diversifying into **ethanol production** and **renewable power** is a material strategic opportunity. The Indian government has advanced its target of 20% ethanol blending in petrol to 2025, creating robust demand for ethanol. This provides the Company a chance to use excess cane or molasses to produce ethanol, turning a policy mandate into profit. Ethanol and power exports also generate additional income and cushion the impact of sugar price volatility. Moreover, these businesses support rural development – ethanol production "offers a new source of income for farmers" and revitalizes rural economies. Pursuing innovation (such as newer biofuel technologies, higher-efficiency cogeneration turbines, or even other cane-derived products) increases the company's Intellectual Capital and future-readiness. Overall, diversification aligns with both **Financial** Capital growth and **Natural** Capital conservation by contributing to cleaner energy. **Stakeholders Concerned:** **Government/Regulators** (climate targets, renewable energy policies); **Investors** (ESG and climate-risk considerations); **Customers/Oil companies** (who blend ethanol as fuel); **Communities** (benefit from cleaner air); **Employees** (pride and security in working for a sustainable business). **ESG Dimension:** **Environmental, Social**	**Capitals Impacted (IIRC)** Financial (new revenue streams, reduced cyclicality); Manufactured (new distilleries); Natural (support for renewable energy usage); Intellectual (R&D, process innovation). **Our response:** Business Diversification & Innovation (Ethanol and Renewable Power) is a material strategic opportunity impacting our Financial, Manufactured, Natural, and Intellectual Capital. Recognizing the cyclical nature of the sugar business, we have significantly diversified our operations. Our focus on ethanol production leverages molasses and grain, capitalizing on India's Ethanol Blending Programme (EBP). We expanded our Jawaharpur grain-based distillery capacity in FY2024 and acquired the Baghauli Sugar and Distillery Limited which included a distillery. Ethanol provides guaranteed volumes and prices, reducing dependency on sugar price volatility. Our bagasse-based cogeneration plants produce renewable energy for internal use and export, reducing reliance on fossil fuels and lowering our carbon footprint. This strategy enhances financial resilience and contributes to a cleaner energy landscape.
Farmer Prosperity & Responsible Sourcing **UNSDGs:** **GRI Standards:** GRI 204 (Procurement Practices), GRI 413 (Local Communities)	Sugarcane farmers are the lifeblood of the business – the company's profitability and raw material supply depend on their well-being. In India, ~50 million people's livelihoods are linked to sugarcane, with ~6 million farmers directly engaged. Key issues include ensuring farmers receive fair and timely payments for cane, providing agronomic support to boost yields, and promoting sustainable farming practices (to improve soil health and reduce input costs). The sector has faced challenges of high input costs, low farm productivity, and unstable cane prices. If farmers are not financially viable, they may switch crops or default on loans, threatening the company's supply chain. Thus, investing in **Social & Relationship Capital** with farmers – e.g. through training on better cultivation techniques, seeds and fertilizer support, and transparent cane procurement policies – is a material issue. Strengthening farmer incomes and resilience (for example, through crop insurance or sharing gains from ethanol by-product sales) not only secures raw material supply but also maintains the company's social license to operate in rural areas. **Stakeholders Concerned:** **Farmers** (income and livelihood security); **Government/Agri Authorities** (rural income and food security concerns); **Investors** (supply chain stability, no disruptions from farmer agitations); **Local communities** (many are farming communities benefiting from prosperity). **ESG Dimension:** **Social**	**Capitals Impacted (IIRC)** Social & Relationship (farmer relations); Human (knowledge transfer in farming); Natural (sustainable agriculture impacting land and water); Financial (stable supply reduces procurement risk). **Our response:** Farmer Prosperity & Responsible Sourcing is a material issue for us, as sugarcane farmers are the lifeblood of our business and crucial for raw material supply. This impacts our Social & Relationship, Human, Natural, and Financial Capitals. We prioritize farmers and their well-being. Our initiatives include prompt payment for cane purchases, assisting in income enhancement, and catalysing yield improvement through new cane varieties. We educate and support farmers on sustainable agricultural practices, including soil health management and low-water techniques like drip irrigation. We distribute organic materials like press mud, encourage intercropping, and use technology such as satellite sensing and drones for scientific farming. These efforts enhance farmer livelihoods and secure our raw material supply.

Key Material Issues Mapped to Six Capitals

Material Issues	Relevance to the Business (Why it is material)	Capitals Impacted (IIRC) & Our Response
Employee Health, Safety & Development **UNSDGs:** **GRI Standards:** GRI 403 (Occupational Health and Safety), GRI 404 (Training and Education), GRI 405 (Diversity and Equal Opportunity)	Operating sugar mills, distilleries, and power plants involves significant workforce and safety challenges – from heavy machinery to handling of chemicals and boilers. Maintaining a healthy, safe, and skilled workforce is materially important. A strong safety culture (zero-harm workplace) helps prevent accidents and production stoppages. Prioritizing employee well-being (fair wages, good working conditions, health check-ups) and investing in training increases productivity and retention. In a competitive labor market, especially in rural locations, being an employer of choice can reduce attrition. Ensuring a safe workplace also has direct financial benefits: it lowers injury-related costs and improves efficiency. For example, companies report that a safe work environment **reduces absenteeism and attrition, and helps in retaining top talent**. Human Capital development (continuous training in new farming techniques, process automation, digital skills) is equally critical as the industry modernizes. This material issue impacts not only the company's performance and reputation but also its compliance with labor laws and standards (a governance aspect). **Stakeholders Concerned:** **Employees** (health, safety, job satisfaction); **Regulators** (Factory safety inspectors, labor authorities); **Investors** (workforce stability and productivity as part of ESG assessments); **Trade Unions** (if any, concerned with worker welfare); **Local community** (some employees are local; also, safe operations protect surrounding community). **ESG Dimension:** **Social**	**Capitals Impacted (IIRC)** Human (employees' health, skills, and morale); Manufactured (efficient operations depend on skilled operators); Financial (productivity, less downtime); Intellectual (institutional knowledge, training programs). **Our response:** Employee Health, Safety & Development is a material issue for us, integral to Human, Manufactured, Financial, and Intellectual Capitals. We prioritize the well-being and safety of our workforce with a "Zero accident" culture and "safety-first" approach. Measures include daily plant monitoring, camera monitoring, provision of personal protective equipment, due diligence for hazard identification, and processes for workers to report near-miss incidents. Regular training and mock drills are conducted, and we have well-staffed occupational health centres providing medical support. Workers participate in safety decisions through a Safety Committee and Works Committee. We are committed to eradicating child and forced labor and respect workers' rights. These efforts foster a safe and skilled workforce, enhancing productivity and ensuring compliance.
Community Engagement & Development **UNSDGs:** **GRI Standards:** GRI 413 (Local Communities), GRI 203 (Indirect Economic Impacts)	Sugar factories are often located in rural or semi-rural areas and are closely interwoven with local communities. Maintaining good community relations and contributing to local development is a material social issue that affects the company's **Social & Relationship Capital**. If the company's activities negatively impact the community (e.g. pollution, strain on local resources, or inadequate compensation), it can face community opposition, protests, or reputational damage. Conversely, proactively supporting communities through Corporate Social Responsibility (CSR) initiatives – such as rural infrastructure, healthcare camps, educational programs, and environmental conservation projects – helps secure a **social license to operate**. For example, some sugar companies run programs for drinking water, soil conservation, and youth employment in villages, aligning with stakeholders' needs. With India's mandate on CSR spending for profitable companies, this is also a regulatory expectation. Community development efforts address stakeholder concerns and foster goodwill, which in turn can lead to smoother operations (fewer conflicts or delays in permits). In summary, being seen as a responsible neighbour and partner in local progress is material for long-term sustainability. **Stakeholders Concerned:** **Local Communities** (villagers, panchayats concerned with local impacts and benefits); **Local Governments** (district authorities focusing on regional development); **Regulators** (expecting compliance with social obligations, e.g. mandatory CSR, rehabilitation plans); **Employees** (many belong to local communities; morale is higher if community is supportive); **NGOs/Civil Society** (monitoring company's social impact). **ESG Dimension:** **Social**	**Capitals Impacted (IIRC)** Social & Relationship (community trust and goodwill); Natural (community environmental projects improve natural capital locally); Human (building local human capital via education, skills programs); Financial (avoiding disruption costs, enhancing brand value). **Our response:** Community Engagement & Development is a material social issue for us, crucial for Social & Relationship Capital and securing our social license to operate. Integrating CSR based on the principle of Trusteeship, we aim for a triple bottom-line impact: social, economic, and environmental. Through the Dalmia Bharat Foundation, our initiatives in local communities focus on livelihood and skill development, social infrastructure, healthcare, education, and environmental conservation. We engage regularly to understand needs and address concerns through recorded requests and grievance mechanisms. These efforts foster inclusive growth, community well-being, and strong relationships.

Key Material Issues Mapped to Six Capitals

Material Issues	Relevance to the Business (Why it is material)	Capitals Impacted (IIRC) & Our Response
Digitalization & Innovation in Operations **UNSDGs:** **GRI Standards:** GRI 203 (Indirect Economic Impacts), GRI 418 (Customer Privacy)	Embracing digital technology and innovation is an emerging material issue that touches multiple capitals. **Digitalization** – such as using farm management software, satellite imaging for crop monitoring, IoT sensors in factories, and data analytics – can significantly improve efficiency and decision-making. For instance, deploying precision agriculture tools can optimize fertilizer and water use, boosting cane yields while conserving resources. In manufacturing, automation and digital control systems increase throughput and reduce downtime. Investing in **Intellectual Capital** (R&D, tech partnerships) and IT infrastructure builds a competitive edge in an industry that has traditionally been slow to adopt advanced tech. Additionally, digital platforms can improve stakeholder engagement: e.g. mobile apps to communicate with farmers about cane pickup schedules and prices enhance transparency and trust. Overall, technology adoption and continuous innovation are material as they drive productivity improvements (affecting Financial and Manufactured capital) and enable better governance through real-time monitoring of ESG performance (e.g. tracking emissions or compliance digitally). In a climate of rapid change, the company's ability to innovate will determine its long-term resilience. **Stakeholders Concerned:** **Investors** (look for future-ready, innovative companies); **Management** (strategic agility through tech); **Farmers** (benefit from agri-tech and timely information); **Employees** (upskilling and ease of operations); **Regulators** (e.g. digital reporting of sustainability data, precision in compliance) **ESG Dimension:** **Governance** (Innovation and strategy)	**Capitals Impacted (IIRC)** Intellectual (technology knowledge, data assets); Manufactured (modernized plants, smart equipment); Human (digital skills of workforce); Financial (cost efficiency gains, new solutions driving revenue). **Our response:** In FY2025, we accelerated our digital transformation journey, recognising Digitalization and Innovation in Operations as an emerging material issue fundamental to sustaining competitiveness and value creation. Our initiatives strengthened Intellectual, Manufactured, Human, and Financial Capitals, in line with our strategic objective of evolving into a technology-driven manufacturing enterprise. Key advancements during the year included the deployment of precision agriculture technologies such as satellite sensing to improve farm yield estimation and operational efficiency. In manufacturing, we surpassed 93% automation, integrating advanced control systems and moving towards closed-loop automation. Our procurement processes were digitised through the implementation of SAP Ariba, enabling marketplace-based sourcing and vendor expansion. Within our distilleries, the adoption of MVR technology contributed to a 50% reduction in energy requirements, enhancing operational sustainability. We continued to invest in R&D and digital skills development, reflecting our commitment to future readiness. Technology interventions were implemented with structured cost-benefit analyses and Board oversight, ensuring alignment with governance, efficiency, and sustainability priorities. Through these efforts, we are embedding digital capabilities across operations, building resilience, and laying the foundation for scalable, efficient, and environmentally responsible growth, while supporting long-term stakeholder value creation.
Financial Stability & Operational Efficiency **UNSDGs:** **GRI Standards:** GRI 201 (Economic Performance), GRI 103 (Management Approach)	The sugar business is cyclical and highly regulated – domestic sugar prices swing with global markets and crop output, while farmers must be paid a government-fixed cane price. This dynamic can squeeze margins and even lead to losses in downturns. Ensuring **financial stability** is therefore a material issue. This involves prudent risk management (hedging, maintaining adequate financial reserves) and improving **operational efficiency** to remain profitable even when sugar prices are low. Efficiency efforts include maximizing sugar recovery from cane (notably, India's sugar recovery rate is among the lowest globally, which **affects profit margins**), optimizing energy usage, reducing downtime, and controlling costs in every part of the value chain. By focusing on lean operations and cost leadership, the Company can better withstand commodity price volatility. This issue links strongly to **Manufactured Capital** (efficient utilization of plant and equipment) and **Financial Capital** (profitability, low debt levels). It also has a Governance angle: strong oversight and strategy are needed to navigate market cycles and allocate capital (e.g. investing in diversification during good times to prepare for bad times). In essence, without financial resilience, the Company cannot create value for any stakeholder over time, making this a foundational material concern. **Stakeholders Concerned:** **Investors/Shareholders** (sustainable returns, risk management); **Lenders** (repayment capacity); **Regulators** (industry financial health, as defaults can impact farmers and banks); **Farmers** (timely cane payments depend on mill's finances); **Employees** (job security and wages depend on a financially sound Company). **ESG Dimension:** **Governance** (Economic)	**Capitals Impacted (IIRC)** Financial (cash flows, margins, capital allocation); Manufactured (asset utilization, production efficiency); Intellectual (process improvements, management systems) **Our response:** Financial Stability and Operational Efficiency is a critical material issue for DBSIL, arising from the inherently cyclical and highly regulated nature of the sugar industry. Price volatility, coupled with fixed cane costs, can significantly impact margins, making financial resilience fundamental to sustaining value creation for all stakeholders. The Company addresses this issue through prudent risk management and a strong focus on operational efficiency to preserve profitability. Key strategies include maximising sugar recovery, optimising energy use, reducing downtime, and implementing rigorous cost control measures. Diversification into ethanol production and renewable power provides an important hedge against market volatility, strengthening the company's ability to navigate industry challenges. This material matter has a direct bearing on the company's Financial and Manufactured Capitals and is intricately linked to effective governance practices in strategy formulation and capital allocation. It remains a subject of interest to critical stakeholders, including investors, lenders, regulators, farmers, and employees, whose confidence and engagement are closely tied to the company's financial health and operational performance.

Key Material Issues Mapped to Six Capitals

Material Issues	Relevance to the Business (Why it is material)	Capitals Impacted (IIRC) & Our Response
Governance, Ethics & Regulatory Compliance **UNSDGs:** **GRI Standards:** GRI 205 (Anti-Corruption), GRI 206 (Anti-Competitive Behaviour), GRI 307 (Environmental Compliance), GRI 419 (Socioeconomic Compliance)	As a listed entity, the Company must uphold high standards of corporate governance and ethical conduct – this is material to maintaining stakeholder trust and meeting regulatory requirements. The sugar-energy sector in India intersects with sensitive areas like farmer economics and fuel supply, attracting government oversight. Non-compliance or unethical practices (such as corrupt procurement, political lobbying issues, or poor transparency) could lead to legal penalties and reputational damage. Robust governance structures – an effective Board, risk controls, and ethical business practices – ensure long-term value protection. This issue also covers compliance with evolving regulations: for example, environmental norms (air and water emissions standards), ethanol blending quality standards, and the SEBI BRSR disclosure framework. The **BRSR** aims to **enhance transparency and promote sustainability among businesses**, underscoring that regulators and investors expect candid reporting on ESG performance. By fostering an ethical culture (Principle 1 of India's National Guidelines for Responsible Business Conduct) and full compliance (with laws on environment, labor, taxes, etc.), the Company safeguards its **Social & Relationship Capital** (reputation and stakeholder trust) and avoids governance-related risks. In summary, strong Governance is a material issue that underpins the credibility and sustainability of the company's operations in all other areas. **Stakeholders Concerned:** **Investors** (corporate governance and transparency); **Regulators** (SEBI, pollution control boards – compliance with laws and reporting standards); **Board of Directors** (accountability for ethical oversight); **Employees** (clarity on code of conduct and whistleblower mechanisms); **Communities** (expect fair and responsible Company behaviour). **ESG Dimension:** **Governance**	**Capitals Impacted (IIRC)** Social & Relationship (reputation, stakeholder trust); Financial (avoid fines, enhance investor confidence); Intellectual (organizational culture and policies); Human (ethical behaviour of workforce). **Our response:** Governance, Ethics, and Regulatory Compliance is a material issue for DBSIL, fundamental to maintaining stakeholder trust, ensuring regulatory compliance, and supporting responsible growth. Operating at the intersection of farmer livelihoods and national fuel supply, the sugar-energy sector is subject to significant government oversight, making strong governance practices essential. Non-compliance or ethical breaches could expose the Company to legal, financial, and reputational risks. DBSIL's approach is anchored in a robust corporate governance framework, driven by a commitment to maximise stakeholder value by blending growth, efficiency, governance, and ethics. Strategic oversight is provided by an experienced Board of Directors and specialised committees, including the Audit Committee and CSR/Sustainability Committee, which monitor compliance, risk, and sustainability practices. The Company has instituted a formal Code of Conduct, a Whistle Blower Policy, and a Vigil Mechanism that enable directors, employees, and stakeholders to report concerns on misconduct, financial irregularities, unethical behaviour, or environmental and safety issues, with protections against victimisation and direct access to the Audit Committee Chairman. An Anti-Corruption and Anti-Bribery Policy reinforces this commitment to ethical conduct. Compliance with evolving regulations, including environmental standards and SEBI's BRSR framework, remains a priority, strengthening transparency, resilience, and long-term sustainability.

At the crossroads of farmer livelihoods and national energy needs, strong governance anchors our role in a closely regulated sugar-energy ecosystem.

What Matters Most:
Aligning Impact with Strategy

At DBSIL, understanding and addressing the issues that matter most to our business and stakeholders is fundamental to our ability to create and sustain value. Materiality refers to topics or issues that significantly impact the Company's value creation, influence its performance, and affect stakeholder perceptions over the short, medium, and long term. These material issues are dynamic, are reviewed, and analysed regularly. Our structured approach to materiality is aligned with global best practices, including the International Integrated Reporting Council's (IIRC) Integrated Reporting Framework, which considers how a business creates value across six capitals – Financial, Manufactured, Human, Social & Relationship, Natural, and Intellectual – and relevant Global Reporting Initiative (GRI) Standards. Engaging with relevant stakeholders is a key part of this process.

The analysis of material issues directly influences our strategic priorities and mitigation efforts. Materiality is also linked to the Company's strategic, financial, and compliance risks.

[GRI 2-29, GRI 3-1, 3-2, 3-3, 201, 204, 205, 307, 415, 302, 303, 304, 305, 306, 308, 401, 402, 403, 404, 413, 416

Engaging stakeholders and assessing material issues regularly drives our ability to create value across financial, social, and environmental capitals.

Materiality Determination Process

DBSIL follows a structured process to identify the topics that are most important to its business and stakeholders. This process is reviewed regularly and considers the company's impact on the economy, environment, and people, including human rights. These impacts may be positive or negative, actual or potential, and can result from the company's operations or its business relationships. Stakeholder input is an important part of identifying and assessing these issues.

Our process for identifying material issues involves several steps, informed by the guidance in GRI 3: Material Topics 2021:

- **Understand the organisation's context:** This involves creating an initial high-level overview of our activities and business relationships, the sustainability context in which they occur, and our stakeholders. We study internal and external factors impacting DBSIL's business. (See our chapter on Operating Context on page 22).
- **Identify actual and potential impacts:** We identify actual and potential impacts on the economy, environment, and people, including human rights, across our activities and business relationships. This step is informed by analysing the product value chain and conducting a SWOT analysis. We also examine the material issues faced by peer companies through sources like the Sustainability Accounting Standards Board (SASB) and GRI standards, creating a bucket list of potential material aspects.
- **Assess the significance of the impacts:** We assess the significance of identified impacts through quantitative and qualitative analysis, consulting relevant stakeholders and experts. We prioritise impacts for reporting based on their significance. Where it is not feasible to address all impacts at once, we prioritise potential negative impacts based on their severity and likelihood, with severity taking precedence for human rights impacts. Engaging with internal cross-functional teams is crucial to evaluate the current status regarding potential material issues.
- **Prioritise the most significant impacts for reporting:** We group impacts into topics and prioritise the most significant for reporting, which determines our material topics. We set a threshold to define which topics are material. This step is informed by mapping ambitions and revamping the strategy to align with all relevant teams. Based on this analysis and mapped ambitions, we identify key action areas and prioritise them into short, medium, and long-term needs, considering the relevance to both internal and external stakeholders. We also list the material elements under four key pillars: empowering people, responsible consumption, business ethics, and sustainable business practices.

The process of determining material topics requires the organisation to review each topic described in the applicable Sector Standards (such as those relevant to agriculture, aquaculture, and fishing sectors based on sugarcane cultivation for our sugar business) and determine whether it is material to DBSIL. If any topic included in the Sector Standards is determined not to be material, it will be listed in the GRI content index along with an explanation.

The organisation's highest governance body, the Board, oversees the process and reviews and approves the material topics. We document our process, including the approach, decisions, sources, and evidence. We review our material topics annually to account for changes in impacts resulting from changes in our activities and business relationships, ensuring the list represents our most significant impacts in each new reporting period.

Material topics represent our most significant impacts on the economy, environment, and people. These topics cannot be deprioritised solely because they are not considered financially material by the organisation. Material topics inform financial and value creation reporting by providing crucial input for identifying financial risks and opportunities related to our impacts.

Our materiality assessment process feeds into the development of a Materiality Matrix, which clearly connects the identified material issues to our strategic pillars and stakeholder priorities. This structured approach ensures that our Integrated Annual Report and Business Responsibility and Sustainability Report (BRSR) comprehensively address the issues most critical to our value creation journey and responsive to stakeholder concerns and regulatory expectations.

Key Material Issues Table

The following consolidated table outlines DBSIL's key material issues, our responses, alignment with strategic pillars, core business model activities, and corresponding GRI Standards and UN Sustainable Development Goals (UNSDGs).

Material Issue and Rationale	**Our Response** (See our Chapters as mentioned below)	**Strategic Pillar Alignment** (See our Chapter on Strategic Pillars on Page 50)	**Core Business Activities** (See our Chapter on our Business Model on Page 54)	**GRI Standards and UNSDG Alignment**
1. Water Management: Vital for operations, community concerns, long-term resilience.	Reduce consumption, improve effluent treatment, expand water harvesting (See Natural Capital Page 102)	Sustainable Operations	Cane procurement, manufacturing, distillery operations	GRI 303, 3-1 to 3-3 UNSDG 6
2. Waste Management: Effective by-product use, improved operations, sustainability.	Minimise, reuse, compost press mud, zero landfill strategy (See Natural Capital Page 102)	Sustainable Operations	Sugar/ethanol production, cogeneration	GRI 306, 3-1 to 3-3 UNSDG 12
3. Emissions Management: Mitigating air pollution, addressing climate change impacts.	Monitor GHGs, adopt clean fuel, improve energy mix (See Natural Capital Page 102)	Sustainable Operations	All energy-intensive operations	GRI 305, 3-1 to 3-3 UNSDG 13
4. Climate Resilience: Adapting to climate impacts, ensuring long-term business continuity.	Map risk, enhance adaptive capabilities, invest in resilience projects (See Natural Capital Page 102)	Sustainable Operations	Organisation-wide	GRI 201, 3-1 to 3-3, UNSDG 13
5. Energy Efficiency: Reducing consumption, transitioning to clean sources, cost savings.	Optimise processes, increase renewable energy usage (See Natural Capital Page 102)	Sustainable Operations	Boilers, distillery, turbines	GRI 302, 3-1 to 3-3 UNSDG 7, 12
6. Biodiversity: Promoting conservation, managing environmental impacts.	Soil and water protection near facilities, no encroachment (See Natural Capital Page 102)	Sustainable Operations	Farming inputs, effluent areas	GRI 304, 3-1 to 3-3 UNSDG 15

Material Issue and Rationale	**Our Response** (See our Chapters as mentioned below)	**Strategic Pillar Alignment** (See our Chapter on Strategic Pillars on Page 50)	**Core Business Activities** (See our Chapter on our Business Model on Page 54)	**GRI Standards and UNSDG Alignment**
7. Circular Economy: Effective by-product management, sustainability principles.	Close-loop resource use, recover waste for reuse (See Natural Capital Page 102)	Sustainable Operations	Manufacturing and utilities	GRI 306, 3-1 to 3-3 UNSDG 12
8. Soil Health: Main concern for agrarian community, vital for crops.	Provide micronutrient training, promote compost use (See Natural Capital Page 102)	Sustainable Operations	Cane cultivation support	GRI 3-1 to 3-3 UNSDG 2
9. Community Impact: Fosters goodwill, addresses needs, crucial for social license.	CSR projects, education, water, healthcare, livelihoods (See Social & Relationship Capital Page 120)	Stakeholder Engagement	CSR and outreach operations	GRI 413, 3-1 to 3-3 UNSDGs 3, 4, 6, 8, 11, 17
10. Farmer Livelihoods: Crucial for supply chain stability, stakeholder well-being.	Ensure timely payment, increase yields, provide advisory (See Social & Relationship Capital Page 120)	Stakeholder Engagement	Cane procurement and services	GRI 204, 3-1 to 3-3 UNSDGs 1, 2, 8
11. Employee Well-being: Essential for productivity, retention, safety, operational excellence.	Health & safety, POSH, training, grievance redressal (See Human Capital Page 132)	Human Capital Development	All locations	GRI 401, 403, 404, 3-1 to 3-3 UNSDG 8
12. Governance: Underpins credibility, sustainability, ensures compliance, manages risk.	Code of Conduct, risk governance, whistleblower policy (See Corporate Governance Report on Page 194)	Business Ethics	Board and management oversight	GRI 205, 307, 415, 3-1 to 3-3 UNSDG 16, 17
13. Stakeholder Engagement: Identifies concerns, informs strategy, crucial for value creation.	Regular interaction, grievance resolution, feedback loops (See Chapter on Stakeholder Engagement on Page 26)	Stakeholder Engagement	Organisation-wide	GRI 2-29, 3-1 to 3-3 UNSDG 16
14. Product Quality: Crucial for sugar production, ensures customer satisfaction.	Comply with safety standards, customer feedback (See Chapter on Manufactured Capital on Page 76)	Operational Excellence	Sugar and Ethanol	GRI 416, 3-1 to 3-3 UNSDG 3, 12
15. Supply Chain: Ensures operational continuity, manages risks, stakeholder concern.	Local sourcing, supplier assessments, fair pricing (See Chapter on Manufactured Capital on Page 76)	Operational Excellence	Procurement	GRI 204, 308 3-1 to 3-3, UNSDG 12
16. Economic Performance: Directly impacts value creation, financial stability, business success.	Maintain profitability, manage risks, value creation (See Chapter on Financial Capital on Page 68 and MD&A on Page 150)	Financial Prudence & Value	Financial operations	GRI 201, 3-1 to 3-3 UNSDG 8
17. Labour Relations: Managing workforce, ensuring fair practices, stakeholder relations.	Transparent dialogue, collective bargaining, inclusiveness (See Human Capital Page 132)	Human Capital Development	All operating units	GRI 402, 3-1 to 3-3 UNSDG 8

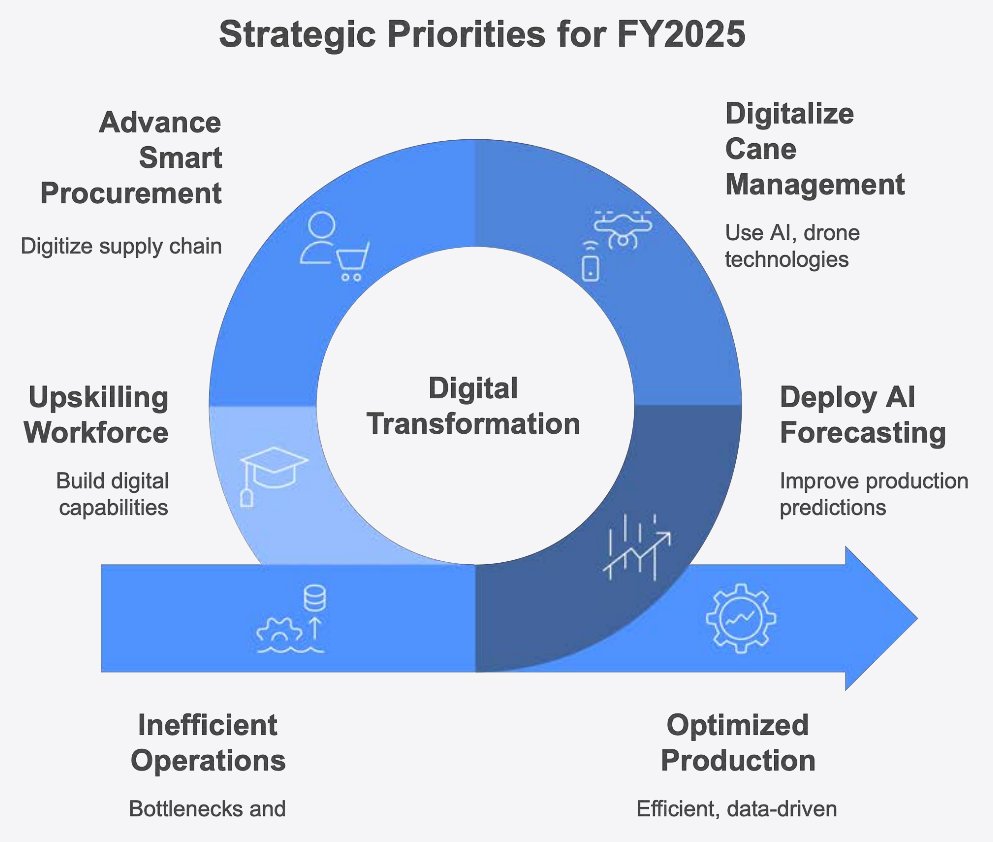
Strategic Pillars

Strategic Anchors in Action: Driving Sustainable Growth

[GRI: GRI 2, GRI 3, GRI 201, GRI 203, GRI 302, GRI 305, GRI 401, GRI 403, GRI 404, GRI 413]

As we navigated the evolving landscape of FY2025, our strategic priorities provided a clear and deliberate roadmap, guiding our decisions, investments, and execution focus. Aligned with the overarching theme of our Integrated Annual Report - **Digital Transformation: Sweetening the Future**, this year marked a critical transition from foundational investments to tangible outcomes. FY2025 represents the execution phase of our long-term agenda, where previously laid groundwork began to yield visible results across operations, digital maturity, and stakeholder value.

Our strategic priorities are structured to enhance business resilience, deliver sustainable growth, and maximise value creation. These include unlocking the full potential of recently commissioned assets, embedding digital transformation across the value chain, scaling clean energy and regenerative agriculture initiatives, maintaining disciplined capital stewardship, developing future-ready talent, strengthening community and partner relationships, and responding with agility to shifting market dynamics and policy landscapes.



This year represents the execution phase where groundwork started yielding visible results in operations, digital maturity, and shareholder value.

Priority #	Name	Description	Company Actions
1	**Financial Prudence & Value**	Balancing growth aspirations with prudent financial stewardship, maintaining a solid balance sheet, leveraging cash flows for future investments, and generating value for shareholders through disciplined capital allocation and cost management.	• Balancing growth with prudent financial stewardship. • Maintaining a solid balance sheet. • Leveraging strong cash flows for future-ready investments. • Strategically deploying internal accruals towards expansion, smart agriculture, and supply chain digitisation.
2	**Digital Transformation**	Implementing digitalization across functions for speed, efficiency, and innovation, exploring advanced technologies like AI, continuing R&D, and integrating intellectual capital with human capital for future readiness.	• Strengthening digital maturity across functions. • Exploring AI-driven forecasting and smart manufacturing systems. • Deepening integration between Intellectual and Human Capital. • Continued R&D investments in next-gen product/process innovation.
3	**Sustainable Operations**	Embedding circular practices and resilience, accelerating growth in clean energy and biofuel segments, scaling up sustainable agriculture pilots, and managing environmental impacts such as emissions and waste.	• Accelerating growth in clean energy, circular economy, and biofuel segments. • Scaling up regenerative agriculture pilots. • Linking agronomy data with factory analytics. • Reporting on waste management impacts.

Priority #	Name	Description	Company Actions
4	**Operational Excellence**	Achieving tangible impact from prior investments by building capacity through strategic expansions, improving production efficiency, addressing bottlenecks, and maximising operational metrics.	• Positioning FY2025 as the execution phase of prior investments. • Harnessing the full-year impact of FY2024 expansions. • Materialising progress and commercial production commencement at Baghauli. • Addressing bottlenecking and production improvements.
5	**Human Capital Development**	Investing in employees for sustainable growth, fostering inclusion, wellness, engagement, and retention, and building necessary capabilities through targeted programs aligned with business strategy.	• Investing in digital capability-building through targeted upskilling programs. • Expanding digital literacy and enhancing DEI. • Deepening leadership capabilities. • Identifying future skill gaps and developing tailored upskilling programs.
6	**Stakeholder Engagement**	Engaging with stakeholders, empowering communities, strengthening trust, and advancing shared prosperity through CSR initiatives and responsible business practices, including ensuring employee well-being and safety.	• Reporting on CSR Investment and Community Beneficiaries. • Reporting on Farmer Training Sessions and On-Time Cane Payment. • Reporting on occupational health and safety processes, services, worker participation, and injury data.
7	**Market & Policy Alignment**	Navigating the external environment with strategic agility, leveraging market positioning and government policy support (e.g., ethanol blending targets), and contributing to national goals like energy security.	• Navigating the external environment with strategic agility. • Strategic confidence in grain-based ethanol and blended revenue base. • Acknowledging policy tailwinds.

Our integrated risk approach balances operational efficiency, environmental stewardship, and community engagement to safeguard long-term value.

Our Business Model

Harnessing Capital

Creating Value. Sustaining Growth

[GRI 2, 3, 201, 203, 302, 305, 306, 401, 403, 404, 413]

A Resilient and Integrated Business Model

At DBSIL,our business model exemplifies a holistic and future-facing approach to value creation. As an integrated agro-energy enterprise, we convert renewable raw materials into high-value products - namely sugar, industrial alcohol (ethanol), and power - while generating long-term returns for all stakeholders. In FY2025, under the theme "**Digital Transformation: Sweetening the Future**" we moved decisively from a phase of foundational investment to a period of execution, integration, and tangible impact. We continue to strengthen our model through digital enablement, responsible capital stewardship, stakeholder partnerships, and environmental resilience.

To clearly articulate our value-creation logic, we employ the **Business Model Canvas**, developed by Alexander Osterwalder and Yves Pigneur, and integrate it with the **six capitals** defined by the International Integrated Reporting Framework: **Financial, Manufactured, Intellectual, Human, Social & Relationship, and Natural**. This dual-lens approach allows us to demonstrate how we create, deliver, and sustain value - enhancing our competitiveness today while positioning us to meet the evolving expectations of tomorrow and contributing meaningfully to national development.

How we Create Value

At DBSIL, value creation is a continuous, integrated process that begins with responsibly managing our six capitals and culminates in delivering high-quality products, resilient revenues, and shared prosperity. Our value proposition - rooted in sustainable sugar, ethanol, and power - is enabled by a robust mix of resources, including advanced manufacturing assets, digital infrastructure, a skilled workforce, and deep stakeholder relationships. These offerings reach institutional buyers, farmers, and communities through direct sales, supply chains, and development platforms. Our key activities - such as sugarcane development, production, R&D, digital transformation, and environmental stewardship - are executed in partnership with farmers, regulators, and technology providers. This ecosystem is supported by a well-managed cost structure and underpinned by disciplined financial stewardship. Revenue is primarily generated from product sales, supplemented by policy-linked price stability and efficient capital allocation. Throughout this cycle, we engage stakeholders meaningfully - ensuring fair farmer remuneration, delivering impact-driven CSR, and fostering employee growth. By embedding digital innovation, sustainability, and inclusive growth at every touchpoint, our business model creates value that is not only financial, but social, environmental, and enduring.

13%
Return on Equity (ROE)
Delivering healthy shareholder returns through disciplined capital allocation and sustained profitability.

11%
Return on Capital Employed (ROCE)
Reflecting efficient utilisation of capital across integrated sugar, ethanol, and power operations.

At DBSIL, value creation is a continuous, integrated process that begins with responsibly managing our six capitals and culminates in delivering high-quality products, resilient revenues, and shared prosperity.

	Business Model	Description
1	**Value Propositions**	We deliver value through our core product offerings – sugar, industrial alcohol (ethanol), and power – which accounted for approximately 61%, 28%, and 11% of our revenue respectively in FY2025. Our value proposition goes beyond commercial output to include: ■ **Consistent Product Quality** – Upholding reliability across all product lines. ■ **Sustainable Operations** – Championing circularity and contributing to national goals like ethanol blending and energy security. ■ **Inclusive Prosperity** – Enhancing farmer incomes, community well-being, and employee development. ■ **Technology Integration** – Embedding digital tools to enhance process efficiency, insight generation, and stakeholder engagement.
2	**Customer Segments**	We serve a broad set of stakeholders including: ■ **Institutional Buyers** – Sugar wholesalers, oil marketing companies (for ethanol), and power distribution entities. ■ **Farmers** – As suppliers and critical partners in our cane value chain. ■ **Local Communities** – As indirect beneficiaries of our operations and social programmes.
3	**Channels**	Our distribution channels include: ■ **Direct Sales** – Ethanol supplied to OMCs, power to the grid. ■ **Supply Chain Interfaces** – For bulk sugar distribution. ■ **Farmer Engagement Platforms** – Including training, advisory services, and digital interfaces. ■ **CSR Channels** – Through partnerships with NGOs and government agencies to reach communities.
4	**Customer and Stakeholder Relationships**	Strong relationships are core to our operating ethos: ■ **Farmer Relations** – Ensuring timely payments, agricultural support, and productivity enhancement. ■ **Community Engagement** – Via targeted CSR initiatives in health, education, infrastructure, and livelihoods. ■ **Business and Institutional Clients** – Supported through compliance, quality assurance, and service consistency. ■ Employee Relations – Enabling talent development, diversity and inclusion, and workplace well-being.
5	**Revenue Streams**	Our primary sources of revenue include: • **Sale of Sugar** • **Sale of Ethanol and Industrial Alcohol** • **Sale of Power** • We also benefit from policy-linked income stability (e.g., ethanol offtake prices) and financial prudence, including strong internal accruals and low leverage.
6	**Key Resources (Six Capitals)**	Our value creation is grounded in responsible stewardship of the six capitals: ■ **Financial Capital** – A robust balance sheet and disciplined capital allocation support investments and growth. ■ **Manufactured Capital** – Advanced, digitally enabled production facilities across our sugar and distillery units. ■ **Intellectual Capital** – Proprietary practices, digital systems, and innovation frameworks (e.g., SAP Ariba, AI forecasting, satellite-based agri-monitoring). ■ **Human Capital** – Skilled workforce with continuous upskilling in analytics, automation, and safety leadership. ■ **Social & Relationship Capital** – Institutional trust built with farmers, partners, communities, and regulators. ■ **Natural Capital** – Soil, water, and biodiversity managed through regenerative agriculture, water harvesting, and circular energy practices.
7	**Key Activities**	Our core activities encompass: ■ Sugarcane development and procurement ■ Production of sugar, ethanol, and power ■ Digital transformation and system modernisation ■ R&D in productivity and sustainability ■ Water and waste management initiatives ■ Community development and CSR programmes ■ Employee capability building and leadership development
8	**Key Partnerships**	We collaborate extensively with: ■ **Sugarcane Farmers** – Our primary raw material providers. ■ **Government and Regulatory Bodies** – For ethanol policy implementation and infrastructure planning. ■ **Communities and NGOs** – For CSR and rural development initiatives. ■ **Technology and Digital Partners** – Supporting automation, predictive systems, and operational analytics.
9	**Cost Structure**	Our cost base is shaped by: ■ **Raw Material Costs** – Primarily sugarcane and grain. ■ **Operational Costs** – Manufacturing, utilities, and logistics. ■ **Capital Investments** – In plant, machinery, and digital infrastructure. ■ **People Costs** – Including wages, training, and welfare. ■ **Sustainability Expenditure** – Environmental management, compliance, and CSR contributions.

How we create value

	Inputs	Business Model Canvas Alignment		Outputs	Outcome	Strategy Pillar Alignment	GRI & SDG Alignment	Material Issues Alignment
Financial Capital	₹3,820 crore total income; ₹148.71 crore capex deployed; ₹387 crore profit after tax	Revenue Streams, Cost Structure 5	For our Operating Context, see page 22	₹544 crore EBITDA; 47.78 EPS (Basic); 0.18 net debt-to-equity	11% Return on Capital Employed; Net debt-free as of March 31st, 2025; Sustainable cash flow generation	Financial Prudence and Value 1	GRI 201	Economic Performance, Capital Allocation
Manufactured Capital	43,200 TCD sugar crushing capacity; 950 KLPD distillery capacity; ₹148.71 crore infrastructure capex	Key Resources, Key Activities 6 7		6.0 LMT sugar sales volume; 18 crore litres ethanol sales; 138 MW co-generation capacity	43% YoY growth in sugar sales; 2% YoY growth in ethanol output; Higher utilisation of expanded capacity	Operational Excellence 4	GRI 203, 302	Resource Efficiency, Energy Use
Human Capital	100% workforce career reviews; Digital training and skilling investments; Inclusion and safety initiatives	Key Resources, Human Capital 6		Digitally skilled workforce; Formalised performance development plans; Comprehensive health and safety coverage	Enhanced employee engagement; Improved operational agility; Resilient and future-ready workforce	Human Capital Development 5	GRI 401-404	Employee Well-being, Labour Relations
Social and Relationship Capital	197,864 farmers engaged in FY2025; ₹7.25 crore CSR expenditure; Partnerships with communities and NGOs	Customer & Stakeholder Relationships 4		Community outreach programmes; Improved farmer services and welfare; Social infrastructure enhancements	Stronger rural networks; Improved socio-economic resilience; Strengthened licence to operate	Stakeholder Engagement 6	GRI 413	Farmer Livelihoods, Community Impact
Natural Capital	Bagasse-based energy generation; Water and emissions management systems; Circularity in raw material usage	Key Partnerships, Value Propositions 1		120,492 tonnes CO_2e Scope 1 emissions; 1,053 tonnes CO_2e Scope 2 emissions; Co-generation power exported	Reduced carbon footprint; Energy self-sufficiency; Improved compliance with climate norms	Sustainable Operations 3	GRI 305-307	Emissions Management, Climate Resilience
Intellectual Capital	Smart agriculture pilot initiatives; SAP Ariba implementation; AI-driven forecasting and planning	Key Activities, Channels 7	For our Strategic Pillars & Priorities, see page 50	Retrofitted plants with smart systems; Digital supply chain operations; Predictive analytics for decision-making	Improved decision-making speed; Operational optimisation through digital tools; Foundation for digital enterprise	Digital Transformation 2	GRI 302, 416	Technology Adoption, Operational Efficiency

Characteristic	Description
Value Propositions	Consistent quality, sustainable operations
Customer Segments	Institutional buyers, farmers, communities
Channels	Direct sales, supply chain, farmer platforms
Relationships	Farmer support, community engagement
Revenue Streams	Sugar, ethanol, power sales
Key Resources	Financial, manufactured, intellectual capital
Key Activities	Production, R&D, digital transformation
Key Partnerships	Farmers, government, communities, tech firms
Cost Structure	Raw materials, operations, capital, people

We remain a Company that balances sustainability with performance, making measured decisions with long-term resilience and stakeholder value at its core

Integrity at the Core: Navigating with Balance and Transparency

Governance & Risk Management

Governance and Risk Management

Stewardship and Resilience: Governance for a Future-Ready Enterprise

Mr. Gautam Dalmia
Managing Director

Rajeev Bakshi
Independent Director

Mr. Bharat Bhushan Mehta
Non-executive Director

Amita Misra
Independent Director

Neeraj Chandra
Independent Director

Venkatesan Thyagarajan
Non-executive Director

Pankaj Rastogi
Whole Time Director & CEO

[GRI 2-9, 2-10, 2-12, 2-13, 2-14, 2-16, 2-17, 2-18, 2-19, 2-20, 2-24, 2-25, 2-26, 2-27, 2-28, 2-29]

At DBSIL our governance framework is built on the principles of transparency, ccountability, integrity, and ethical conduct. It is designed to ensure that the interests of our Board, management, shareholders, investors, regulators, and broader stakeholders are aligned and effectively represented. Our commitment to upholding the highest standards of corporate governance is reflected in the Corporate Governance Report for FY2024-25, prepared in accordance with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Organizational Governance Structure

Board Composition, Diversity, and Independence

As of 31st March, 2025, the Board of Directors is composed in line with statutory and regulatory requirements, including gender and professional diversity. The Board is chaired by an Independent Director and comprises individuals with expertise across finance, strategy, agriculture, engineering, and public policy. All Independent Directors have submitted declarations confirming compliance with the independence criteria as prescribed by SEBI Listing Regulations and the Companies Act, 2013. The Board affirms that these Directors are independent in both letter and spirit.

Board Committees and Oversight Responsibilities

(See Corporate Governance Report on Page 194)

To support its oversight responsibilities, the Board operates through six well-constituted Committees. Each Committee functions under a clear charter, with roles and responsibilities defined by applicable laws and governance codes. These Committees facilitate focused deliberation on critical matters and report regularly to the Board. All recommendations made by these Committees during FY2024-25 were accepted by the Board.

Notably, the Audit Committee oversees risk management and internal control effectiveness, while the Nomination and Remuneration Committee governs Board evaluation and succession. The Corporate Social Responsibility Committee is responsible for CSR policy and project oversight. The Risk Management Committee provides structured oversight of the enterprise risk framework.

Key Risk Categories and Mitigation Measures

The Company operates in a sector characterised by cyclical patterns and is therefore exposed to various macroeconomic and industry-specific risks.

Risk Category	Nature of Risk	Mitigation Measures (See our Management Discussion & Analysis on Page 150)	Business Model Component(s) (See our Business Model Chapter on Page 54)	Strategic Pillar(s) (See our Strategic Pillars Chapter on Page 50)	Material Issues Impacted (See our Materiality Chapter on Page 30)
Strategic Risks GRI 2-22; GRI 2-25; GRI 201-2	Uncertain regulatory environment; sectoral overcapacity (implied by surplus inventory and agricultural overcapacity); global sugar dynamics (price volatility, export competitiveness)	Policy advocacy; portfolio diversification (e.g., acquisition of grain-based distillery to de-risk portfolio); long-term planning (strategic priorities)	Core production areas (Sugar, Ethanol, Power Production); Financial Capital Page 68	Market & Policy Alignment (7); Financial Prudence & Value (1)	Economic Performance (16); Supply Chain (15); Governance (12)
Operational Risks GRI 3-3; GRI 204-1; GRI 401-1; GRI 403-1 to 403-7	Fluctuations in cane availability (climate-induced variations disrupting yields); supply chain disruptions; labour availability (implied by Human Capital focus)	Farmer engagement; operational efficiency; automation (implied by digital transformation and smart manufacturing); alternate feedstock flexibility (grain-based distillery)	Cane cultivation support; cane procurement; sugar/ethanol production; supply chain; Human Capital Page 132; Manufactured Capital Page 76	Operational Excellence (4); Digital Transformation (2); Human Capital Development (5)	Farmer Livelihoods (10); Supply Chain (15); Employee Well-being (11); Labour Relations (17)
Climate Risks GRI 201-2; GRI 302-1 to 302-5; GRI 303-1 to 303-5; GRI 305-1 to 305-7; GRI 304-1 to 304-4	Drought (implied by water stress); unseasonal rainfall (implied by climate variability); water scarcity; impacts on sugarcane yield	Regenerative farming; water harvesting; early warning systems (e.g., AI forecasting, Agri-monitoring); crop mapping (e.g., satellite-based monitoring); precision farming; water infrastructure	Cane cultivation; Natural Capital Page 102	Sustainable Operations (3)	Water Management (1); Climate Resilience (4); Biodiversity (6); Soil Health (8); Farmer Livelihoods (10); Supply Chain (15)
Financial Risks GRI 201-1; GRI 201-2; GRI 207-1 to 207-4; GRI 205-1 to 205-3	Volatility in raw material prices; interest rate and forex risks (implied by economic performance discussions)	Disciplined capital stewardship; prudent working capital management; concessional finance utilisation (implied)	Financial Capital Page 194	Financial Prudence & Value (1)	Economic Performance (16); Supply Chain (15); Governance (12)
Compliance & Legal Risks GRI 2-27; GRI 206-1; GRI 307-1; GRI 419-1	Regulatory non-compliance; ESG-related disclosures; tax regulations (implied by Governance and compliance obligations)	Dedicated compliance team; ESG audits; governance training; legal reviews; Code of Conduct; Whistle Blower Policy	All operations (implicitly overseen by Governance framework); Governance-related activities (See Corporate Governance Report on Page 194)	Good Governance (See Corporate Governance Report on Page 194)	Governance (12); Emissions Management (3); Waste Management (2); Water Management (1); Labour Relations (17)

Risk Category	Nature of Risk	Mitigation Measures (See our Management Discussion & Analysis on Page 150)	Business Model Component(s) (See our Business Model Chapter on Page 54)	Strategic Pillar(s) (See our Strategic Pillars Chapter on Page 50)	Material Issues Impacted (See our Materiality Chapter on Page 30)
Technology & Cybersecurity GRI 418-1; GRI 2-16	System vulnerabilities (implied by digital transformation); data privacy breaches; challenges in managing digital transition	Cybersecurity policies; IT audits; technology partnerships; employee training and awareness; strengthening digital maturity	All operations; Intellectual Capital Page 92; digital transformation and system modernisation	Digital Transformation (2)	Governance (12); Supply Chain (15); Product Quality (14)

Ethical Leadership and Responsible Conduct

DBSIL fosters a culture of integrity and ethical conduct through its Code of Conduct applicable to Directors and senior management. The Whistle Blower Policy and Vigil Mechanism provide a secure and confidential channel for employees and stakeholders to report concerns regarding ethical breaches, financial improprieties, and other grievances. Access to the Chairperson of the Audit Committee is available in appropriate cases. These mechanisms reflect our zero-tolerance approach to misconduct and safeguard the company's ethical foundation.

ESG Governance and Decision-Making Integration

Environmental, Social and Governance (ESG) considerations are integrated into our core business strategies. The Business Responsibility and Sustainability Report (BRSR), forming part of the FY2024-25 Annual Report, outlines our ESG performance and goals. ESG oversight is supported at the Board level through designated Committee responsibility. The Company conducts periodic materiality assessments, and sustainability issues are escalated to the Board for discussion and action. CSR is embedded as a strategic function aligned with our triple-bottom-line commitments—social, economic, and environmental.

Enterprise Risk Management

DBSIL recognizes that risk is inherent to all business operations. We have implemented a comprehensive Enterprise Risk Management (ERM) Framework to identify, evaluate, and manage risks across operational, financial, regulatory, and strategic domains. This structured framework supports informed decision-making by the senior leadership and the Board.

The ERM process is designed to assess both actual and potential risks across the short (0-2 years), medium (2-5 years), and long term (5-10 years). It covers internal control systems, legal and compliance risks, sustainability-related risks, and emerging issues such as climate impact and digital disruptions. The Risk Management and Audit Committees provide ongoing oversight and ensure that risk mitigation strategies are robust and aligned with the company's objectives.

Residual Risk Analysis

The Company applies a residual risk framework to track the effectiveness of mitigation strategies and ensure continued oversight. Residual risks are assessed periodically and reported to the Board. In the opinion of the Board of Directors, there are no material risks currently threatening the company's ability to continue as a going concern. DBSIL's commitment to robust governance and risk management is foundational to our long-term sustainability. Through ethical leadership, strong oversight, and proactive risk mitigation, we aim to protect stakeholder interests and uphold the trust placed in us. Governance excellence and risk preparedness remain vital enablers of our purpose-driven, future-ready enterprise.

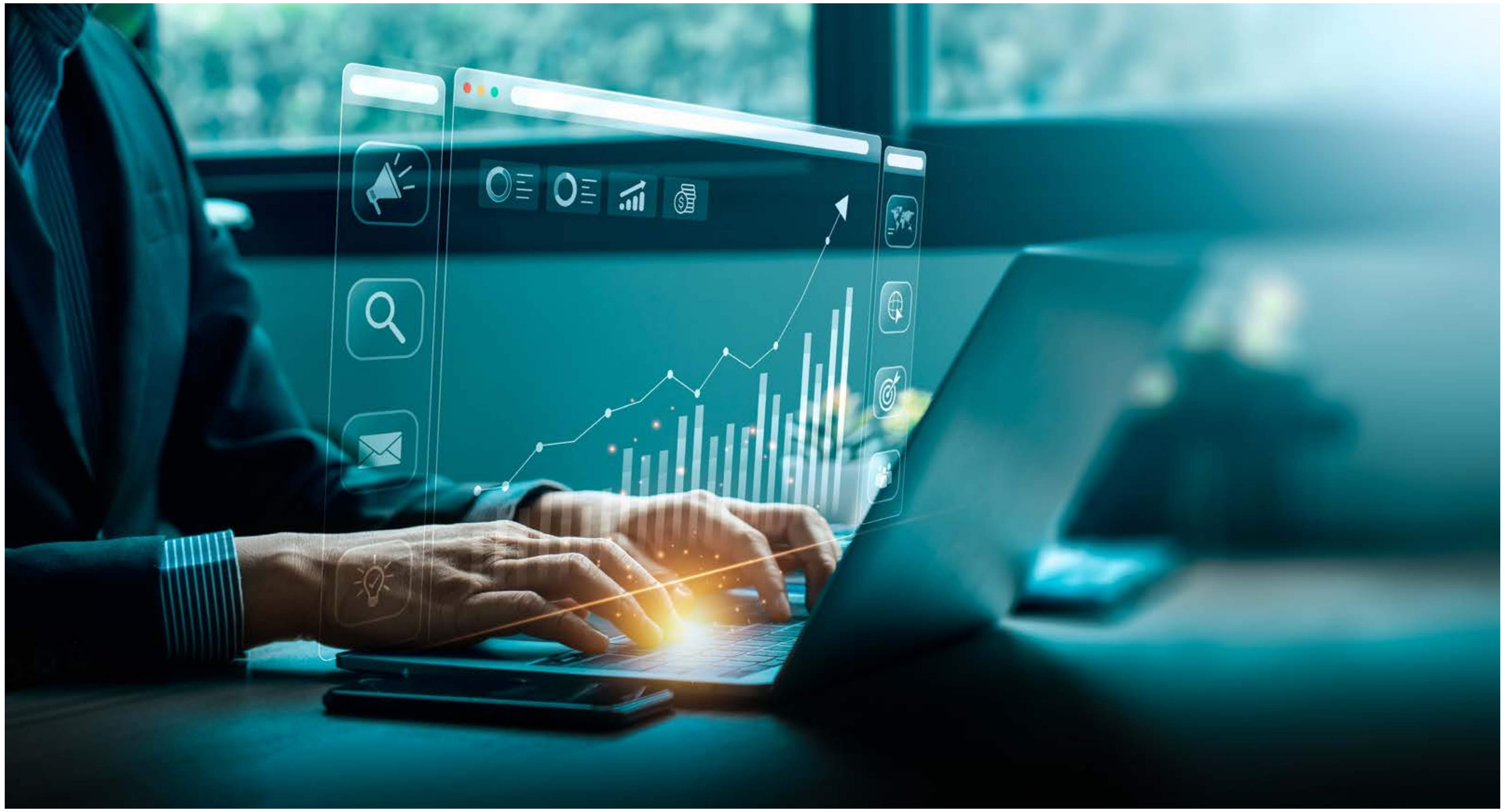
FY2025 demonstrates how strategic investments in our capitals - from manufacturing upgrades to digital infrastructure - are delivering tangible, integrated outcomes

Integrated Value: Converting Inputs to Impact Across Six Capitals.

Performance by Capital

Financial Capital

Powering Growth with Capital Efficiency and Digital Foresight



Financial capital serves as the essential resource enabling DBSIL's growth and the creation of value for all our stakeholders. In FY2025, our financial performance has been instrumental in funding strategic investments, providing returns to shareholders, and enhancing our resilience across different operational cycles. We structure this chapter to highlight how our disciplined financial management and strategic capital allocation directly drive sustainable value creation. It demonstrates the connection between our financial outcomes and the value we generate, from financing innovation and expansion, particularly in the realm of digital transformation, to delivering profits and returns.

The narrative for FY2025's financial capital centres on balancing growth aspirations with prudent financial stewardship. We have leveraged strong cash flows to make future-ready investments, notably those aligned with our **Digital Transformation: Sweetening the Future** theme. At the same time, we have maintained a solid balance sheet. This approach aligns with the IIRC's principles by illustrating how our financial results are interconnected with broader value creation for our stakeholders.

UNSDG: 3, 4, 5, 8, 10

Strategic Pillars: 1, 7

Business Model Components: 5, 6, 9

Material Issues:

15, 11

GRI Alignment:

201-1, 201-2, 201-4, 203-1, 203-2, 207-3, 207-4

Leveraging Digital Foresight to Strengthen Financial Capital

DBSIL's commitment to digital foresight played a pivotal role in enhancing its Financial Capital management during FY2025. The Company has progressively positioned itself as a technology-driven manufacturing organisation, moving beyond traditional digital adoption toward embedding data intelligence and automation at the core of its operations and financial strategy.

This forward-thinking approach involves the systematic replacement of manual and legacy systems with digital interventions across both manufacturing and enterprise functions. In FY2025, the focus was on deploying technology to deliver disproportionately superior outcomes by reimagining how processes are structured and managed through digitalisation and the emerging applications of artificial intelligence.

Digital investment is being channelled into three critical levers of value creation:

1. **Agricultural Yield and Operational Precision**

   The Company is using tools such as satellite imagery, drone-assisted fertilisation, geo-sensing, and scientific farming practices to enhance sugarcane yield and input efficiency. These efforts are supported by the deployment of digital systems that enable real-time monitoring and farm-level decision-making.

2. **Procurement and Supply Chain Optimisation**

   Platforms such as SAP Ariba are being implemented to digitise procurement, introduce marketplace models, and reverse auctions, and improve sourcing efficiency. These steps contribute to better cost control, vendor transparency, and procurement agility.

3. **Enterprise Process Transformation**

   A digital transformation roadmap, developed in partnership with PwC, is being implemented to rewire internal systems. This roadmap focuses on end-to-end visibility, workflow automation, and cost optimisation, particularly in procurement and supply chain operations.

These digital initiatives are designed not only to improve productivity but also to enhance the efficiency of capital utilisation. By linking digital investments to operational gains, the Company is targeting measurable improvements in Return on Capital Employed (ROCE) and Return on Net Worth (RoNW). With data analytics supporting faster, insight-driven decisions, financial capital is being deployed more effectively and with greater strategic clarity.

Through this integrated digital agenda, DBSIL is future-proofing its financial model—building a platform where capital is not only preserved but systematically amplified through technology-led transformation.

Key Financial Highlights (FY2025 vs. FY2024)

In FY2025, DBSIL demonstrated a robust financial performance, navigating market dynamics while continuing strategic investments. Despite challenging scenario the Company delivered robust growth in revenue and profitability. Key performance ratios – including EBITDA margin, ROCE, and RoNW – underscore the Company's consistent operational efficiency and disciplined capital deployment. The strong interest coverage and low net debt-to-equity ratio reinforce our financial resilience and prudent debt management. We strategically retain borrowings only where the return on capital exceeds the cost of debt, thereby enhancing shareholder value through efficient capital structuring. This balanced gearing approach provides us with significant headroom to pursue future growth opportunities without compromising financial stability.

₹3,820 Crore
Total Revenue in FY2025
This marks an increase from ₹3,028 crore in FY2024, largely due to higher sugar sales volumes, better sugar sales realization and growth in grain distillery volume.

₹350 Crore
Profit Before Tax (PBT) in FY2025
Slightly lower than ₹363 crore in FY2024, due to higher interest costs and higher depreciation.

₹544 Crore
EBITDA in FY2025
Reflects an EBITDA margin of 14%.
EBIDTA margins are also one of the best in the industry.

0.18x
Net Debt-to-Equity Ratio in FY2025
Implies a highly balanced capital structure adding strength to the balance sheet.

₹387 Crore
Profit After Tax (PAT) in FY2025
Increased substantially compared to ₹272 crore in FY2024, due to one time tax benefits on merger of Baghauli sugar and Distillery Limited and deferred tax reversal on account of reduction in long term capital gain tax.

₹48
Basic Earnings Per Share (EPS) in FY2025
This compares to a reported EPS of ₹34 in FY2024,

11%
Return on Capital Employed (ROCE) in FY2025
The figure remained healthy indicates effective use of deployed capital in high-return areas such as ethanol.

13%
Return on Average Net Worth (RoNW) in FY2025
13% RoNW in FY2025 reflects solid earnings quality and retention in shareholder equity.

9x
Interest Coverage Ratio in FY2025
Indicates exceptionally strong debt servicing capacity, supported by consistent operating profit and low finance cost base.

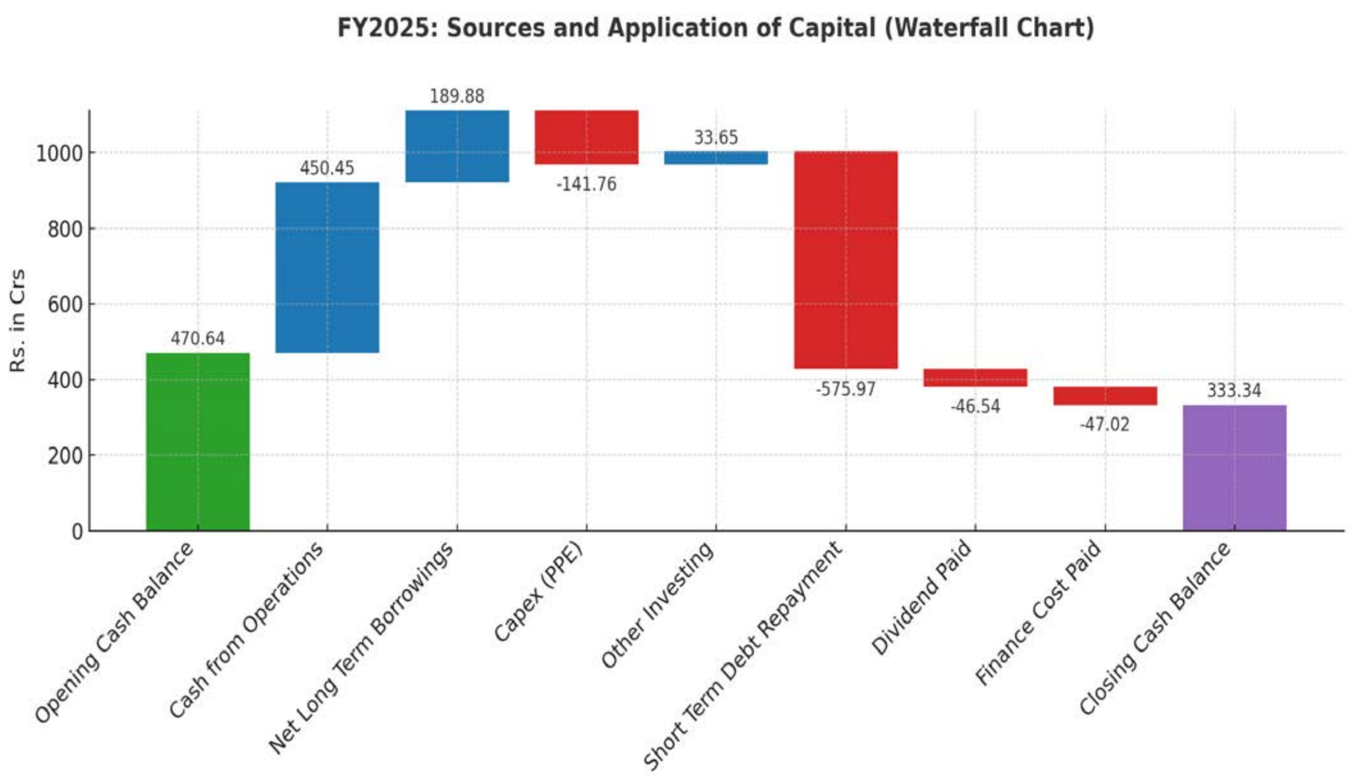
₹333 Crore
Cash and Cash Equivalents as of 31st March, 2025
The current position reflects strong internal accruals and working capital management despite capex and inventory buildup.

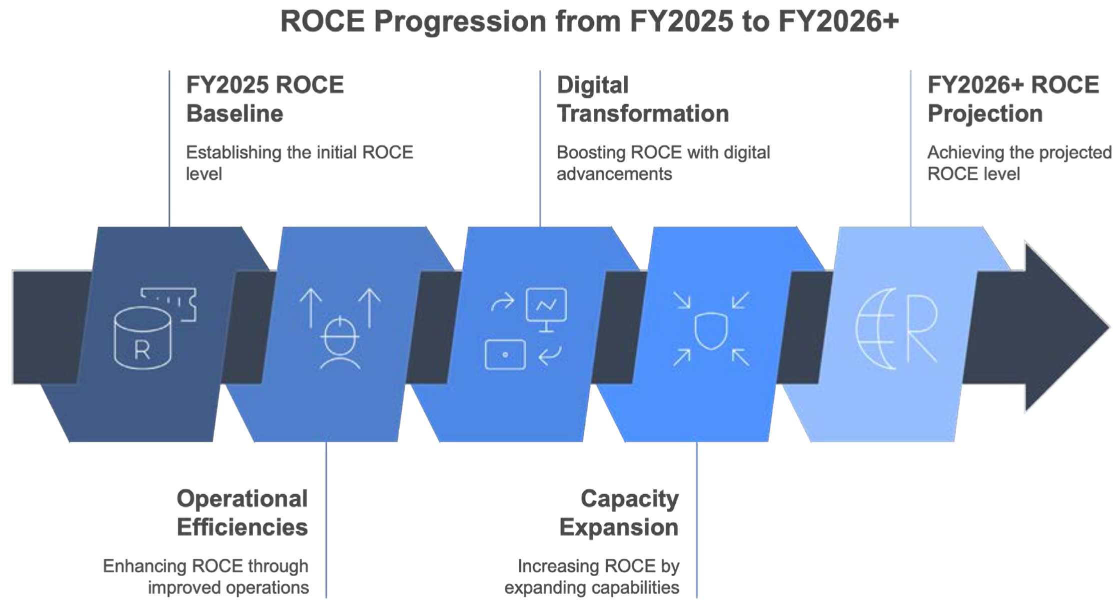
Our fiscal strategy prioritises agility and resilience—ensuring we remain capital-ready for opportunity while protected from uncertainty.

Here are the key updated data points for FY 2025 compared to FY2024

Capital Allocation and Strategic Investments

Financial capital in FY2025 was strategically deployed to fuel our value creation journey, significantly supporting the "**Digital Transformation: Sweetening the Future**" theme. A key focus was realizing the benefits of prior strategic initiatives, marked by the timely completion and successful commissioning of critical capacity expansion projects at multiple units including Nigohi, Ramgarh, Ninaidevi, and Baghauli. The acquisition of Baghauli Sugar and Distillery Limited was also part of the new investments during the year. These projects were commissioned ahead of the operational season, ensuring readiness for full-year performance potential in FY2025-26. Investments in areas like Distillery capacity, Smart Agriculture Technology, and other initiatives reflect our commitment to growth and efficiency, aligning with the focus on ethanol production, farming automation, and technology deployment.





Returns and Shareholder Value

Our financial performance in FY2025 translated into tangible value creation for shareholders. Basic Earnings Per Share (EPS) for the year stood at ₹48, reflecting the strength of our bottom-line performance. The proposed dividend for FY2024-25 is ₹1.50 per share, in addition to an interim dividend declared earlier in the year. We delivered a Return on Capital Employed (ROCE) of 11% and a Return on Average Net Worth (RoNW) of 13%, reaffirming our ability to generate efficient returns on the capital entrusted to us.

These metrics underscore the effectiveness of our capital allocation strategy and operational efficiency. Looking ahead, we expect future investments - particularly those in digital transformation and capacity expansion - to further enhance these return metrics, strengthening long-term shareholder value.

Segment-Level Insights – Contributions to Consolidated Outcomes

DBSIL's integrated business model spans three synergistic segments - **Sugar, Ethanol (Distillery)**, and **Cogeneration Power** - each contributing distinctly to consolidated performance. FY2025 reaffirmed the strategic benefits of this diversification, with ethanol emerging as a growth engine, power providing cost-offsetting support, and sugar continuing as the foundational core.

Ethanol (Distillery) Segment

FY2025 marked a pivotal year for our ethanol business, which contributed approximately 28% of total revenue. This underscores the growing strategic importance of ethanol within our portfolio. The performance was underpinned by a combination of higher production volumes and firm realization rates driven by government blending mandates and strong offtake from Oil Marketing Companies.

Notably, ethanol production surged 2% year-on-year in FY2025, reaching 17.94 crore litres, compared to 17.64 crore litres in the previous year. Over the full fiscal, ethanol sales volumes and revenues reached all-time highs. This growth was supported by an increase in installed distillation capacity, which rose to 850 KLPD in FY2025 from 710 KLPD in FY2024. The Company operated its distilleries at peak utilization during Q4, contributing to robust revenue and margin delivery.

Ethanol's inherently superior margins compared to sugar manufacturing further supported consolidated profitability. As a result, this segment played a critical role in stabilizing EBITDA margins during a year marked by input cost volatility in the sugar segment. The rise in ethanol's share of the revenue mix reflects a deliberate pivot toward value-accretive, policy-supported, and less cyclical income streams, reinforcing our long-term capital allocation strategy.

Sugar Segment

Despite its declining share in total revenue, the Sugar segment remained the largest contributor, accounting for an estimated 71% of total revenue in FY2025. This relative shift reflects the increasing weight of ethanol in our revenue composition, aligned with our long-term diversification strategy.

Operationally, sugar production is 5.6 lakh tonnes in FY2025, versus 6.4 lakh tonnes in FY2024. Sales volumes for FY2025 is 6 lakh tonnes vs 4.2 lakh tonnes in FY 2024.

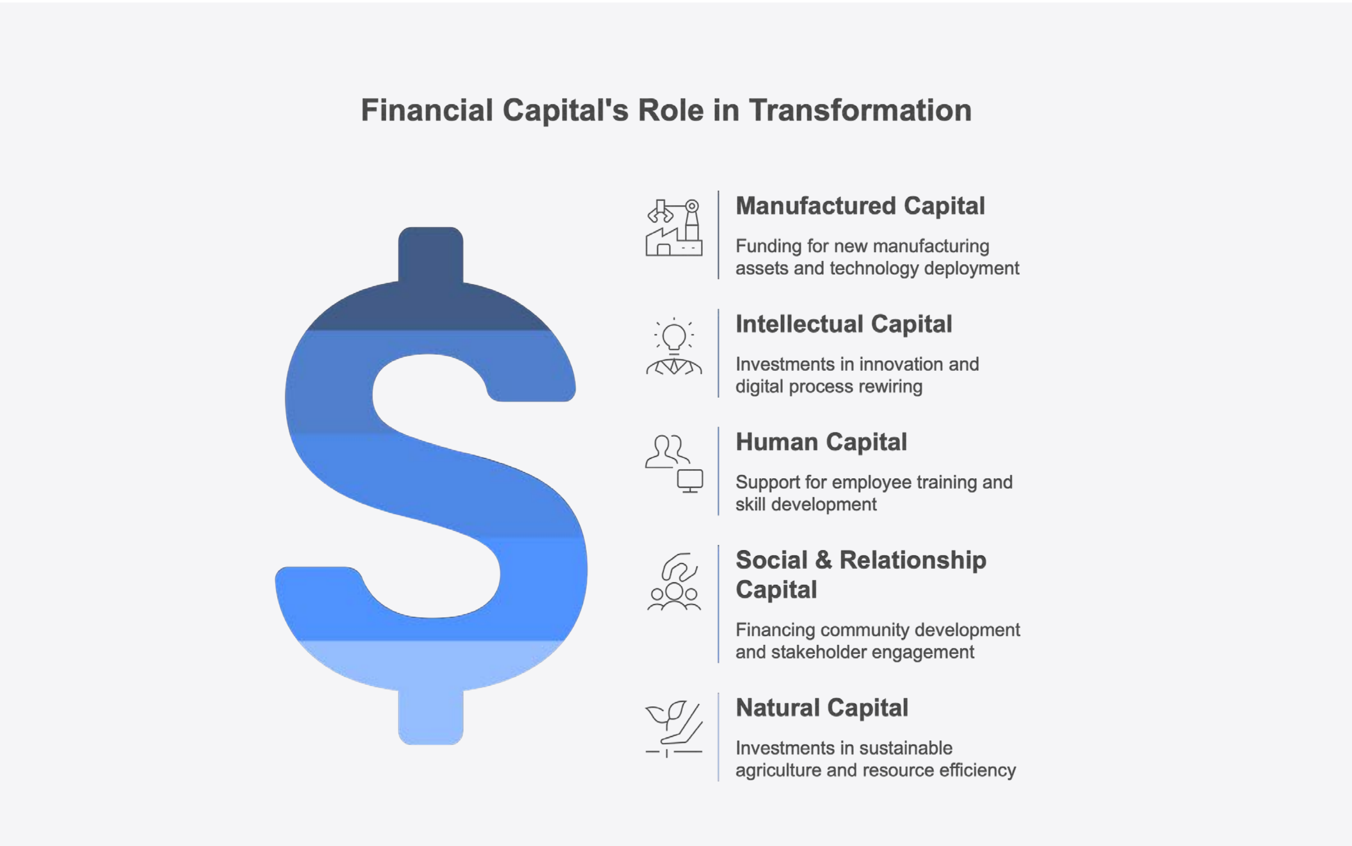
Sugar prices also increased. For FY2025 period, the average realization was ₹38/kg, reflecting a 3% YoY increase. Recovery rates stood at 9.16% in Uttar Pradesh and 11.81% in Maharashtra, marginally adjusting from 9.86% and 12.76% respectively in FY2024, indicating stable operational efficiency despite regional agro-climatic variability.

While the sugar segment faced export restrictions and regulatory interventions, higher domestic realizations and increased sales volumes ensured that it continued to contribute significantly to consolidated earnings. It also provided the base for value chain extensions into ethanol and power, reaffirming its role as the operational backbone of the enterprise.

Connectivity to Other Capitals and Theme Integration

The story of our Financial Capital in FY2025 is deeply intertwined with our progress across other capitals, particularly as we advance our "Digital Transformation: Sweetening the Future" theme. Robust financial performance provides the necessary investment for:

- **Manufactured Capital:** Funding new manufacturing assets, technology deployment, and automation initiatives.
- **Intellectual Capital:** Investing in innovation, the PwC IT roadmap, process rewiring for digitization, and proprietary knowledge



- **Human Capital:** Supporting employee training, skill development for digital technologies, and ensuring a safe working environment (relevant GRI 403).

  Social & Relationship Capital: Financing community development programs, farmer engagement initiatives like smart agriculture technology adoption, and maintaining strong relationships with suppliers, customers, and communities.
- **Natural Capital:** Investing in sustainable agriculture practices, resource efficiency (water, energy, materials), and environmental management, all potentially enhanced by digital solutions. Our financial discipline also strengthens relationships with investors and lenders, crucial components of financial and social capital.

Strengthening Liquidity While Preserving Capital Discipline

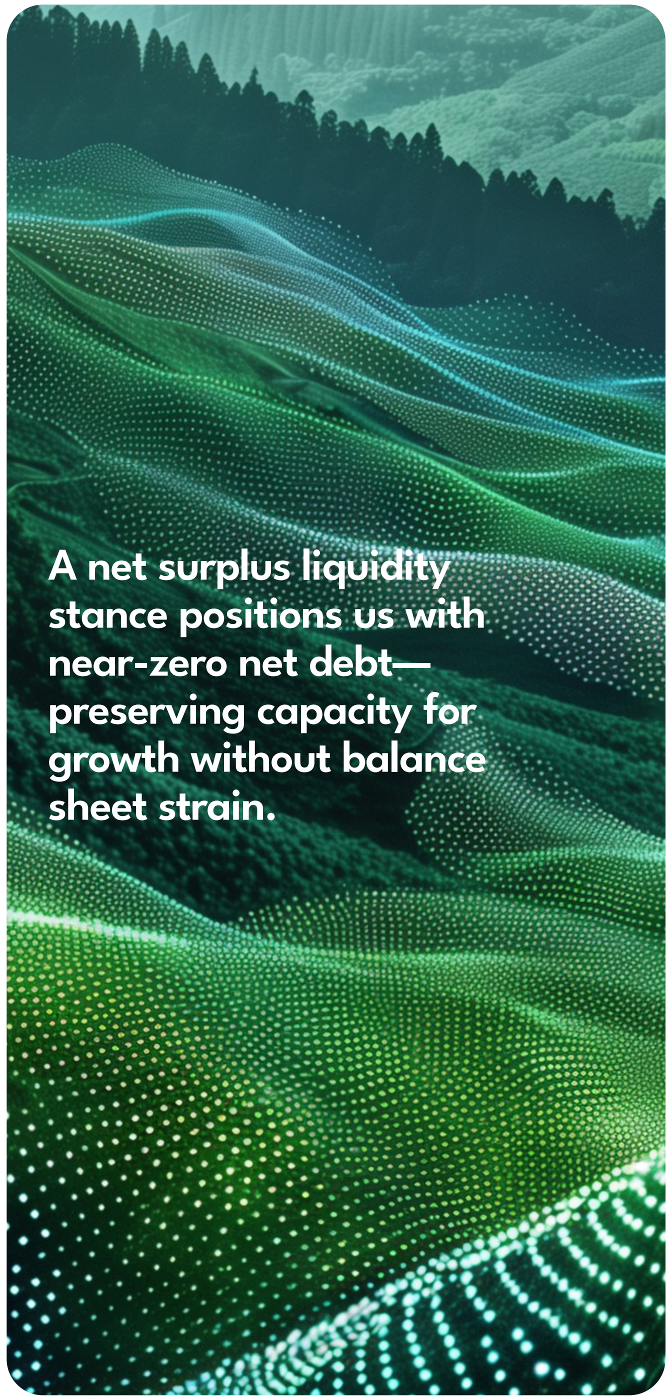
DBSIL's financial management in FY2025 continued to reflect a disciplined and balances approach - anchored in maintaining a healthy balance sheet, robust liquidity, and targeted capital deployment. The Company remained focused on creating long-term value through strategic investments while safeguarding its financial strength.

As of 31st March, 2025 the Company's total financial indebtedness - comprising both short-term and long-term borrowings - was reported at ₹1043.78 crore. Nevertheless, the Company has affirmed its "**net zero" debt posture** at year-end. This is characterised by a net surplus liquidity stance, wherein cash and cash equivalents exceed gross long-term borrowings - extending a positive trajectory observed across earlier quarters.

This capital stewardship builds upon a trend of declining leverage. As of 31st March, 2025, the Company's debt-to-equity ratio stood at 0.18x, well within prudent thresholds, underlining the Company's long-standing commitment to financial discipline.

The Company's funding strategy includes the selective use of concessional loans, particularly where the return on capital employed (ROCE) is demonstrably higher than the cost of borrowing. This approach ensures that every rupee of financial capital is allocated efficiently, thereby enhancing return potential while avoiding unnecessary balance sheet strain. A strong cash position further enables the Company to proactively manage liquidity risk, meet operational and investment requirements, and remain agile in the pursuit of future growth opportunities.

Notably, this strategy has also supported strategic expansion - such as the acquisition and revival of Baghauli Sugar & Distillery Ltd, expansion of Jawaharpur grain based distillery to 250 KLPD (from 110 KLPD) and investing in Baghauli 100 KLPD grain based distillery .By balancing internal accruals, concessional capital, and conservative gearing, the Company is well-positioned to support future capacity additions and technology-led operational enhancements without compromising financial resilience.

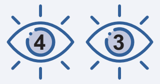


Manufactured Capital

The Bedrock of Scalable, Smart, and Sustainable Operations

UNSDG:

Strategic Pillars:



Business Model Components:

6 7 9

Material Issues:

1, 2, 4, 14

GRI Alignment:

102-4, 102-7, 103-1/2/3, 203-1/2, 301-1, 302-1, 302-3, 302-4, 302-5, 303-1/2/3, 305-4, 306-1 to 306-4, 403-1 to 403-9

Building Value from the Ground Up

At DBSIL, manufactured capital is not just infrastructure—it is the **strategic powerhouse** that translates vision into value. From every tonne of cane crushed to every litre of ethanol distilled and every megawatt of green power exported, it is through our physical and digital infrastructure that we deliver on our promise as an **integrated agro-energy enterprise**.

But this ecosystem isn't just defined by its capacity—it's driven by **intelligence and intention**. Our network of sugar mills, grain- and molasses-based distilleries, co-generation plants, and digitally synchronised systems is meticulously engineered to work in harmony. We optimise material flows, reduce emissions, and embed circularity into every operation.

Every investment we make in this backbone is guided by a dual purpose: **operational excellence and environmental stewardship**. In doing so, we don't just scale our topline—we reduce costs, mitigate risks, and build resilience. This is how we create value today—while preserving value for tomorrow

A Journey of Expansion, Integration, and Modernisation

Since our inception in 1939, DBSIL has evolved from a single-location sugar manufacturer into a multi-plant, multi-feedstock integrated energy enterprise. Here's a snapshot of our key milestones in manufacturing development:

By investing in intelligent, integrated, and impact-conscious infrastructure, we are not only safeguarding our operations against regulatory and climate risks, but also strengthening our long-term profitability, reducing cost of capital, and improving stakeholder confidence.

Today, we operate seven manufacturing locations with a crushing capacity of 43,200 TCD, ethanol distillation capacity of 850+100 (CWIP)KLPD, and co-generation capacity of 138 MW. These integrated facilities are designed to pivot quickly—between cane and grain, between fuel sources, and between operational modes—enhancing flexibility and resilience.

Sustainability by Design

Our manufacturing philosophy has long embraced circularity and responsible consumption. We view every plant not only as a production hub but as a sustainability node—engineered to extract more value from every tonne of biomass while returning less waste to the environment.

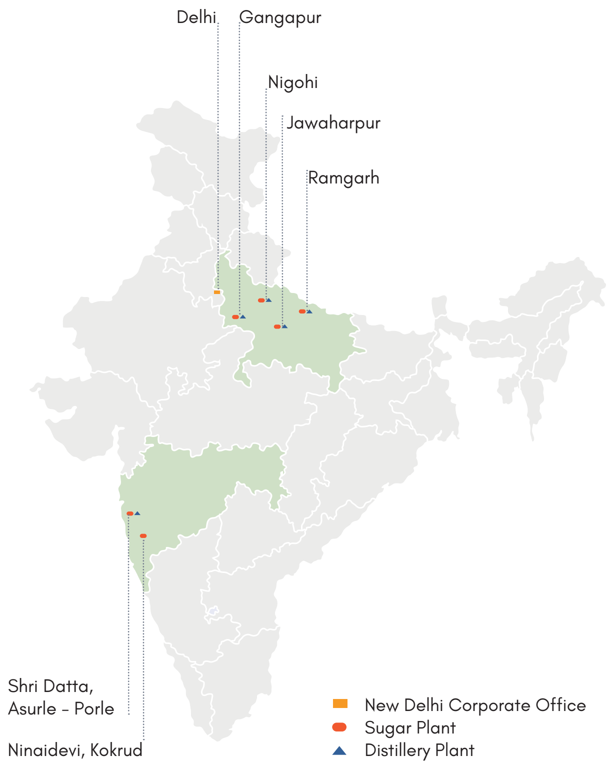
- Bagasse fuels our energy self-sufficiency.
- Non-condensable gases are reused in steam generation.
- Press mud and DDGS are repurposed as soil conditioner and animal feed.
- Condensate recovery and ZLD systems conserve and recycle water.
- Fly ash is transformed into bricks, reducing construction material demand.

Each facility is ISO 14001 and ISO 45001 certified, reinforcing our commitment to health, safety, and environmental governance.

[GRI 102-4/7, 103-1/2/3, 301-1, 302-1, 303-1, 306-1 to 306-3]

Geographic Footprint: Concentrated Strength with Strategic Reach

Our manufacturing assets are geographically concentrated in two of India's most agriculturally productive states—Uttar Pradesh and Maharashtra—both of which are sugarcane heartlands. This deliberate clustering allows us to optimize cane procurement logistics, reduce transport-related emissions, and maintain strong relationships with local farming communities. Uttar Pradesh, home to the majority of our plants, provides us with scale advantages and proximity to key consumption centres in North India. Maharashtra, on the other hand, complements our footprint with high-recovery cane and operational seasonality that balances our throughput across the year. This focused geographical presence ensures operational efficiency, continuity of supply, and better infrastructure utilization—all of which contribute to enhanced cost competitiveness and reliability of delivery.



Infrastructure That Works Smarter

At DBSIL our infrastructure is built not just to scale but to synergise. Spread across seven manufacturing sites in Uttar Pradesh and Maharashtra, our network of sugar plants, distilleries, and co-generation units is designed to operate as a seamlessly integrated ecosystem. This regional concentration allows for standardized operations, shared logistics, and centralised digital command, while still adapting to the micro-dynamics of each geography.

Distillery Spray Pond

Distillery Plant

Cogen Power

Installed Capacities (as on FY2025)

CAPACITIES

Location	Plants Sugar (TCD)	Distillery (KLPD)	Cogeneration (MW)
Ramgarh, Uttar Pradesh	7700	140	28
Jawaharpur, Uttar Pradesh	9000	470	36
Nigohi, Uttar Pradesh	10500	120	30
Kolhapur, Maharashtra	8500	120	28
Sangli, Maharashtra	4000	0	4
Baghauli	3500	100 (CWIP)	12
Total	**43200**	**850 + 100(CWIP)**	**138**

We operate 6 integrated facilities with over 43200 TCD crushing capacity and 950 KLPD ethanol capacity. This scale gives us the ability to meet growing demand with speed, reliability, and cost efficiency.

Installed Capacities Overview (FY2025)

Asset Type	Location	Capacity	Features
Distillery Capacity (KLPD)	Jawaharpur	250 KLPD	Grain-based
	Baghauli	100 KLPD	Grain-based; under commissioning for FY2026
	Nigohi	120 KLPD	Molasses-based
	Ramgarh	140 KLPD	Molasses-based
	Kolhapur	120 KLPD	Molasses-based
	Jawaharpur	220 KLPD	Molasses-based
Total		**950 KLPD**	**Dual feedstock architecture: grain + molasses**
Co-generation Power	All Integrated Plants	138 MW	Powered primarily through bagasse
			544 million units renewable energy generated & 228 MILLION UNITS SUPPLIED IN GRID

This modular yet interconnected model allows us to balance load, reroute feedstock, and deploy shared utilities across units—maximising energy recovery, reducing redundancies, and enhancing responsiveness. Each site has also been configured to support closed-loop utilities, such as condensate recovery systems, zero-liquid discharge distilleries, and vapor balancing networks.

Smart Layouts & Circular Flows:

- Bagasse is seamlessly diverted from crushing units to power boilers
- Spentwash from distilleries is incinerated or reused for fuel
- DDGS from grain distilleries is marketed as high-protein animal feedprotein animal feed
- Press mud is converted into bio-compost, supporting sugarcane soil health

Digital Enablement:
All units operate under a harmonised ERP and are equipped with SCADA/DCS platforms, ensuring real-time visibility, process standardisation, and predictive maintenance protocols. This digitised architecture strengthens decision-making and ensures consistency across locations. This intelligent, integrated infrastructure ecosystem allows us to:

- **Maximise uptime** through real-time diagnostics and maintenance
- **Lower per-unit costs** by optimising energy, steam, and raw material use
- **Ensure product uniformity**, traceability, and quality assurance across regions
- **Deliver higher profitability** through improved asset turnover and energy exports
- **Support long-term sustainability** by embedding circular practices and resilience into our physical footprint

[GRI 102-7, 301-1, 302-1, 303-1]

FY2025: Expansion with Precision and Purpose

Scaling with Strategy

FY2025 marked a pivotal phase in the evolution of our manufacturing base—defined by purposeful expansion, operational revival, and infrastructure built for resilience.

Every project we executed was calibrated not merely for capacity growth, but for long-term efficiency, digital maturity, and environmental stewardship.

These were investments in smart, flexible, and future-ready infrastructure—enhancing our ability to convert more feedstock into higher-value output, across geographies, across fuels, and across market formats. In doing so, we've strengthened plant utilization, de-risked supply volatility, deepened our relationships with buyers, and unlocked greater value from every unit of energy, material, and manpower.

By expanding capacity and increasing flexibility (across geographies, fuels, and formats), we are better positioned to:

- **Improve plant utilization and yield**, boosting overall asset productivity
- **De-risk input volatility** through dual-feedstock readiness
- **Increase supply reliability**, enabling stronger relationships with OMCs and industrial buyers
- **Capture downstream value**, through better energy export and higher-grade product delivery.

138 MW
Co-generation capacity,
powered primarily by bagasse

228 million units
Renewable
electricity exported to the grid

544 million units
Total
renewable power generated

We generate 544 million units of renewable electricity annually using 100% bagasse-based fuel. This enables energy self-sufficiency, carbon savings, and grid contribution.

Key Milestones Delivered:

1. **Baghauli Acquisition and Revival:** In a standout demonstration of strategic execution, we acquired the with 'Baghauli Sugar and Distillery Limited under Insolvency and Bankruptcy Code Baghauli manufacturing complex through the NCLT resolution process in late 2023. Within a span of three months, we successfully revived and operationalised the sugar unit with a capacity of 3,500 TCD, along with the 12 MW co-generation plant. The 100 KLPD grain-based distillery, inherited in an incomplete state, progressed to 90% mechanical completion by the end of FY2025, with commissioning targeted for Q2 FY2026. This turnaround initiative not only restores latent industrial capacity but also unlocks synergies from a command area spanning approximately 60,000 hectares, thereby strengthening our footprint in the region and contributing to the Company's integrated value chain.
2. **Jawaharpur Distillery Expansion:** We scaled up our grain-based distillation capacity at Jawaharpur from 110 KLPD to 250 KLPD, making it one of the largest ethanol production units in our portfolio. This strategic enhancement strengthens our contribution to the Ethanol Blending Programme (EBP) and provides the flexibility to switch between grain-based (250 KLPD) and molasses-based (220 KLPD) operations, offering a robust operational hedge against feedstock variability and seasonal supply shifts..
3. **Nigohi Enhancement:** We enhanced Nigohi's sugar crushing capacity to 10500 TCD, reinforcing its position as one of our largest integrated sites. The plant also underwent a series of technical upgrades, including steam-saving systems, enhanced molasses diversion infrastructure for ethanol integration, and improvements in SCADA-enabled energy balancing mechanisms. These interventions have led to improved operational throughput, higher energy efficiency, and better linkage between sugar and ethanol value streams.
4. **Ramgarh Modernisation:** The processing capacity at Ramgarh was modernized to 7,700 TCD, aligning with our goal to optimise throughput across core locations. This was accompanied by targeted investments in automation and bulk material handling systems, ensuring improved process control and operating efficiency. In parallel, a state-of-the-art hygienic sugar packing facility was commissioned, designed to support food safety compliance, and enhance export-readiness—particularly for premium refined and specialty sugars.

5. **Ninaidevi Optimization:** During the year, the Ninaidevi unit was re-engineered with a steam-optimised process layout, elevating its working capacity to 4,000 TCD. This reconfiguration enhanced thermal integration and energy yield, allowing greater throughput per tonne of cane crushed. The redesign supports our broader sustainability objectives by reducing steam demand, improving process stability, and strengthening the plant's readiness for future ethanol linkages

Capital Deployment Overview (₹) in crore

Investment Category	FY2025
Capex Deployed	₹93.0
Gross PPE Value	₹3,326
Capital WIP	₹188

These investments were funded through internal accruals and institutional debt, with rigorous board governance on payback periods, RoI expectations, and environmental compliance.

[GRI 203-1/2, 302-1, 302-3]

Digital Sustainability: Greener by Design

What makes our digital transformation more than a tech story is its embeddedness in sustainability:

- **Energy savings** through automated load-balancing and vapor optimization
- **Resource conservation** through reduced start-stop cycles and water reuse intelligence
- **Emissions reduction** through controlled combustion and process synchronization
- **Manpower efficiency** with safer, skill-enhanced roles in a tech-augmented workplace

[GRI 302-4, 305-4]

Digital Transformation: From Metal to Mind

Digitally-Enabled Efficiency as the Engine of Scalable, Smart Manufacturing

At DBSIL, our transformation story is not just about concrete and capacity—it's about code, cognition, and connectivity. FY2025 marked the inflection point in a bold shift: from conventional plant operations to smart, self-aware, and connected infrastructure. This was the year when the "digital" in "**Digital Transformation:**

182 million litres
Ethanol
produced in FY2025

250 KLPD
Grain-based
ethanol unit at Jawaharpur

We produced 181.8 million litres of ethanol in FY2025 with dual-feedstock flexibility. This reduces our dependence on fossil fuels and strengthens our alignment with India's energy transition goals.

100%
Bagasse used
for renewable energy generation

206,735 MT
Spent wash reused
for incineration or energy recovery

We reuse nearly all major by - products — spent wash, press mud, fly ash — within our value chain. This reduces waste, creates additional revenue streams, and lowers our environmental footprint.

Sweetening the Future" began to permeate every stage of manufacturing—from the field to the factory, and from materials to markets.

The Digital Roadmap: Charting a Smarter Tomorrow

Two years ago, we partnered with PwC to develop a comprehensive three-year digital transformation roadmap across our manufacturing and procurement operations. Now at its halfway mark, this journey has begun delivering tangible results in real-time responsiveness, energy efficiency, predictive resilience, and systemic transparency.

Each plant, whether newly acquired or long-standing, is being retrofitted with the digital DNA of a modern industrial enterprise. Our objective is clear: to make our infrastructure not just larger, but smarter, faster, leaner—all while creating a platform that delivers measurable outcomes in terms of uptime, throughput, and ROI.

Four Key Digital Leaps in FY2025

1. **Reimagine cane :** Innovative smart move towards precision farming by leveraging latest AI enabled technologies including satellite imaging, drone technology for various sugar cane farming activities. Integrated highly optimized cane management system

2. **Digital manufacturing & Digital factory :** leveraging digital technologies and processes to optimize and automate various aspects of production, enabling better visibility, collaboration, and efficiency.

3. Smart procurement process by implementing Ariba tool integrated with multiple AI tools .

4. Smart SAP by using SAP HANA 2023 version

5. Predictive & preventive maintenance system for better operational efficiency

4
Major digital integration
initiatives rolled out in FY2025

IoT
Predictive maintenance
enabled via IoT sensors

6/6 Plants
SCADA/DCS
enabled smart operations

Resource Stewardship & Circular Practices

At DBSIL our manufactured capital is designed not only to produce—but to conserve, reuse, and regenerate. Every tonne of input is maximised for output, and every by-product is channelled back into the system. This philosophy of built-in circularity reinforces our sustainability agenda without compromising performance. (To know more on this, read our chapter on Natural Capital on Page 102.)

Efficient Use of Inputs

- **Sugarcane accounts for ~95% of raw material cost**, with cane sourced responsibly.
- **Dual-feed ethanol production** from both molasses and grain ensures operational flexibility.
- **100% of bagasse** is utilised to fuel our co-generation power plants, reducing fossil dependency.
- **Steam-saving initiatives** like MVR systems enhance thermal efficiency plant-wide.

Water Responsibility

- All distilleries operate with **Zero Liquid Discharge (ZLD)** technology.
- **Groundwater withdrawal per KL of ethanol cut by over 90%** through condensate recovery and recycling.
- **Effluent reuse** in cooling towers and process water loops reduces freshwater draw.

All core plants are equipped with SCADA/DCS and predictive IoT systems. This ensures real-time visibility, reduces downtime, and enhances decision accuracy across operations.

Waste-to-Value Integration

- **Fly ash is repurposed** in brick manufacturing.
- **Spentwash** is incinerated or reused for energy recovery.
- **DDGS** from grain distillation is marketed as high-protein animal feed.

₹149 crore
Total
₹ capex deployed in FY2025

₹3,326 crore
Gross
PPE value

₹188 crore
Capital WIP
as of FY2025

We deployed ₹149 crore in capital expenditure in FY2025 across key upgrades and capacity expansions. These investments drive long-term productivity, margin expansion, and regulatory readiness.

- Full **CPCB compliance** on plastic, e-waste, and hazardous waste via Extended Producer Responsibility (EPR).

[GRI 301-1, 302-1, 303-1 to 303-3, 306-2 to 306-4]

Safe Workplaces, Stronger Culture

We believe that high-performing infrastructure must be matched by a high-trust, safe operating environment. While systems power our processes, it's people who drive our purpose. That's why safety is built into every level of our manufacturing capital—from plant layout to emergency protocols. We conduct 100% safety and labour assessments across all our locations, covering workplace conditions, child and forced labour risks, and anti-discrimination practices. These are undertaken by internal compliance teams, statutory authorities, or accredited third parties—and to date, no major non-compliances have been identified. (To know more on this, read our chapter on Human Capital on Page 132.)

Embedded Safety Infrastructure

- **All sites ISO 45001 certified**, reflecting our global standard for occupational health and safety.
- **LTIFR consistently below industry average**, thanks to systematic risk assessments and safety dashboards.
- **Behaviour-Based Safety (BBS) culture** reinforced through toolbox talks, mock drills, and on-site coaching.
- **Business continuity and emergency response plans** kept current and plant-specific.

[GRI 403-1 to 403-9]

Approvals, Certifications, and Regulatory Assurance

At DBSILcompliance is not an afterthought—it is foundational to how we build, operate, and expand our manufacturing footprint. Each of our production units is fully aligned with national regulatory frameworks and industry best practices, ensuring that our growth is both responsible and resilient.

All operating facilities are compliant with applicable environmental regulations, including the Environment (Protection) Act, the Air and Water (Prevention and Control of Pollution) Acts, and related standards under the Ministry of Environment, Forest, and Climate Change (MoEFCC). We maintain valid consents and clearances under these laws for all our operational units, with no facilities located in ecologically sensitive zones or high water-stress areas that require special environmental permits.

3,500 TCD
in 3 months
Baghauli sugar mill revived post-acquisition

60,000 hectares
Command area
synergy unlocked at Baghauli

We revived a Baghauli Sugar and Distillery Limited within 90 days and scaled multiple others to higher capacities. This demonstrates our ability to turn strategy into execution with speed and discipline.

Our newer projects—such as the Baghauli distillery and the Nigohi expansion—have undergone third-party Environmental Impact Assessments (EIAs), with transparent public disclosures in line with statutory expectations.

In line with our commitment to sustainable operations:

- All distilleries operate with **Zero Liquid Discharge (ZLD)** systems
- **Advanced emission control technologies** are deployed across plants
- We are fully registered under the **Extended Producer Responsibility (EPR)** framework of the Central Pollution Control Board (CPCB), with plastic and hazardous waste handled through authorized partners and targets met on the CPCB portal.

In recognition of our safety, quality, and environmental management systems, our facilities hold multiple third-party certifications:

- **ISO 45001:** Occupational Health and Safety
- **ISO 14001:** Environmental Management
- **Bonsucro Certification:** Sustainability performance in sugarcane production and processing
- **FSSC 22000 and ISO 9001:** Food safety and quality systems (applicable to food-grade sugar packaging units)

LTIFR below
industry average
Consistent safety performance

100%
Safety and labour
compliance audits completed

We maintain industry-benchmark safety metrics with zero major non-compliances. This safeguards people, ensures business continuity, and strengthens our license to operate.

FSSC 22000 & ISO 9001

Mechanical completion

Food safety certifications at packaging units

100% of our units are certified under ISO 14001, ISO 45001, and FSSC 22000. This validates our commitment to quality, environment, and food safety across the supply chain.

Moreover, each plant operates under an approved on-site and off-site emergency response plan, regularly updated in coordination with local authorities and disaster management protocols.

Reaping the Strategic Payoff

FY2025 wasn't just a year of laying bricks and installing machines—it was a year of strategic consolidation, execution, and readiness. Our investments in manufactured capital have already begun delivering clear, measurable payoffs—validating our vision of scaling not just wider, but smarter.

From our distilleries and mills to our power boilers and DCS dashboards, the outcomes are evident:

- Our upgradation' projects at Nigohi, Ramgarh, and Ninaidevi were fully commissioned during FY2025 and are now operating at enhanced capacities. The acquired Baghauli unit, including the sugar mill and co-gen plant, was successfully revived, and integrated into our operating system with smooth performance across the season.

- We produced 181.8 million litres of ethanol, placing us firmly in alignment with India's national goal of 20% ethanol blending by 2025. Every additional litre strengthens our revenue base and reduces the nation's carbon footprint.
- Our co-generation units supplied 228 million units of green power, not only meeting internal needs but also generating surplus energy for the grid.
- With our dual-feed distillery architecture (molasses and grain), flexible plant layouts, and closed-loop utility networks, we have embedded agility into our infrastructure—ready to respond to crop, climate, or market volatility.
- And through it all, our focus on digital controls, ZLD systems, and circular by-product reuse has positioned us as a low-carbon, resource-efficient agro-energy leader—increasingly preferred by regulators, investors, and customers alike

What's Next: Future-Ready Infrastructure

As we look toward FY2026 and beyond, we are not slowing down—we are doubling down on our core strategy of intelligent infrastructure for integrated value creation. Our forward initiatives are designed to deepen efficiency, expand optionality, and elevate our impact.

- The commissioning of the Baghauli 100 KLPD distillery and 12 MW co-gen unit will close a vital loop in our Uttar Pradesh cluster.
- We are initiating green hydrogen pilots at select energy-intensive units—exploring alternative fuels for internal combustion and export potential.
- AI-enabled optimisation engines are being introduced to automate fermentation controls, yield forecasting, and shift scheduling.
- And a fully ERP-integrated logistics module will soon connect cane procurement, factory operations, and ethanol dispatch in real time—improving traceability, delivery accuracy, and working capital rotation.

Each of these projects is grounded in the same philosophy that guided our FY2025 transformation: build for resilience, digitise for speed, and circularise for sustainability.

These outcomes are not short-term wins-they are long-term capabilities that keep generating recurring value. The synergy between scale, sustainability, and systems thinking has begun to deliver EBITDA support, lower marginal costs, and new revenue streams.

Awards and Recognitions Received in FY2024–25

Award Name	Awarded By	Recipient / Unit	Context
Special Category – Consistent Performance Award	Cogeneration Association of India	Unit Asurle Parle, Kolhapur	Recognised for consistently high performance under the category "**Private Sector, Above 80 Bar Pressure.**"
Special Category – Consistent Performance Award	Cogeneration Association of India	Mr. Manishkumar Agarwal, Asurle Parle, Kolhapur	Awarded for individual excellence in maintaining operational consistency.
Excellent Energy Efficient Unit Award	Confederation of Indian Industry (CII)	Kolhapur Unit	Recognised for exemplary energy efficiency and sustainable practices in operations.
Best Technical Efficient Unit Award	Vasantdada Sugar Institute (VSI)	Kolhapur Unit	Honours technical excellence and benchmark operational parameters in the sugar manufacturing process.
Excellence Award	International Commission for Uniform Methods of Sugar Analysis (ICUMSA)	Nigohi Unit	Presented during the 34th Session of ICUMSA, recognising excellence in analytical methods and quality control in sugar production.
Efficiency Award	The Sugar Technologists Association of India (STAI)	Nigohi Unit	Awarded at the 82nd Annual Convention & International Sugar Expo for setting up one of India's most efficient integrated sugar complexes.
Best Instrumentation Award	Cogeneration Association of India	Ramgarh Unit	Conferred upon Mr. Anilkumar Gangwar for outstanding performance in instrumentation management.
Excellence Award for Sustainable Sugarcane & Sugar Production and Women Entrepreneurship	Jagran Institute of Management & Just for Environment	Mr. A A Beig, Ramgarh Unit	Honours significant contributions to sustainable agriculture and promotion of women-led entrepreneurship.
Special Recognition for Contribution Towards Sugarcane Development	U.P. Sugar Mills Association & Indian Institute of Sugarcane Research	Ramgarh Unit	Acknowledges impactful leadership by Mr. A A Beig in advancing sugarcane development initiatives.
Participation in Water Management Awards	Organising body not specified	Jawaharpur Unit	Acknowledged for participation in water stewardship initiatives.
Ranked Among Top 4 Sugar Factories in Uttar Pradesh (Pol in Cane Performance)	Not specified	Jawaharpur Unit	Recognised for superior sucrose recovery through efficient cane processing, placing the unit among the top performers in the state.

DBSIL Nigohi awarded the prestigious award **"Efficiency Award"** at 82nd Annual Convention and International Sugar Expo, STAI Jaipur.

DBSIL Nigohi awarded the **"Excellence Award"** at 34th session of ICUMSA, Delhi.

34th season of ICUMSA march 3-5,2025 in the Leela Ambience Convention Hotel, Delhi.

Dalmia Bharat Sugar & Industries Ltd. awarded the **"Industrial Excellence Award"** by STAI at Annual Convention and International Sugar Expo Kanpur.

DBSIL Nigohi awarded the **"Best DM Plant Manager Award"** at National Cogeneration Award Mumbai.

Dalmia Bharat Sugar & Industries Ltd. awarded the **"Industrial Excellence Award"** by STAI at Annual Convention and International Sugar Expo Kanpur.

Intellectual Capital

Sweetening the Future through Innovation Intelligence

Harnessing Digital Tools, Advancing Knowledge Systems, and Creating Competitive Edge

UNSDG:

Strategic Pillars: 2, 4

Business Model Components: 1 6 7

Material Issues:

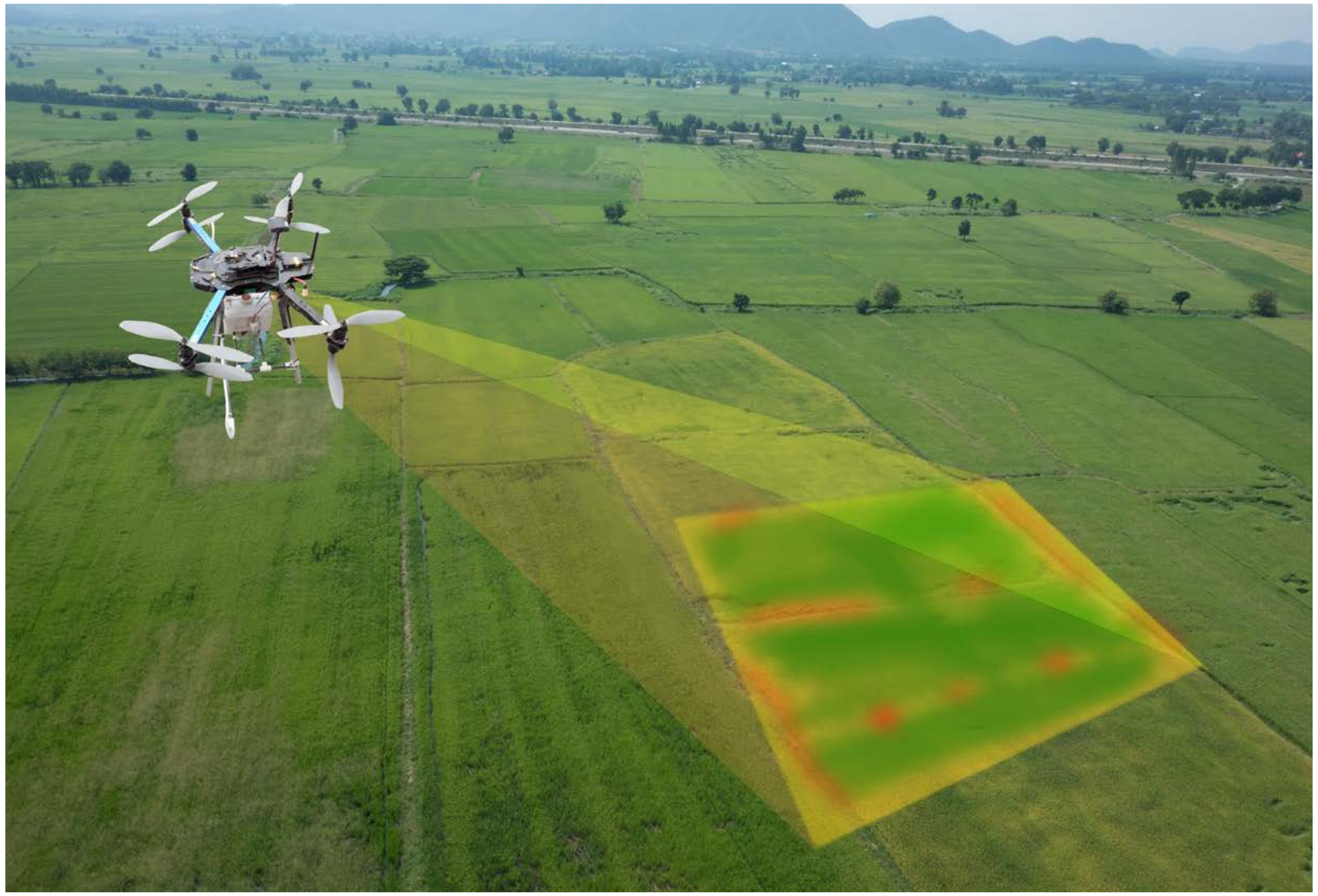
13, 3, 6

GRI Alignment:

2, 3, 201, 203, 205, 302, 304, 305, 404, 418, 419

Intellectual Capital, comprising the intangible assets that include knowledge, proprietary technologies, systems, processes, and the expertise of employees, is a fundamental driver of long-term value creation for Dalmia DBSIL. Recognised as one of the six core capitals in the International Integrated Reporting Framework, Intellectual Capital underpins DBSIL's capacity to innovate, adapt to market shifts, and maintain competitiveness in a dynamic agro-industrial landscape.

In FY2024-25, our Integrated Annual Report carries the theme "**Digital Transformation: Sweetening the Future**" – a theme that aligns directly with the central role Intellectual Capital plays in enabling operational agility, environmental sustainability, and stakeholder value. The Company continues to invest proactively in research, digital infrastructure, and technology-driven process improvement to strengthen this capital.



100%
Digital literacy
coverage across executives

₹4 crore
Cumulative Investment
in Intellectual Capital Projects, FY2025

Our ability to interlink knowledge, systems, and relationships defines our edge in a digitally intelligent and sustainable future.

Defining Components of Intellectual Capital at DBSIL

[GRI 3-3, 205]

At DBSIL, Intellectual Capital – our collective knowledge, innovation capability, proprietary systems, and strategic relationships – is central to our long-term value creation. In alignment with the <IR> Framework, our Intellectual Capital intersects seamlessly with all other capitals, enabling us to evolve into a digitally intelligent, resilient, and sustainable enterprise. Together, these interlinked capitals reinforce one another – making Intellectual Capital not only a distinct enabler of growth but also a force multiplier that elevates performance across all dimensions of our value creation model.

- **Intellectual Capital:** We invest consistently in R&D, digitalisation, and process innovation. Proprietary technologies, knowledge systems, and data platforms enhance operational agility, improve decision-making, and generate long-term competitive advantage.
- **Human Capital:** Our people are the foundation of our innovation ecosystem. We invest in continuous learning, digital upskilling, leadership development, and capability-building to empower our workforce as future-ready change agents.
- **Structural Capital:** Institutionalised processes, ERP systems, automation platforms, and internal controls form the architecture that drives consistency, compliance, and scale across operations – enabling the codification and protection of institutional knowledge.
- **Manufactured Capital:** Through IoT-enabled equipment, smart distilleries, and automated factories, we are embedding technology into our asset base to improve productivity, efficiency, and environmental performance.
- **Social & Relationship Capital:** We engage meaningfully with farmers, vendors, and local

communities using tech-enabled interfaces. Digital tools enhance transparency, knowledge dissemination, and trust across our external stakeholder ecosystem.

- **Natural Capital:** Our innovation initiatives actively support environmental stewardship. Precision agriculture, drip irrigation, satellite monitoring, and digital water management help us conserve soil, water, and biodiversity - ensuring our business model aligns with planetary boundaries and climate goals.
- **Governance Capital:** Integrated digital dashboards, compliance automation, and real-time monitoring strengthen our governance framework. These tools promote ethical conduct, data-driven oversight, and alignment with statutory and sustainability standards.

Innovation and R&D: Anchoring the Future

[GRI 302, 305, 201]

At DBSIL, innovation is a strategic enabler of sustainable growth, operational agility, and future readiness. Our R&D agenda is designed to enhance agricultural productivity, improve energy efficiency, and accelerate process digitalisation - advancing the Company's commitment to climate-smart value creation and technological leadership.

In FY2025, key R&D initiatives included:

- **Sugarcane Seed Varietal Enhancement:** Continued investment in proprietary research focused on varietal improvement to address agronomic challenges and strengthen sugarcane productivity in the command area.
- **Geo-Sensing and Drone-Based Fertilisation:** Pilot trials involving satellite-based geo-sensing and drone-enabled fertiliser application were undertaken, particularly in the Baghauli unit, supporting our transition toward precision agriculture and improved input efficiency.
- **Irrigation Planning and Smart Water Management:** Development of data-informed irrigation planning models is underway, integrating crop visibility systems and promoting the adoption of efficient irrigation techniques such as drip and sprinkler systems among farming communities.
- **Evaluation of Emerging Technologies:** We are exploring next-generation platforms such as cellulosic biogas (CBG) from press mud and zero-waste by-products like DDGS for use in cattle feed. The use of PLA-based bioplastics is under early consideration, reflecting our intent to leverage cane-derived materials for diversified applications.
- Disciplined Technology Adoption: In line with our capital prudence, DBSIL maintains a cautious yet responsive posture toward high-capex innovation areas, such as green hydrogen and carbon capture-linked biofuels. While opportunities in these domains are monitored, investments are made selectively based on strategic fit and long-term viability.

We collaborate with leading technology partners, including PRAJ Industries and Excel Industries, to implement advanced, efficient distillery systems. These alliances contribute to continuous innovation in our manufacturing capabilities and further reinforce our Structural Capital - comprising systems, processes, and intellectual property.

> We don't just adapt to the future — we invent it, with smart science, capital discipline, and climate-conscious design.

Our R&D efforts also directly support Human Capital development, informing skill-building programs and technical training in areas such as digital farming, analytics, and process automation. The Company's HR function has prioritised digital capability development through structured upskilling initiatives aligned with emerging operational needs.

In FY2025, we are actively evaluating the volume and strategic value of intellectual property generated across our innovation platforms, including proprietary seed development, process automation tools, and knowledge systems that enhance DBSIL's Intellectual Capital. These R&D initiatives are expected to create significant value through proprietary insights, operational differentiation, and support for circular and renewable business models.

Digital Transformation: From Foundation to Acceleration

[GRI 418, 419, 2-29]

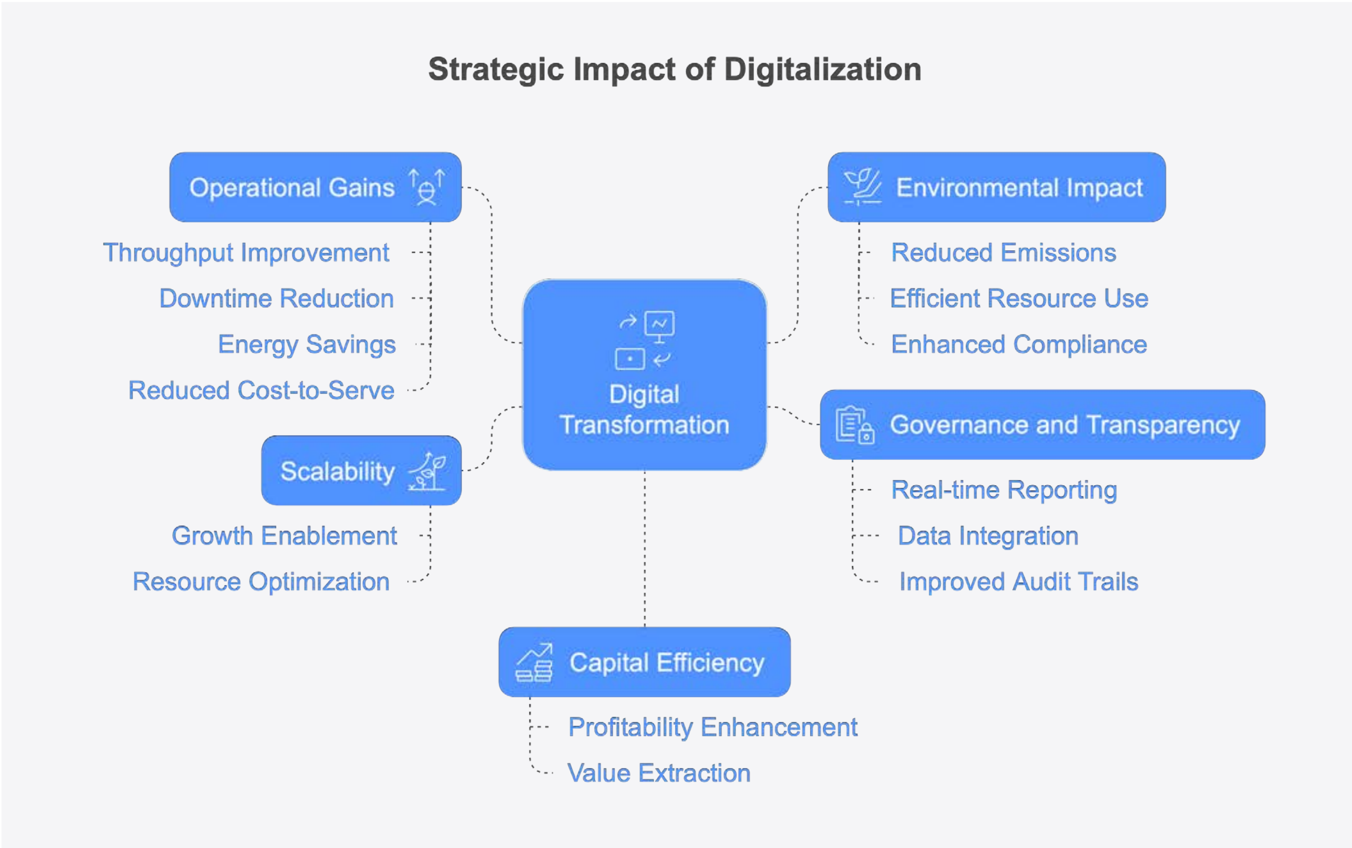
FY2025 marks a significant milestone in DBSIL's journey towards digital maturity. With the theme of this year's Integrated Annual Report - "**Digital Transformation: Sweetening the Future**" - DBSIL is deepening its commitment to technology-led growth, embedding digital tools and intelligence across operations, supply chain, and stakeholder engagement.

To drive this transformation, DBSIL partnered with PwC to design a multi-year digital roadmap, the implementation of which began two years ago. This structured roadmap is transforming core and support functions alike, with execution underway across the value chain. With strong Board support and a disciplined capital allocation approach, Phases I and II of this strategy have already received formal or in-principle approvals. Future investments will continue based on rigorous cost-benefit assessments, with no capital constraints for strategically viable digital projects.

Key Digital Initiatives in FY2025

1. **Smart Agriculture through Satellite and Drone Technologies**

   These interventions are being piloted in regions like Baghauli, with plans for wider rollout in FY2026. DBSIL is modernising agricultural operations using:



- **Satellite-based geo-sensing and multi-spectral drone surveillance** to monitor sugarcane health, predict yields, and guide irrigation and nutrient schedules.
- **Digital crop visibility platforms** that enable real-time tracking of crop stages, allowing for precise harvest planning and better coordination with factory operations.
- **Irrigation planning models** that enhance water efficiency – aligned with our commitments to resource stewardship and SDG 6 (Clean Water).

2. Factory Automation and IoT-Driven Efficiency

These efforts are expected to contribute meaningfully to emissions reduction, energy savings, and resource optimization. On the manufacturing side, DBSIL is investing in:

- **IoT-enabled sensors, real-time performance tracking, and predictive maintenance** technologies to reduce equipment downtime and enhance process reliability.
- **Digital Control Systems (DCS)** and automation platforms to centralize factory operations and improve throughput.
- **A phased integration plan** for unifying operations across plants, laying the foundation for closed-loop, data-driven manufacturing ecosystems.

3. Procurement Optimization with SAP Ariba

The Company invested approximately ₹2 crore in Ariba in FY2024, with full-scale utilisation beginning in FY2025. DBSIL has implemented the SAP Ariba platform, transforming procurement through:

- **Reverse auctions** and **digital vendor management,** increasing sourcing efficiency and transparency.
- Streamlined logistics planning, particularly in transportation management, resulting in measurable cost savings and improved vendor engagement.
- A wider pool of suppliers (expanded from 1-2 to over 10 per category), improving sourcing resilience and quality.

4. Enterprise-Wide Data Analytics and Decision Intelligence

A dedicated in-house digital team is leading analytics efforts, contributing to both business insight generation and Intellectual Capital development. DBSIL is adopting data-driven decision-making across departments by:

- Integrating data across ERP, manufacturing, procurement, and field systems for near real-time visibility.
- Using advanced analytics to track plant productivity, crop forecasts, and operational KPIs.
- Exploring farmer engagement through mobile app-based communication platforms, to share advisories, pricing updates, and scheduling details.

For us, digitisation is no longer a tool - it is the nervous system of our enterprise, powering insight, precision, and scale.

₹90 %+
Manufacturing units integrated
with IoT/automation systems

₹2 crore
Investment in SAP
Ariba Platform

₹8 crore
Capex allocated
to emerging tech & AI initiatives

10
Employees trained
in AI/data analytics tools

Our next chapter of growth will be written by how boldly we innovate- and how wisely we protect what we create.

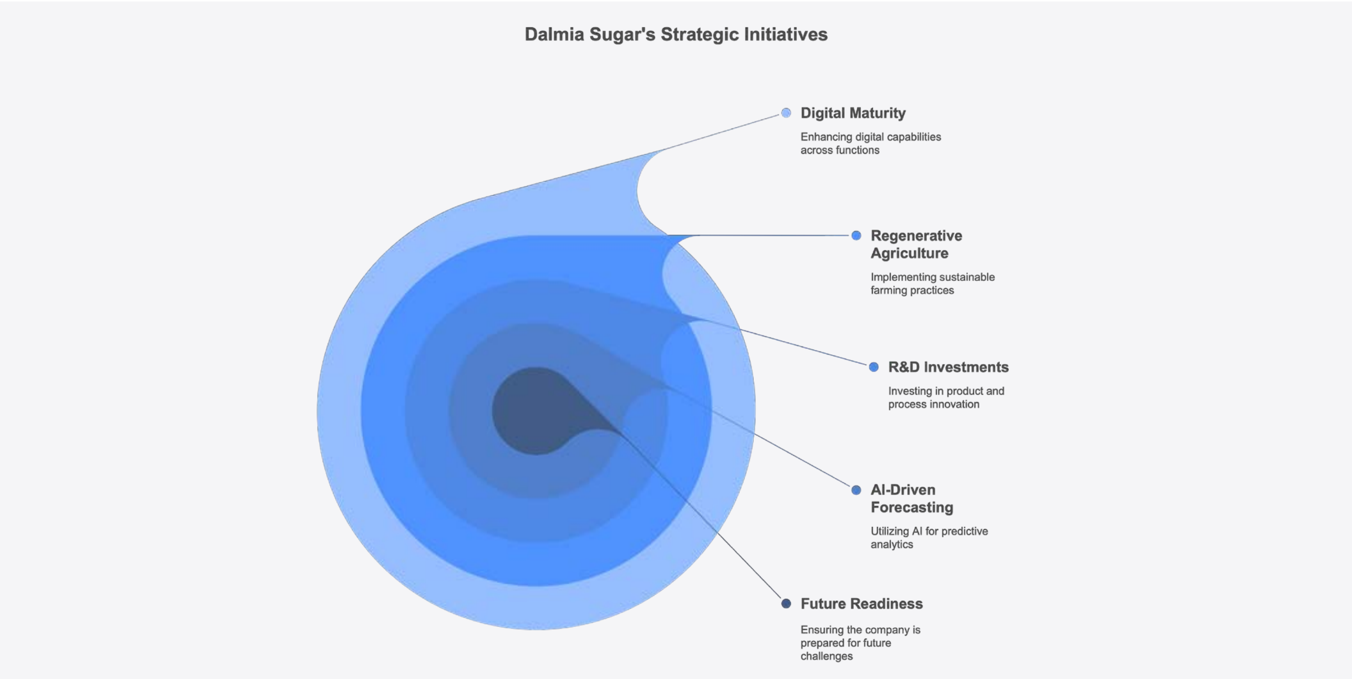
Forward Strategy and Emerging Priorities

[GRI 3-3, 203]

As DBSIL accelerates its growth in clean energy, circular economy, and biofuel segments, our Intellectual Capital strategy is evolving to match. FY2025-26 priorities include:

- Strengthening digital maturity across functions, including HR, supply chain, and field ops
- Scaling up regenerative agriculture pilots and linking agronomy data with factory analytics
- Continued R&D investments in next-gen product/process innovation
- Exploring AI-driven forecasting and smart manufacturing systems
- Deepening integration between Intellectual and Human Capital to ensure future readiness

Our growth into adjacencies will be supported by the quality of our Intellectual Capital – especially the ability to generate, protect, and deploy knowledge efficiently across the organisation.



Knowledge Management and Systems Integration

[GRI 404, 304, 2-23]

At DBSIL, we recognise that knowledge is a strategic asset - central to innovation, operational consistency, and long-term value creation. As part of our digital transformation journey, we are embedding structured knowledge management systems and digital infrastructure that elevate our Intellectual Capital and support cross-functional excellence.

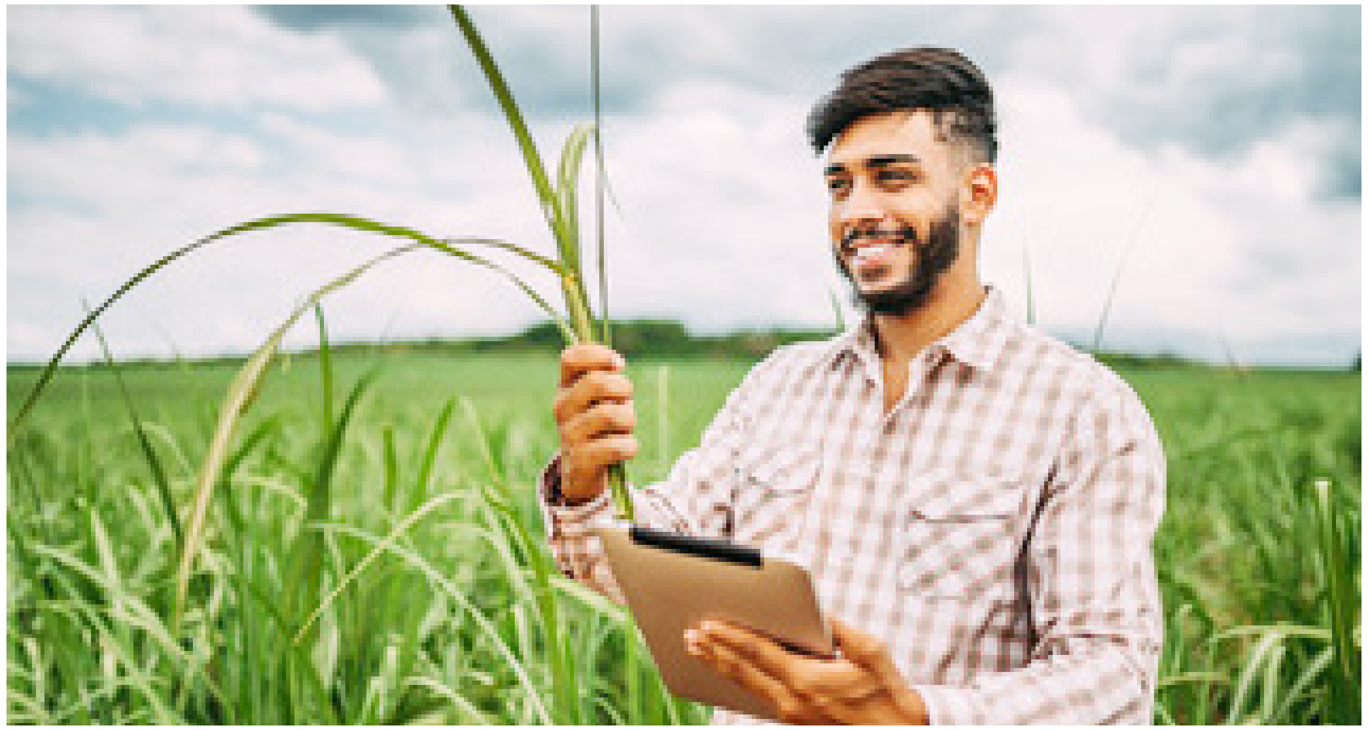
In collaboration with a multinational consulting firm, DBSIL has implemented a multi-year digital roadmap that is progressively integrating enterprise-wide knowledge capture, process standardisation, and real-time data visibility across business functions. While a unified, centralised knowledge management platform is still evolving, significant progress has been made across three key pillars:

100%
Employees with ERP
access across business functions

1. Capturing Field-Level Insights and Institutional Knowledge

DBSIL is leveraging advanced tools such as satellite sensing, drone-based monitoring, and mobile-enabled field data capture to systematically record agronomic and operational insights. These tools are actively used to:

- Track crop lifecycle, predict harvest timelines, and guide irrigation and fertiliser scheduling.
- Document farm-level data for improving sugarcane yield and procurement efficiency.
- Digitise CSR beneficiary records via a mobile app capturing household assets, interventions, and income outcomes.
- Enhance farmer communication through real-time updates on cane pickup and pricing.



In parallel, near real-time factory performance data is accessed through IoT-enabled sensors and integrated platforms, enabling informed decision-making and enhanced responsiveness on the shopfloor.

2. Standardising Processes and Enabling Traceability

Our push towards digital automation is reshaping core operational processes. Each Standard Operating Procedure (SOP) is under systematic review to identify digital integration opportunities, aiming for consistency and scalability across units.

Centralised Distributed Control Systems (DCS) and phased plant integration strategies are facilitating closed-loop automation, while laying the foundation for traceable, compliant, and auditable operations. Though the term "audit logs" is not explicitly referenced in our legacy systems, our automation infrastructure inherently supports better documentation, real-time status tracking, and traceability

3. Integrating Digital Systems for Data-Driven Operations

DBSIL's digital backbone comprises a growing suite of platforms:

- **Oracle** for managing the entire employee lifecycle, contributing to structured Human Capital development.
- **SAP Ariba** for digital procurement and vendor engagement, enhancing transparency and efficiency.
- Custom analytics platforms for consolidating data from disparate systems and generating actionable insights.

Cybersecurity, IP Management, and Data Governance

[GRI 418, 205, 419]

At DBSIL, the protection of intangible assets - including proprietary technologies, process knowledge, and digital infrastructure - is viewed as a strategic imperative. As innovation, digitisation, and data-driven operations become central to our growth model, the safeguarding of Intellectual Capital has emerged as a core enabler of business continuity, stakeholder trust, and competitive differentiation.

1. Cybersecurity and Data Privacy Frameworks

DBSIL has established a comprehensive cybersecurity and data governance framework that is embedded within our broader IT strategy. This framework includes policies and procedures addressing:

- **Information security and data classification**
- **Business continuity and disaster recovery**
- **Data privacy and regulatory compliance**

The Company's in-house digital and cybersecurity team possesses domain expertise in protecting operational systems, proprietary data, and customer-facing platforms. As digitalisation advances across manufacturing, procurement, and farm-level systems, these controls ensure that data integrity, confidentiality, and availability are maintained at all times.

An IT risk register is actively maintained, and operational risks related to IT are reviewed by the Risk Management Officer and presented to the Risk Management Committee. This includes periodic assessments of threats to Intellectual Capital - such as cyberattacks, unauthorised access, and data breaches. All cybersecurity risks are integrated within the Company's enterprise-wide risk governance framework.

From farm to factory to boardroom—our digital backbone is turning real-time data into institutional memory.

2. Intellectual Property (IP) Management

DBSIL's innovation efforts are supported by an evolving approach to IP creation and protection. While the Company did not register or apply for new patents in FY2023-24, efforts are underway in FY2024-25 to:

- Track the development or acquisition of patents and proprietary technologies.
- Document significant process innovations and in-house digital systems.
- Strengthen internal systems to protect IP against misuse, leakage, or thef.

The protection of Intellectual Capital is intricately linked to DBSIL's broader digital roadmap. As digital assets - ranging from analytics models to proprietary agricultural insights - gain strategic value, the Company is committed to ensuring their legal protection and confidentiality.

No benefits from traditional knowledge systems were reported during the year, and no IP-related adverse orders or disputes involving such knowledge were applicable for FY2025.

3. Regulatory Compliance and Data Governance

DBSIL ensures compliance with all applicable laws and regulations relating to data protection and privacy, including SEBI guidelines and the Companies Act provisions. A regulatory tracker is maintained and reviewed monthly to ensure proactive monitoring of statutory obligations.

The Company aligns with reporting expectations such as GRI 418: Customer Privacy, and it is committed to disclosing customer data handling practices where applicable. Although no substantiated complaints regarding breaches of customer data were reported in the previous year, the Company remains vigilant in this area.

In a knowledge economy, protecting what we know is as vital as knowing more- we guard our intellectual edge with vigilance.

ZERO
Reported
data breaches FY2025

100%
IT assets covered
under cybersecurity protocols

Natural Capital

Rooted in Nature, Designed for Resilience

Power Circular Growth, Regenerative Agriculture, and Climate-Smart Value Creation

UNSDG: 3, 4, 5, 8, 10

Strategic Pillars: 3, 7

Business Model Components: 6, 9, 7

Material Issues:
1, 2, 3, 4,5, 6, 7

GRI Alignment:
2, 3, 401, 402, 403, 404, 405, 406, 407, 408, 409, 414

Natural Capital is not just a resource base—it is the strategic foundation of DBSIL's integrated value creation model.

2,00,000+
Partner farmers engaged
across the sugarcane command area

1,20,000ha
Area under
sustainable sugarcane cultivation

1. Introduction
[GRI 2-22, 2-23, 3-3]

At DBSIL, Natural Capital forms the cornerstone of our integrated sugar-ethanol-power operations. It encompasses the vital natural resources and ecosystem services—land, water, air, soil, and biodiversity—that are indispensable to our value creation process. Recognizing the intrinsic link between environmental stewardship and operational excellence, we are committed to managing these resources sustainably to ensure long-term business resilience and stakeholder value creation.

Our approach to Natural Capital is holistic and strategic, integrating considerations of environmental impact into our core business decisions. We align our practices with the International Integrated Reporting Framework (IIRC), adhere to the Securities and Exchange Board of India's (SEBI) Business Responsibility and Sustainability Reporting (BRSR) requirements, and follow the Global Reporting Initiative (GRI) standards. This alignment ensures that our.sustainability initiatives are transparent, measurable, and in line with global best practices

Furthermore, our Natural Capital initiatives contribute directly to several United Nations Sustainable Development Goals (SDGs), including:

SDG 6, 7, 12, 13, 15

By aligning our operations with these SDGs, we not only mitigate environmental risks but also unlock opportunities for innovation, efficiency, and cost savings, thereby reinforcing our commitment to sustainable development.

2. Sustainable Agriculture and Soil Health

[GRI 301-1, 304-2, 308-1, 308-2, 413]

As a Company fundamentally rooted in agriculture, DBSIL recognises that the long-term productivity and resilience of its operations depend on the sustained health of soil and the ecosystems that support it. Soil, water, and biodiversity are not just passive inputs—they are active enablers of sustainable value creation in sugarcane cultivation. In particular, the integrity of soil organic carbon, nutrient balance, and water retention capacity are material to our core business model and stakeholder commitments.

DBSIL's environmental strategy prioritises these elements, grounded in its understanding that healthy soils are vital for sustaining agricultural livelihoods, mitigating climate risks, and securing raw material continuity for integrated sugar and ethanol operations. Stakeholder consultations consistently highlight concerns around land degradation, soil fertility, and water conservation—particularly among the agrarian communities in our command area. These insights reinforce our commitment to sustainable agriculture as a strategic imperative.

Farmer Partnership and Sourcing Ecosystem

[GRI 301-1, 413-1]

DBSIL's operations continue to be supported by a strong and collaborative network of over 2,00,000 sugarcane farmers across an estimated 1,20,000 hectares of command area. In FY2024, the Company procured 55.59 Lakh Metric Tonnes of cane, engaging with growers through a comprehensive sourcing model that integrates input support, agronomy advice, and price assurance. While FY2025 figures are being finalised, the engagement structure remains robust and strategic to ensure sustainability across the value chain.

Our farmer relations go beyond transactions—they are structured partnerships aimed at co-creating sustainable agricultural value. This includes disseminating agronomic best practices, promoting crop diversification, and jointly investing in resource conservation.

55.59 Lakh MT
Sugarcane procured in
FY2025 from command area farmers

0.5 – 0.75%
Target range for
Soil Organic Carbon by 2030

Strategic Initiatives in Soil and Farm Health Management

[GRI 304-2, 306-2]

DBSIL's multi-pronged approach to sustainable agriculture includes the following interventions:

- **Soil Health Diagnostics:**
  Regular soil testing is conducted through in-house labs, with soil health cards issued to optimise the application of fertilisers and nutrients. Tailored agronomic advisories are provided to each farmer to minimise soil fatigue and over-fertilisation.
- **Organic Fertilisation and Composting:**
  The Company actively promotes organic inputs such as press mud (a sugar by-product), vermicompost, and farmyard manure to enhance microbial activity and restore nutrient cycles. These are either distributed directly or converted into value-added soil conditioners.
- **Trash Mulching and Residue Management:**
  Sugarcane leaf residues are retained on-field through trash mulching, conserving moisture, suppressing weed growth, and enriching topsoil. Residues are otherwise repurposed or safely disposed in compliance with environmental regulations.
- **Improved Cane Varieties and Planting Techniques:**
  DBSIL is accelerating the adoption of high-yield, disease-resistant cane varieties, while phasing out obsolete ones. Sustainable planting techniques such as paired row, trench planting, and tray-grown seedlings are being introduced to improve root aeration, water efficiency, and soil structure.
- **Intercropping with Legumes:**
  In a bid to increase farm productivity and enrich soil with nitrogen, intercropping with legumes is being promoted. This not only supports biodiversity but also boosts farmer incomes and land-use efficiency.
- **Digital Farming Advisory:**
  The Company is piloting satellite imaging, drone surveillance, and sensor-based monitoring to create real-time visibility into farm conditions. These tools will enable precision agriculture through site-specific irrigation and nutrient application.

Healthy soil is the soul of sustainable agriculture; our partnership with farmers is a long-term investment in ecological resilience.

Towards Regenerative Agriculture and Climate Resilience

[GRI 305-5, 304-2]

DBSIL's commitment to regenerative agriculture is foundational to its climate and Natural Capital strategy. Key goals include:

- **Soil Organic Carbon Enhancement:**
  Targeting a soil carbon range of 0.5%-0.75% by 2030, DBSIL is introducing rotational cropping, cover crops (such as green manures), and organic matter enrichment strategies. These practices aim to rebuild topsoil, increase water retention, and enhance drought resilience.
- **Crop Residue Management:**
  Burning of crop residue is strictly discouraged, with support extended to farmers for mulching or composting alternatives, thereby curbing harmful emissions, and maintaining soil integrity.
- **Sustainable Livelihoods and Rural Resilience:**
  By strengthening agroecological practices, DBSIL supports not only ecological outcomes but also farmer income stability, input cost savings, and overall socio-economic upliftment.

Outlook

In the coming years, DBSIL aims to scale these practices across 100% of its command area, embedding regenerative agriculture principles into the Company's sourcing model. The focus will be on driving systemic transformation in soil restoration, input efficiency, and carbon sequestration—contributing to the resilience of farming systems and ensuring a sustainable supply base.

This vision aligns with our overarching Natural Capital strategy, ensuring that agricultural prosperity does not come at the expense of ecological integrity, but rather grows in harmony with it.

[GRI 3-3, 301-1, 304-2]

3. Water Stewardship

[GRI 303-1, 303-2, 303-3, 303-4, 303-5]

Water is one of the most critical elements of Natural Capital—essential for life, livelihoods, agriculture, and industrial processes. At DBSIL water plays a central role across our value chain, from the upstream cultivation of sugarcane to the downstream processing of sugar, ethanol, and power. In a country like India, where water stress is rising, particularly in agrarian belts such as Uttar Pradesh and Maharashtra, sustainable water stewardship is not merely a compliance requirement—it is a strategic imperative.

We recognise that the long-term viability of our agro-industrial operations hinges on judicious water use, enhanced recycling, and ecosystem restoration. Our water stewardship approach is therefore designed to safeguard the availability, quality, and equitable access to water resources for both operational resilience and community well-being. These principles are reinforced through our alignment with the UN Sustainable Development Goals (particularly SDG 6: Clean Water and Sanitation), SEBI BRSR, and the GRI 303 standard.

Water Consumption and Efficiency Trends

In FY2025, DBSIL's total water consumption was recorded at 1.11 million kilolitres, marking continued emphasis on resource optimisation. Our operations achieved a water intensity of 0.07 KL per metric tonne of cane and 3.6 KL per kilolitre of ethanol, reflecting improved process efficiencies and system-level interventions. These figures underscore the outcomes of our plant-level improvements, including condensate recovery and process water recycling.

[GRI 303-5]

Zero Liquid Discharge and Water Circularity

DBSIL has adopted a Zero Liquid Discharge (ZLD) policy across all its manufacturing locations, ensuring that no industrial effluent is released into the environment. Instead, all treated effluents are either recycled within the process loop or repurposed for non-potable applications, such as greenbelt irrigation and utility services. Our water recycling infrastructure is supported by:

- **Condensate Polishing Units,** which purify condensate for reuse in boiler feed and process applications.

1.11 Million KL
Total water consumption
in FY2025

₹300 Lakh
Invested in water conservation
infrastructure in FY2025

- **Advanced Effluent Treatment Plants (ETPs),** which recover and treat wastewater to reduce freshwater intake.
- **Online Effluent Monitoring Systems,** which provide real-time data on emissions and discharge, integrated with state pollution control board portals.

[GRI 303-2, 303-4]

These systems help us sustain near-zero freshwater withdrawal in key operations and meet or exceed statutory discharge norms.

Water Conservation at the Farm Level

Sugarcane cultivation is water-intensive and therefore a key focus area for upstream water conservation. DBSIL supports farmers in transitioning to water-efficient irrigation technologies such as drip and sprinkler systems. In partnership with NDRIP, a pilot project in Ramgarh implemented drip irrigation across 29.28 acres, demonstrating measurable water savings and yield benefits.
In addition:

- **Piped recycled water** is supplied to farmer groups in Jawaharpur and Nigohi for crop irrigation.
- Best practice advisories on irrigation scheduling and soil moisture conservation are disseminated regularly through field extension services.

[GRI 303-1]

Our goal is to embed water efficiency into every hectare of our command area.

Watershed Management and Community Engagement

Beyond factory gates, DBSIL actively participates in landscape-level water replenishment through rainwater harvesting, pond rejuvenation, and watershed interventions. These projects are often executed in collaboration with local administrations and community groups to amplify their social and environmental impact. In FY2024 alone:

- Significant capital expenditure was made in water conservation infrastructure.
- Village ponds were desilted, and new water harvesting structures were constructed.
- Projects contributed to a significant annual harvesting potential, aiding groundwater recharge and biodiversity support.

We aim to return more water to nature than we consume - achieving water positivity through technology, stewardship, and community action.

These measures are particularly critical in addressing the two-metre decline in groundwater levels observed in parts of our catchment over the past decade.

[GRI 303-1, 303-2]

Water Positivity Targets and Long-Term Vision

DBSIL's long-term ambition is to become 10x water positive by 2030, meaning we will replenish ten times the volume of water we consume. This commitment is supported by several ongoing and planned initiatives:

- Reducing groundwater usage in cane farming by 500 KL per hectare annually, with a total conservation target of 25 billion litres per year by 2030.
- Scaling up recycled water deployment in irrigation and non-process applications.
- Enhancing natural recharge through afforestation and soil moisture retention techniques.

These targets are grounded in climate resilience, operational continuity, and our obligation to safeguard water resources for future generations.

[GRI 303-1, 303-5]

Strategic Value of Water Stewardship

Our water stewardship framework contributes to multiple dimensions of business value:

- **Operational Resilience:** Reduces input dependency and process disruptions in water-stressed regions..
- **Cost Management:** Lowers freshwater procurement costs and effluent discharge levies.
- **License to Operate**: Strengthens community goodwill and mitigates the risk of regulatory sanctions.

- **Natural Capital Preservation:** Enhances ecological sustainability by restoring aquatic ecosystems and supporting biodiversity.

DBSIL's water strategy is thus deeply integrated into its Natural Capital philosophy and reflects a proactive approach to resource efficiency, risk mitigation, and stakeholder engagement.

[GRI 303-1, 3-3, 2-22]

4. Energy Use and Emissions Reduction

[GRI 302-1, 302-2, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5, I 305-7]

Energy efficiency and climate responsibility are at the heart of our environmental strategy at DBSIL in our journey towards decarbonisation and sustainable operations, energy use and emissions management represent key dimensions of our Natural Capital agenda. With India's transition to a low-carbon economy accelerating, we recognise that managing our energy footprint is not only vital for operational resilience but also imperative for contributing to national and global climate goals.

24,012,054 Million KJ
Total Renewable energy consumed
in FY2025, reduced from previous year

3.18 MT CO_2e/mn INR
GHG Emissions Intensity
in FY2025, improved 15% YoY

Renewable Energy: Our Integrated Strength

DBSIL's integrated sugar-ethanol-power model enables us to run an energy-efficient, largely self-reliant and renewables-based system. A distinctive feature of our operations is the extensive use of bagasse—a fibrous sugarcane by-product—as a biomass fuel in our cogeneration plants. This circular approach ensures:

- 100% fulfilment of our internal power requirements through renewable energy
- Surplus green electricity exported to the grid, displacing fossil-based power
- 100% renewable fuel use in FY2024 and FY2025, affirming our commitment to bio-based energy

In FY2025, bagasse (constituting 27% of cane crushed) was the principal contributor to our renewable energy matrix.

[GRI 302-1, 302-2]

Energy Consumption and Intensity Performance

In FY2025, our total energy consumption decreased to 24,012,054 million kilojoules (KJ) from 24,789,546 million KJ in FY2024, highlighting operational efficiencies. Fuel consumption declined from 14,794,503 million KJ in FY2024 to 14,477,896 million KJ in FY2025, while electricity consumption rose slightly to 1,138,991 million KJ, indicating improved process efficiency.

Our energy intensity improved to 793 million KJ per million INR of turnover, from 819 million KJ in FY2024, reflecting our drive for energy-efficient value creation.

[GRI 302-3, 302-4]

GHG Emissions Performance and Decarbonisation Pathway

We have achieved significant reductions in our greenhouse gas emissions in FY2025:

- **Scope 1 emissions** fell by 14% to 120,492 tonnes CO_2e (FY2024: 140,511 tonnes)
- **Scope 2 emissions** reduced by 21% to 1,053 tonnes CO_2e (FY2024: 1,339 tonnes)

As a result, our combined Scope 1 and 2 emissions decreased to 121,545 tonnes CO_2e, compared to 141,850 tonnesin the previous year. Emissions intensity (Scope 1+2 per INR million turnover) improved by 15% year-on-year to 4.01 MT CO_2e.

[GRI 305-1, 305-2, 305-3, 305-4, 305-5]

Investments in Energy Efficiency

In FY2025, DBSIL continued to make significant capital investments in energy-saving technologies and process improvements. Our total capex on energy conservation equipment during FY2025 stood at approximately ₹55 crore, covering:

- Steam economy optimisation at Nigohi ₹30 crore
- Ramgarh process improvement ₹15 crore
- Ninaidevi Process improvement ₹4 crore
- Jawaharpur Grain Dist. Process improvement - ₹5.5 crore

These investments support ongoing energy cost reduction and emissions mitigation strategies.

[GRI 302-4, 305-5]

Operational Innovations and Process Optimisation

[GRI 305-5, 305-7]

> Renewable energy isn't an aspiration at DBSIL—it's already our baseline, with 100% internal power met through bagasse-driven cogeneration.

Several initiatives undertaken during the year have delivered measurable gains in energy conservation and emissions reduction. These efforts reflect our deep integration of clean technology and operational excellence:

- Mechanical Vapour Recompression (MVR) technology in distilleries achieved up to 20% steam saving
- Steam saving project at Nigohi reduced steam usage from 39.04% to 34.80% per tonne of cane
- Variable Frequency Drives (VFDs) and high-efficiency gearbox-VFD combinations implemented across plants reduced electrical consumption
- Advanced thermal equipment such as Falling Film Evaporators and Juice Heaters with bleed systems enhanced heat transfer and reduced bagasse consumption
- Pollution control enhancements, successfully commissioned and running smoothly EGB (Electrified Gravel Bed)
- Chemical consumption reduction
- Process optimization led to cost savings and better COD control
- Advanced ESP for boiler
- Process improvement in Ramgarh by installation of updated equipment
- Process improvement in Ninaidevi by installation of updated equipment
- A Memorandum of Understanding was signed with Greentech to trial an innovative carbonation-based sugar refining process that utilises CO_2 emissions from fermenters—offering potential reductions in both operational costs and environmental impact. Pilot and commercial-scale trials will be conducted at the Nigohi sugar unit of DBSIL.

MoU with M/s Greentech Consultant for CO_2-Based Sugar Refining

DBSIL has signed a Memorandum of Understanding with M/s Greentech Consultant to explore an innovative Carbonation Process for refined sugar production using carbon dioxide gases generated from fermenters—a resource currently vented into the atmosphere. Most refined sugar in India is presently produced using Phosphotation and Ion Exchange Resin (IER) processes, which involve higher chemical costs and lower colour removal efficiency. The proposed method aims to improve process efficiency, lower operational costs, and mitigate environmental impact. Both parties have agreed to undertake pilot and commercial-scale trials at the Nigohi sugar unit, marking a strategic step toward sustainable and cost-effective sugar manufacturing.

Circular Energy and Waste Utilisation

In line with circular economy principles, DBSIL repurposes energy-related byproducts, including:

- Spent wash used as renewable fuel in incineration boilers
- Fly ash utilised for manufacturing eco-friendly bricks
- Press mud converted into bio-fertiliser granules and explored for biogas production

This approach allows us to reduce waste, lower fossil fuel dependence, and unlock additional revenue streams.

[GRI 302-2, 305-5, 305-7]

Strategic Role of Ethanol in India's Energy Transition

DBSIL's ethanol production plays a strategic role in decarbonising the transport sector. In FY2025, we produced 182 million litres of ethanol, contributing to India's Ethanol Blending Programme (EBP). This supports::

- Lowering vehicular GHG emissions
- Reducing reliance on petroleum imports
- Enhancing rural income and energy self-sufficiency
- Our ethanol contribution aligns with

[GRI 302-5, 305-5]

Outlook and Commitment

Looking ahead, we remain committed to enhancing our renewable energy footprint, lowering emissions intensity, and investing in advanced technologies that improve our environmental performance. Our ambition includes:

- Sustaining 100% renewable fuel usage
- Further reducing GHG intensity per unit of turnover
- Exploring opportunities to set Science-Based Targets in line with national and global climate commitments

All energy and emissions data are reported in accordance with GRI 302 and GRI 305 standards, ensuring transparent and standardised disclosures for investors and stakeholders.

[GRI 302-1 to 302-5, 305-1 to 305-7]

5. Waste Management and Circular Economy

[GRI 306-1, 306-2, 306-3, 306-4, 306-5]

At DBSIL we view waste not as a burden, but as a latent source of value. Waste management and circular economy practices are recognised as material issues, fundamental to our long-term environmental stewardship and operational efficiency. With a declared ambition to achieve **zero waste to landfill**, we have embedded a "**waste-to-wealth**" philosophy across all our operations.

We adopt a systemic approach to managing waste, encompassing minimisation at source, valorisation of by-products, resource efficiency, and responsible disposal. This closed-loop model supports our broader sustainability goals while creating ancillary economic value. By transforming potential liabilities into productive assets, our circular economy model directly enhances both Natural Capital and Manufactured Capital.

Valorising Waste Streams: FY2025 Performance Highlights

In FY2025, our major waste streams—fly ash, spent wash, press mud, and packaging materials—were almost entirely diverted from landfill through reuse, recycling, or responsible disposal. The performance and purpose for each stream are as follows:

- **Fly Ash from Cogeneration Units:**
  In FY2025, 16,413 metric tonnes (MT) of fly ash generated from bagasse combustion were partially repurposed into fly ash bricks, offering a sustainable alternative to clay-based bricks. This initiative not only mitigates landfill dependency but also contributes to reducing construction-sector emissions. Fly ash, rich in potash and micronutrients, is also applied directly to fields as soil amendment
  [GRI 306-3, 306-4]
- **Spent Wash from Distilleries:**
  A total of 206,735 MT of spent wash was utilised as renewable fuel in incineration boilers, contributing significantly to our clean energy portfolio. This initiative reduces fossil fuel consumption while managing distillery effluents effectively. In parallel, spent wash is increasingly diverted for biogas generation via third-party off-take agreements, enhancing energy circularity.
  [GRI 306-2, 306-4]
- **Press Mud (Filter Cake):**
  We processed 207784 MT of press mud into organic manure and bio-fertilisers, which were distributed to farmers within our command area. This organic amendment supports regenerative agriculture by improving soil fertility and structure. In addition to direct field application, DBSIL is exploring cellulosic biogas conversion from press mud.
  [GRI 306-2, 306-4]
- **Plastic Waste (EPR Compliance):**
  DBSIL is a registered brand owner under the Extended Producer Responsibility (EPR) regime

> **At DBSIL, we convert by-products into assets, proving that zero waste is not only possible- it's profitable and regenerative.**

206,735 MT
Spent wash used
as renewable fuel in incineration boilers

13317 MT
Fly ash repurposed
for sustainable brick manufacturing

100%
Achievement
of Zero Liquid Discharge across all facilities

of the Central Pollution Control Board (CPCB). In FY2025, our compliance with the Plastic Waste Management Rules, 2016, remained on track, with targets updated and met on the CPCB online portal.

(GRI 306-1, 306-2)

- **E-Waste and Hazardous Waste:**
  All hazardous and e-waste is routed to Pollution Control Board-authorised vendors for safe disposal or recycling. This includes material from instrumentation, control panels, batteries, and chemical residues. The volume of e-waste and hazardous waste is tracked and reported in compliance with national regulations.

  (GRI 306-3, 306-5)

Zero Liquid Discharge (ZLD): From Compliance to Leadership

We have achieved **Zero Liquid Discharge (ZLD)** status across all our manufacturing units. This represents a major milestone in our environmental management system. Through advanced **Effluent Treatment Plants (ETPs)**, we ensure that 100% of liquid waste is treated and reused within plant boundaries. Reclaimed water is used for:

- **Green belt development** and **industrial cooling**
- **Irrigation by farmers** via piped networks
- **Condensate recovery** for reuse in production cycles

In parallel, we have deployed real-time effluent monitoring systems linked to regulatory servers, ensuring continuous compliance and transparency.

(GRI 306-2, 306-4, 306-5)

Monetising By-products: Aligning Circularity with Economic Value

Our sugar mills and distilleries are designed to operate as resource-integrated systems. By-products are rechannelled into commercially valuable products, which include:

- **Fly ash bricks** from boiler ash
- **Fertiliser-grade press mud**
- **Bio-energy from spent wash**
- **Potential future revenue from cellulosic biogas**

This model aligns with low-carbon development pathways, reduces our dependency on virgin resources, and supports circular industry ecosystems.

Strategic Alignment and Future Outlook

Our waste management strategy aligns with key Sustainable Development Goals (SDGs), particularly:

Going forward, we aim to strengthen closed-loop material flows, establish waste traceability systems, and pilot new industrial symbiosis models across our operational regions. Our ambition is to formalise our zero-waste commitment into a company-wide policy, backed by performance targets and audit protocols.

6. Biodiversity and Ecosystem Conservation

[GRI 304-1, 304-2, 304-3]

At DBSIL we recognise that biodiversity underpins the resilience of natural ecosystems, agricultural productivity, and long-term human well-being. As an agriculture-based enterprise, the health of local flora and fauna directly influences our raw material availability, ecosystem services, and environmental license to operate. Accordingly, the conservation and enhancement of biodiversity is embedded in our approach to Natural Capital stewardship and regarded as a material issue under our sustainability framework.

Biodiversity safeguards pollination, nutrient cycling, water purification, and carbon sequestration—all of which are critical for sustainable sugarcane cultivation. Natural habitats also regulate pests and diseases, enhance climate adaptation, and protect against environmental degradation. We align our biodiversity initiatives with the principles of the Convention on Biological Diversity (CBD), the UN SDGs (especially Goals 13 and 15), and the GRI Standardson biodiversity (GRI 304 series).

Biodiversity Context and Commitments

None of our manufacturing facilities or agricultural operations are situated within or adjacent to legally protected areas or biodiversity hotspots [GRI 304-1]. However, DBSIL proactively seeks to protect and restore biodiversity in its areas of influence through strategic interventions that support local ecosystems and rural communities.

FY2025 Initiatives and Practices

Our ecosystem enhancement efforts in FY2025 focused on the following core initiatives:

- **Green Belt Development using Native Species**
  All DBSIL plants maintain ecologically sensitive green belts, designed with native plant species to enhance local biodiversity, stabilise soil, and serve as carbon sinks. These green buffers offer a range of ecosystem services including habitat creation, erosion control, air filtration, and microclimate regulation.

  (GRI 304-2)

- **Miyawaki Afforestation around Plant Peripheries**
  We adopted the Miyawaki method for developing dense, fast-growing urban forests at factory perimeters. This technique accelerates habitat regeneration and improves the quality of degraded land while strengthening carbon sequestration capabilities. In FY2025, over 360,70 trees trees were planted across our units as part of our broader ecological enrichment programme.

  [GRI 304-3]

- **Agroforestry and Intercropping with Native Trees**
  In collaboration with sugarcane growers, DBSIL piloted agroforestry models in select command areas, integrating native trees alongside sugarcane rows. This practice improves soil

> **Biodiversity isn't a peripheral concern—it is central to the continuity of life and agriculture; we restore habitats to safeguard our future.**

43,070 Trees
Planted under green belt
and Miyawaki afforestation in FY2025

ZERO
Operations located
in legally protected biodiversity zones

biodiversity, encourages natural pest predators, and enhances carbon storage. It also offers farmers co-benefits through crop diversification and soil enrichment.
[GRI 304-2]

- **Pest Management and Pollinator Protection**
  Through integrated pest management (IPM) techniques, DBSIL helps reduce chemical pesticide use, promoting the survival of beneficial insect species such as pollinators and natural predators. These efforts support a healthier agro-ecosystem and reduce ecological disruption in sugarcane-growing regions.
  [GRI 304-2]
- **Waste-to-Bio-compost for Soil Biodiversity**
  Organic by-products such as press mud are repurposed into nutrient-rich bio-compost. This organic fertiliser supports microbial diversity, improves soil structure, and reduces dependence on synthetic inputs.
  [GRI 304-2, 304-3]
- **Water-Linked Ecosystem Protection**
  DBSIL ensures that all treated effluents meet regulatory thresholds for aquatic safety. By implementing Zero Liquid Discharge (ZLD) across all units and promoting rainwater harvesting, we minimise water pollution risks that could impact downstream ecosystems or aquatic life.
  [GRI 304-2]

Performance Snapshot

Initiative	FY2025 Performance
Trees planted (Miyawaki + green belts)	43070 trees (FY24: 7,207; FY23: 5,660)
Operational facilities in biodiversity zones	Zero
Agroforestry pilot area	We are practicing across the all plant
IPM adoption in cane command area	Adopting Integrated Pest Management (IPM) methods across our cane command area to promote sustainable and environment -friendly agriculture
Press mud converted to bio-compost	207784 MT (100% utilisation)

Impact Assessment and Outlook

No significant adverse impacts on biodiversity were identified in FY2025 from our activities, products, or services [GRI 304-2]. While no formal habitat restoration programmes were undertaken during the year, our efforts in afforestation, agroforestry, and ecosystem-friendly farming indirectly contribute to habitat creation and biodiversity enhancement.

Looking ahead, DBSIL will explore the following initiatives:

- Establishing biodiversity performance indicators for each site
- Developing a biodiversity monitoring framework using GIS or remote sensing
- Partnering with research institutions to restore degraded patches in sugarcane regions
- Extending agroforestry and IPM models to all command areas by 2030

We aim to enhance biodiversity outcomes through stakeholder partnerships, science-led interventions, and circular resource use, thereby safeguarding the natural ecosystems that underpin our operations and community livelihoods.

7. Governance, Compliance and Future Outlook

[GRI 2-12, 2-13, 3-3]

At DBSIL, strong governance and regulatory stewardship underpin our long-term sustainability vision. Our approach to Environmental, Social and Governance (ESG) management reflects a commitment to not just compliance, but leadership in responsible corporate conduct. Natural Capital management is embedded within our enterprise-wide strategy and risk frameworks, ensuring that environmental performance and sustainability goals are continuously aligned with stakeholder expectations and global best practices.

Oversight and ESG Governance Structure

Environmental governance is led at the highest levels of our corporate hierarchy. The Board of Directors exercises strategic oversight of DBSIL's sustainability performance, ensuring that material environmental topics—including climate-related risks—are regularly reviewed. The Corporate Social Responsibility (CSR) and Sustainability Committee, a Board-level subcommittee, provides focused attention on ESG matters, while the Risk Management Committee monitors risks arising from climate variability, resource scarcity, and regulatory change, reporting directly to the Board.
[GRI 2-12, 2-13]

Our Environment, Health, and Safety (EHS) Management System operationalises this oversight through well-defined policies, site-level controls, and employee responsibilities. Natural Capital initiatives are governed by this framework and supported by periodic reviews and third-party audits. Key sustainability functions are integrated across departments to ensure cross-functional execution of environmental programmes.

Legal Compliance and Voluntary Standards

DBSIL adheres to all applicable national environmental laws and regulations, including effluent discharge limits, air emission standards, and Zero Liquid Discharge (ZLD) requirements. In FY2025, no significant non-compliance incidents or fines were reported, reaffirming our track record of regulatory conformity.
[GRI 3-3]

In addition to statutory obligations, we voluntarily adopt leading global frameworks and standards. These include:

- ISO 14001 certification for environmental management systems
- Bonsucro sustainability certification for responsible sugarcane production
- Alignment with UN Sustainable Development Goals, especially

Our internal **Enterprise Risk Management (ERM)** system identifies and monitors ESG risks alongside operational and financial risks. Risks such as changes in climatic conditions, crop yield variability, and compliance with future emission norms are flagged and mitigated through pre-emptive interventions.

Performance Audits and Monitoring

Performance against environmental goals is tracked through internal audits, digital dashboards, and statutory filings. Online emission and effluent monitoring systems are installed at all operational units and are directly connected to relevant pollution control boards for real-time compliance assurance. Voluntary disclosure through the GRI Standardsand BRSR framework enhances transparency and accountability across our stakeholder spectrum.

100%
ZLD compliance
achieved across manufacturing units

ZERO
Instances
of environmental non-compliance or regulatory fines in FY2025

Forward-Looking Targets and Vision

Our future strategy is geared toward creating a regenerative, climate-resilient enterprise that enhances ecological value:

- **Decarbonisation and Climate Goals:**
  We are formulating Science-Based Targets (SBTs) to reduce our GHG emissions intensity. In line with India's low-carbon transition, we are exploring CO capture technology for ethanol production, and further improving energy efficiency through green process innovations.

- **Soil Carbon Enhancement through Regenerative Agriculture:**
  We aim to expand regenerative practices across all command areas and improve soil organic carbon to a medium range of 0.5–0.75% by 2030 through organic manuring, crop rotation, and minimising residue burning.

- **Water Positivity and ZLD:**
  With ZLD already implemented across all manufacturing locations, we aim to extend the same compliance to distillery units. We are on track to exceed our target of becoming 2.5x water positive, with a longer-term ambition to become 10x water positive by 2030.

- **Zero Waste Circularity:**
  We continue to focus on 100% reutilisation of solid and liquid waste, including bagasse, spent wash, fly ash, and press mud. Waste-to-value initiatives remain central to our circular economy approach.

- **Biodiversity Enhancement:**
  We will scale up afforestation efforts, expand Miyawaki plantation zones, and promote agroforestry-based intercropping to enhance natural habitats within our areas of operation.

Long-Term Vision: From Compliance to Contribution

Our broader vision is to create a net-positive impact on Natural Capital, restoring more resources than we extract. This transition from compliance to contribution aligns with our circular economy aspirations and reinforces our position as an environmentally conscious business. We are exploring nature-based solutions, biofuel innovations, and water stewardship models that benefit both our business and society at large.

Sustainability at DBSIL is not an add-on—it is a lens through which we design, monitor, and future-proof our value creation strategy. Our governance approach reflects an integrated mindset consistent with the <IR> Framework, aligning Natural Capital management with our broader goals of financial, manufactured, and social capital growth.

Good governance turns ESG intent into ESG impact—our board-level oversight ensures that Natural Capital is managed with rigour and purpose.

Awards and Recognitions – FY2024-25

Our consistent focus on operational excellence, sustainable practices, and technical innovation continues to be recognised across industry forums and associations. During the year, multiple units and individuals from DBSIL received notable accolades, as detailed below:

Award/ Recognition	Presented By/ Event	Recipient/ Unit	
Excellence Award	34th Session of ICUMSA – 2025	Nigohi	
Efficiency Award	82nd Annual Convention & International Sugar Expo	Nigohi	
Excellent Energy Efficient Unit Award	Confederation of Indian Industry (CII)	Kolhapur	
Best Technical Efficient Unit Award	Vasantdada Sugar Institute (VSI)	Kolhapur	

Award/ Recognition	Presented By/ Event	Recipient/ Unit	
Best Production Efficiency Award	WISMA	Kolhapur	
Best Boiler Operation Unit Award	Directorate of Boilers, Maharashtra	Kolhapur	
Best Cogeneration (Above 87 Kg/cm^2) – Private Sector (Special Category, Consistent Performance) – Third Consecutive Year	Cogeneration Association of India	Kolhapur	
Best Instrument Manager (Above 87 Kg/cm^2) – Private Sector (Special Category, Consistent Performance) – Third Consecutive Year	Cogeneration Association of India	Kolhapur	
Best Operational Efficiency Award	Jointly by VSI and WISMA	Kolhapur	

Award/ Recognition	Presented By/ Event	Recipient/ Unit	
Best Instrumentation Award	Cogeneration Association of India	Ramgarh	
Excellence Award	Jagran Institute of Management & Just for Environment	Ramgarh	
Special Recognition for Outstanding Contribution to Sugarcane Development	Jointly by U.P. Sugar Mills Association (UPSMA) and Indian Institute of Sugarcane Research (IISR)	Ramgarh	
Top 4 Sugar Factories in Uttar Pradesh (PoI in Cane Performance)	Not specified	Jawaharpur	
Participation in Water Management Awards	Organising body not specified	Jawaharpur	
Best Paper Award for the presentation titled "Regenerative Agriculture: Solution for Sustainable Sugarcane Cultivation in High Rainfall Area"	Bhartiya Sugar, Pune	Ninaidevi	

Social & Relationship Capital

Sweetening the Future through Stronger Bonds

Empowering Communities, Strengthening Trust, and Advancing Shared Prosperity

Trust is built not only on performance, but on the dignity of two-way dialogue. Our stakeholder relationships are strengthened through deep listening and consistent action.

Dalmia Bharat Sugar & Industries Limited passionately believes that enduring stakeholder relationships and sustained investments in social development are foundational to its long-term business resilience, risk management, and inclusive growth. In line with the International Integrated Reporting Framework (IIRF), which identifies Social and Relationship Capital as one of the six core capitals contributing to value creation, the Company has embedded stakeholder engagement and community development deeply into its strategic and operational ethos.

At DBSIL Social and Relationship Capital refers to the strength, trust, and continuity of its relationships with a broad set of stakeholders—including local communities, sugarcane farmers, customers, supply chain partners, NGOs, industry associations, and regulatory bodies. It also encompasses the company's social license to operate, built on its reputation for integrity, transparency, and community-centric action.

Recognising that social equity and stakeholder empowerment are critical enablers of long-term performance, the company's approach reflects an inclusive, participatory, and accountable model of engagement. DBSIL Corporate Social Responsibility (CSR) philosophy is rooted in the belief that inclusive growth and wealth-sharing with society are not merely ethical imperatives but strategic drivers of sustainable development. Through its CSR and sustainability programmes, the Company actively leverages Human and Natural Capital to generate social, economic, and environmental value—thereby reinforcing the interconnectedness of all capitals under the integrated reporting framework.

UNSDG:

1, 4, 5, 6, 8, 9, 10, 11, 12, 13, 15, 16, 17

Strategic Pillars:

6, 1

Business Model Components:

2, 4, 8

Material Issues:

8, 9, 12, 16

GRI Alignment:

2-22, 2-26, 2-29, 3-1, 3-2, 3-3, 203-1, 207-4, 303-1, 303-3, 404-2, 413-1, 413-2, 416-2, 305-1, 305-5.

Stakeholder Engagement and Trust-Building

[GRI 2-29, 3-3; 413-1]

16, 17

At Dalmia Bharat Sugar and Industries Limited (DBSIL), stakeholder engagement is a strategic imperative and a foundational element of its business philosophy. The Company recognises that cultivating inclusive, collaborative, and responsive relationships with its stakeholders is essential to sustaining long-term value creation. Stakeholders are defined as individuals, groups, or organisations that either influence or are influenced materially by the company's operations, policies, and outcomes.

DBSIL adopts a structured, transparent, and participatory engagement approach that enables the integration of stakeholder insights into strategy formulation, governance, and disclosures. By proactively identifying and addressing material issues that impact stakeholder perceptions and corporate performance, DBSIL strengthens its social licence to operate and reinforces its reputation as a responsible and sustainable enterprise

Stakeholder Mapping and Engagement Mechanisms

[GRI 2-29, 3-3, 413-2]

- The Company engages its stakeholders periodically through multi-channel, two-way communication frameworks designed to foster dialogue and feedback. DBSIL conducted a pan-India stakeholder consultation to re-evaluate the materiality of Environmental, Social, and Governance (ESG) issues. Key stakeholder groups identified include:
- Farmers and Suppliers: Engaged through farmer field schools, training programs, SMS alerts, meetings, notice boards, mobile applications, websites, roadshows, supplier forums, and transparent cane procurement policies.
- Local Communities: Reached via community consultations, village meetings, public hearings, CSR reports, informational pamphlets, events, websites, and direct messaging.
- Employees: Connected through periodic town halls and internal communication platforms.
- Customers: Engaged through structured customer satisfaction surveys.
- Government and Regulators: Engagement involves regulatory coordination, policy advocacy, and consultation across local, state, and national levels.

Feedback from the grassroots is not a risk to be managed—it's a resource to be harnessed. Our operational strategy is shaped by those who are closest to our impact.

Every voice counts, every interaction shapes our journey. We have institutionalised inclusiveness into the very fabric of our engagement strategy.

- Non-Governmental Organisations (NGOs): Collaborated with for social development initiatives through strategic partnerships.
- Industry Associations: Active participation in industry forums to contribute to collective policy dialogue and sectoral development.
- Investors: Engaged through annual general meetings, investor briefings, and dedicated investor relations channels.
- Media and General Public: Addressed through transparent communication in press releases, social media platforms, and statutory reports such as the Integrated Annual Report, CSR Report, and BRSR.

Identification of Material Topics and Responsive Action

[GRI 3-1, 3-2, 413-1]

Ongoing stakeholder consultations serve to surface critical environmental and social concerns. Through village consultations, supplier forums, and customer feedback mechanisms, DBSIL identifies emerging issues that shape its operational and social priorities. Key concerns raised include:

- From farmers and local communities: Soil health degradation, water conservation, and access to clean water.
- From communities: Youths unemployment and access to skill development.
- From employees: Concerns around remuneration, leave policies, career development, grievance resolution, and performance appraisal systems.
- From regulatory and policy stakeholders: Changing government regulations and challenges related to sugarcane overproduction.

These inputs are systematically reviewed and presented to senior management and the Board through quarterly reports and presentations. Stakeholder perspectives inform strategic decisions, policy amendments, and the design of specific programs.

Illustrative Outcomes

DBSIL has taken tangible actions in response to stakeholder inputs:

- Feedback on soil health and water conservation led to scaled-up initiatives in sustainable agricultural practices, supported by the cane department and CSR teams.
- Community requests for potable water resulted in the installation of a water purification plant.
- Concerns over youths' unemployment inspired the establishment of skill training centres offering placement-linked, short-term vocational courses.

All service requests from community members are formally recorded, assessed, and prioritised based on relevance, urgency, and resource availability. This structured response mechanism establishes a feedback loop that reinforces trust and strengthens stakeholder confidence in the company's intent and accountability.

Transparency and Disclosures

DBSIL ensures transparency in stakeholder communication by publishing comprehensive disclosures in accordance with globally recognised frameworks. These include the Integrated Annual Report aligned with the International Framework and GRI Standards, and the Business Responsibility and Sustainability Report (BRSR) as mandated by SEBI. Additional communication tools, such as community newsletters, sustainability reports, and CSR updates, help maintain a continuous flow of information.

Grievance redressal mechanisms are available for external stakeholders, particularly community members and suppliers, with defined procedures for timely investigation and resolution.

Collaborative Social Impact and Structured External Engagement

[GRI 203-1, 413-1]

DBSIL believes that forging strategic partnerships with external entities is essential to enhancing its social impact, reinforcing community relationships, and securing its social license to operate. The company's stakeholder engagement extends beyond direct beneficiaries to include meaningful collaboration with public institutions and civic organisations.

Collaboration with Government and Public Sector Schemes

DBSIL actively partners with government bodies at the local, state, and national levels to align its Corporate Social Responsibility (CSR) initiatives with public development priorities. The company's CSR projects are designed to dovetail with national schemes such as:

- Swachh Bharat Abhiyan (Clean India Mission): Under this programme, DBSIL supports the construction of sanitation infrastructure including toilets and waste management systems, contributing to public health and hygiene in its operational areas.

4
Government schemes aligned
and supported through CSR initiatives

220
Women entrepreneurs empowered
through sewing machine distribution

Collaboration multiplies impact. By aligning with public priorities, we ensure that our social investments deliver real change.

- Poshan Abhiyaan (National Nutrition Mission): The company's interventions in rural nutrition and maternal health are informed by and coordinated with this national framework.

In implementing such programmes, DBSIL collaborates closely with local administrative bodies to ensure relevance, alignment, and regulatory coherence. These joint initiatives have demonstrably improved living standards for surrounding communities, particularly in underserved rural locations.

Community-Focused Initiatives

In addition to its public-private partnerships, DBSIL designs and delivers standalone initiatives targeted at community upliftment. One notable example includes the distribution of 220 high-quality tailoring machines to 220 rural women entrepreneurs across five of its sugar-producing locations. This programme is intended to empower women through income-generating opportunities, ensuring that financial constraints do not impede their economic independence. The initiative also contributes to rural livelihoods and microenterprise development—key levers of localised socio-economic advancement.

Customer Interface and Feedback Systems

Customer engagement is maintained through formal mechanisms that allow for the collection and resolution of grievances and product-related feedback. Customers typically interface with DBSIL's field personnel, such as sales officers or technical service engineers, who are responsible for escalating relevant feedback to internal teams for resolution and improvement.

This feedback loop not only helps resolve individual issues but also provides critical insights for refining product quality and customer service frameworks. It contributes to relationship continuity and long-term brand trust.

Impact Identification and Assessment

In line with the Global Reporting Initiative (GRI) Standards—specifically GRI 2 (General Disclosures), GRI 3 (Material Topics), and GRI 413 (Local Communities)—DBSIL undertakes a structured process to identify and evaluate actual and potential impacts of its operations. This includes:

- Assessment of its environmental footprint from sugar and ethanol manufacturing activities.
- Evaluation of the social and ecological impact on proximate communities and ecosystems.

Investor trust is the currency of corporate longevity. Through transparent, multi-channel dialogue, we turn capital into conviction.

- Incorporation of stakeholder perspectives in shaping mitigation and enhancement measures.

Such analysis is foundational to maintaining the company's social license to operate and ensuring that DBSIL remains responsive to its broader social and ecological context.

Investor Engagement, Relations, and Voting Transparency

[GRI 2-29, 207-4]

Shareholders and financial market participants represent a vital stakeholder constituency for DBSIL. The Company recognizes that consistent, transparent, and credible communication with investors is central to sustaining trust, facilitating informed decision-making, and enhancing long-term shareholder value.

Strategic Investor Relations (IR) Function

DBSIL maintains a proactive and institutionalized Investor Relations (IR) framework, designed to ensure timely dissemination of business performance, strategic direction, and financial results to capital market stakeholders. The IR function is responsible for the following key activities:

- Quarterly Earnings Calls: DBSIL conducts detailed analyst and investor conference calls post each quarterly financial result declaration. These calls are structured to provide business updates, explain operational and financial metrics, and address questions from the investment community.
- Broker-hosted Corporate Access Events: The Company participates in investor conferences, non-deal roadshows, and broker-organized group/one-on-one meetings to connect with buy-side and sell-side analysts and institutional investors. These engagements serve as forums to communicate the company's strategic outlook, ESG initiatives, and competitive position.
- Analyst Briefings and Plant Visits: To provide a grounded understanding of the company's operational realities, DBSIL offers selected analysts opportunities for site visits and direct interaction with functional leadership, where appropriate. These interactions facilitate deeper insights into the company's manufacturing, sourcing, and sustainability practices.
- Investor Queries and Communication: A dedicated Investor Relations officer serves as the primary point of contact for addressing investor queries, ensuring a responsive and consistent communication channel. Key material disclosures are made available through stock exchange filings and the investor relations section of the Company website.

100%
E-voting enabled
for shareholder decision-making

04
Institutional investor interactions
per quarter (calls, roadshows, plant visits)

This multi-channel IR strategy enables DBSIL to maintain transparency, reduce information asymmetry, and uphold the principles of fair disclosure as outlined in SEBI's Listing Obligations and Disclosure Requirements (LODR) and the Fair Disclosure Code under Regulation 8 of SEBI (Prohibition of Insider Trading) Regulations.

Annual General Meeting and E-Voting Mechanism

As part of its governance and stewardship practices, DBSIL ensures that shareholder participation in decision-making is facilitated through secure and accessible digital channels. The e-voting mechanism provided during the Annual General Meeting (AGM) and for a defined period thereafter is compliant with regulatory standards and is structured for user ease. The process includes:

- User authentication via secure credentials such as a password or one-time password (OTP).
- Step-by-step navigation to access the resolution dashboard and cast votes.
- Real-time selection and confirmation of assent or dissent on proposed resolutions.
- On-screen verification and confirmation of successful vote submission.
- Printout option for personal record-keeping.

Technical assistance is made available through dedicated helplines and email-based support, ensuring that shareholders—including those less familiar with digital platforms—can participate without constraint. This transparent and accessible voting process reflects DBSIL's commitment to shareholder democracy, accountability, and regulatory compliance. It also ensures that decisions on strategic, financial, and governance matters reflect the will of its shareholder base.

Disclosures and Reporting

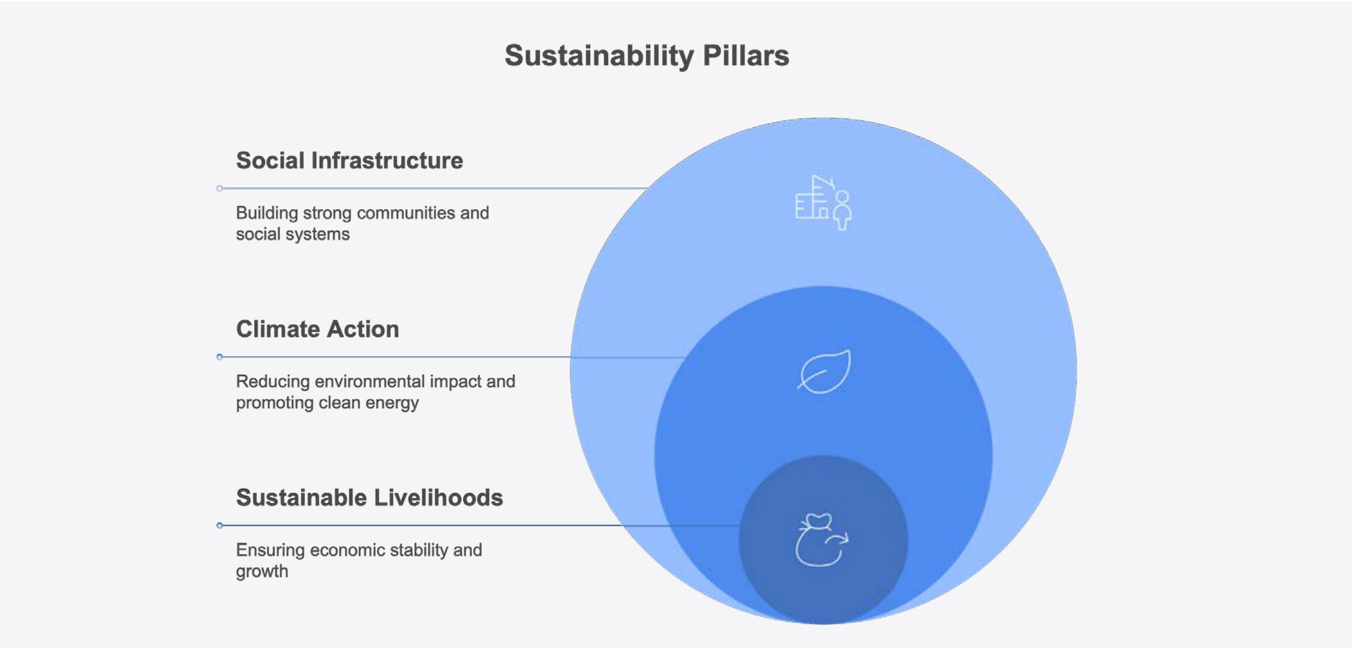
Investor-facing disclosures—including the Integrated Annual Report, Business Responsibility and Sustainability Report (BRSR), quarterly earnings presentations, and investor decks—are published on the company's website and submitted to stock exchanges in line with statutory guidelines. These reports follow global benchmarks including the GRI Standards, Framework, and SEBI BRSR format, ensuring both narrative depth and data transparency.

Community Development and CSR Commitment

[GRI 413-1, 203-1]

DBSIL, through its implementing arm—the Dalmia Bharat Foundation (DBF)—demonstrates a long-standing and values-driven commitment to the social, economic, and environmental development of communities surrounding

Our CSR isn't about charity, it's about shared prosperity. Every intervention we make is grounded in dignity and empowerment.



542
Sewing machines
distributed to women entrepreneurs in FY25

20,204
Households reached
through rural transformation programmes

its operations. DBSIL's CSR philosophy is anchored in the Gandhian principle of Trusteeship, promoting inclusive growth, responsible stewardship of resources, and equitable wealth distribution.

All CSR initiatives are undertaken in alignment with Section 135 of the Companies Act, 2013, and are strategically structured to contribute to national development priorities as well as the United Nations Sustainable Development Goals (UN SDGs). The programs span across 21 districts in 12 Indian states, impacting thousands of lives through focused interventions.

Sustainable Livelihoods

DBF's sustainable livelihoods strategy centres on building long-term economic resilience for rural populations. Programs are designed to enhance income through skill development, entrepreneurship, farm-based interventions, and institutional support such as the creation of Self-Help Groups (SHGs) and Farmer Producer Organizations (FPOs). These initiatives are rooted in participatory development and are tailored to local needs.

Transformation begins at the doorstep of the rural household. Gram Parivartan is our commitment to turning potential into prosperity.

₹1,00,000
Average additional income
targeted per household

45
Micro-enterprises
supported across five locations

20,204
Households covered

35,241
Planned interventions

34,511
Completed interventions

Gram Parivartan - Flagship Rural Transformation Program

[GRI 203-1, 413-1]

Launched in July 2023, this flagship initiative is designed to help each participating household generate an additional annual income of ₹1,00,000 through multi-sectoral interventions. These span agriculture, skill development, and enterprise creation, with strong alignment to central and state government schemes.

- **FY25 Highlights**
  - Social Security Linkages: Over 12,800 individuals were connected with government schemes such as PM-Kisan Samman Nidhi, Ayushman Bharat, NRLM, and old-age pensions. Notably, 45% of these beneficiaries were women.
  - Micro-Enterprise Development: More than 45 distinct micro-enterprises were supported, generating annual income in the range of ₹1,00,000 to ₹2,00,000. Enterprises include fast-food shops, garment retail, vegetable vending, agarbatti making, sanitary pad units, and tailoring businesses.
  - Rug Weaving (Ramgarh): In partnership with Jaipur Rugs Foundation, 64 women across two batches were trained in rug weaving. Four centres were established (two each by DBF and Jaipur Rugs), supported by a buy-back agreement. Expected annual income: ₹60,000.
  - Breed Improvement Program: Implemented with BAIF Institute, the project benefits 6,145 households in 226 villages across Uttar Pradesh. FY25-specific interventions included:
    - → 527 Conventional AIs (Artificial Inseminations)
    - → 729 Sorted AIs
    - → 769 Direct beneficiaries
    - → 17 infertility camps organized, supporting 542 individuals, and treating 1,166 cattle
  - Sarayan Project (Ramgarh): A women-led FPO initiative recognized with the "RevolutioNari Award 2024" by NITI Aayog. Participants showcased their products at the UP International Trade Show, Akanksha Haat, Karol Bagh, Avadh Shilpgram, and Kumbh Mela (February 12-26) with support from NRLM.
  - Sewing Machine Support: On Dalmia Founders' Day (December 11, 2024), 542 sewing machines

were distributed across five locations to trained women. The machines were provided on a cost-sharing basis, enabling beneficiaries to generate between ₹25,000 and ₹50,000 annually.

DIKSHa - Skilling and Employability Program

[GRI 404-2, 203-1]

Launched in 2016, DIKSHa is a flagship Corporate Social Responsibility (CSR) initiative of Dalmia Bharat Foundation (DBF), anchored in the ethos of "Giving Back to Society." It is strategically designed to equip rural youths with industry-aligned vocational skills to enhance employability, income generation, and long-term career resilience. The program was conceptualized following a skill gap analysis conducted by the National Skill Development Corporation (NSDC), which underscored a significant deficit in skilled manpower across rural India.

The DIKSHa initiative currently operates through four training centres across two states, offering six vocational training programs aligned with workforce needs in key sectors such as healthcare, retail, beauty & wellness, textiles & apparel, IT, and power. These centres collectively hold an annual training capacity exceeding 1,800 youths.

FY25 Highlights and Performance Metrics:

- **Trainee Enrolment and Gender Inclusion**
  In FY25, a total of 1,827 rural youths were trained across DIKSHa centres. Notably, 51% of these beneficiaries were female, reaffirming the program's focus on gender equity and women's empowerment. Many women trainees have reported experiencing enhanced financial independence and socio-economic mobility post-training.

- **Extended Post-Placement Support**
  A distinguishing feature of the DIKSHa model is its commitment to providing at least one year of post-placement support to all trainees. This surpasses the 90-day minimum requirement under the Pradhan Mantri Kaushal Vikas Yojana (PMKVY), ensuring more stable integration of trainees into the formal workforce.

- **Strategic Partnerships and Funding Commitments**
  DIKSHa's operational effectiveness is reinforced through collaborations with a range of institutions including NSDC, Odisha Skill Development Authority (OSDA), Andhra Pradesh State Skill Development Corporation (APSSDC), NABARD, Karur Vysya Bank (KVB), Bosch, and Schneider Electric Foundation.

  → In FY25, an MoU was executed with Schneider Electric Foundation committing ₹1.03 crore towards infrastructure enhancement, including the establishment and upgrade of electrical and solar labs at two Dalmia ITIs and five DIKSHa centres, along with the creation of a new solar lab at the Lanka DIKSHa centre.

  → Additionally, the National Institute of Social Defence (NISD) sanctioned ₹56.7 lakh to conduct 12 batches of Geriatric Caregiver Training at eight DIKSHa centres during the year.

  → Electrical toolkits were also distributed to self-employed graduates, enabling them to initiate or strengthen their micro-enterprises.

- **Independent Impact Assessment by KPMG India (FY25)**
  A third-party evaluation of DIKSHa was conducted by KPMG India, covering program outcomes from 2016 to 2023. The key findings are as follows:

  → Placement Rate: More than 84% of surveyed beneficiaries were placed in gainful employment.

  → Satisfaction Metrics:

- 91% expressed satisfaction with the job roles and salaries secured through DIKSHa.
- 76% reported being satisfied or highly satisfied with the extended post-placement support.

  → Income Outcomes: Over 56% of the trainees were earning between ₹10,000 and ₹30,000 per month, indicating tangible income upliftment.

  → Social Return on Investment (SROI): The program recorded an impressive SROI of 7.76:1, implying that every rupee invested by stakeholders yielded ₹7.76 in social value. State-level disaggregation showed Rajasthan with the highest SROI (8.36) and Tamil Nadu with the lowest (5.71).

  → Stakeholder Experience: The report also highlighted marked improvements in the beneficiaries' technical proficiency, employment readiness, self-confidence, financial literacy, and awareness of career opportunities.

Through its integrated approach, DIKSHa not only bridges the rural skill gap but also delivers demonstrable socio-economic outcomes for individuals, families, and communities. It continues to be a cornerstone of DBSIL's CSR vision for sustainable human capital development.

Climate Action: A Social and Relationship Capital Perspective (FY2025)

[GRI 303-1, 305-1, 305-5]

While "Climate Action" is typically classified under Natural Capital, its implications extend substantially into the domain of Social and Relationship Capital—particularly in the context of the company's interactions with communities, farmers, and broader stakeholder groups. For FY2025, multiple initiatives and disclosures

Skills create income; empowerment creates futures. DIKSHa is not just a training program—it's a movement for mobility and dignity.

1,827
Youths
trained in FY25

7.76:1
Social Return on Investment
(SROI) for DIKSHa program

120,492
Scope 1
GHG emissions (tCO_2e)

17
Climate action
projects launched with social co-benefits

Our commitment to the planet is inseparable from our bond with people. Climate stewardship is a shared journey of protection and progress.

point to the convergence of environmental stewardship and social impact, as outlined below:

1. **Stakeholder Engagement on Environmental Issues**

   During FY2025, stakeholder engagement initiatives included meaningful interactions with communities and farmers concerning environmental impacts—especially in relation to the company's water and resource management. These interactions underline the company's recognition that environmental performance directly influences societal outcomes and requires participative dialogue with those affected.

2. **Operational Impacts on Shared Water Resources**

   The Company is committed to transparent reporting on its water use in FY2025, in alignment with GRI 303-Disclosures will cover the identification of water sources significantly affected by withdrawal, alongside comprehensive metrics on total water withdrawal, discharge, consumption, and water-use intensity. These disclosures are critical, given that operational demands on water—particularly in areas vulnerable to climate-induced water scarcity—have direct repercussions on community well-being and agricultural practices. Environmental KPIs for FY2025 include:

   → Total water withdrawal

   → Water-use intensity

   → Percentage of water recycled and reused

   → Defined targets for future reduction

3. **Community Impacts of Emissions and Waste**

   The company's emission and waste management activities carry significant social dimensions, particularly for nearby communities. FY2025 disclosures under GRI 305 and GRI 306 include:

   → **Scope 1 GHG emissions:** 120,492 tonnes of CO_2 equivalent

   → **Scope 2 GHG emissions**: 1,053 tonnes of CO_2 equivalent

   → **Plastic waste managed:** full filling under Extended Producer Responsibility compliance

   → Spent wash (hazardous waste): 237,410 metric tonnes disposed of through incineration

We look ahead with purpose, not projection. The future of our relationships will be measured in lives uplifted and value shared.

   Projects initiated to reduce GHG emissions during FY2025 (GRI 305-5) are particularly relevant, as emissions management intersects with public health and environmental quality in surrounding communities. In addition, environmental KPIs include GHG emissions intensity and progress toward 2030 reduction targets.

4. **Supporting Sustainable Farming Practices**

   A notable share of capital expenditure in FY2025 was allocated to "smart agriculture" initiatives. These include:

   → Drone-based fertiliser application

   → Geo-sensing technologies for resource optimisation

   → Development of high-quality seed varieties to enhance climate resilience

   These investments not only support environmental sustainability but also improve farmer productivity, enhance resilience to climate variability, and reduce input costs—thereby strengthening rural livelihoods. Furthermore, R&D efforts in FY2025 encompassed themes of soil health improvement, carbon footprint reduction, and sustainable farming methods, reinforcing the interdependence between Natural and Social Capital.

5. **Addressing Climate-Related Risks and Opportunities**

   Under GRI 201-2, the Company plans to disclose its assessment of climate-related financial risks and opportunities for FY2025. While inherently financial in nature, such disclosures also bear social implications. Understanding and mitigating these risks ensures supply chain stability, operational continuity, and sustained livelihoods for dependent communities and farmers.

Future Outlook on Social and Relationship Capital

[GRI 2-22, 3-3, 413-1]

Acknowledging the ongoing challenges posed by rural socio-economic disparities, climate volatility affecting farmer resilience, and the evolution of stakeholder expectations, the Company intends to implement structured and scalable strategies. These will include enhanced outreach, technical training for farmers, and improved mechanisms to address climate risks at the community level.

Going forward, DBSIL is focused on strengthening its role in industry dialogues and policy forums to promote the long-term sustainability of the sugar and ethanol ecosystem. Future plans include increasing the scope and number of CSR beneficiaries, designing high-impact community development projects with measurable outcomes, and setting specific targets and timelines for their implementation. The Company also aims to institutionalise systems to measure stakeholder trust and satisfaction in a more quantitative manner.

The leadership continues to view Social and Relationship Capital as vital to the company's long-term success. Empowering external stakeholders—particularly farmers, rural communities, supply chain partners, and consumers—is expected to yield mutual benefits and reinforce the company's license to operate and grow. Future investments in Social and Relationship Capital will also be structured to align with and support other capitals—such as Human Capital, through deeper employee engagement in volunteering, and Natural Capital, through expanded community-based environmental initiatives—thereby demonstrating integrated thinking in practice.

In summary, DBSIL envisions a future where sustained investment in social and stakeholder relationships contributes meaningfully to inclusive development, enhanced resilience, and the creation of long-term shared value.

Human Capital

Sweetening the Future through People Power

Developing Digital Talent, Fostering Inclusion, and Enabling Growth with Purpose

UNSDG:	Strategic Pillars:	Material Issues:
3, 4, 5, 8, 10	5, 2	10, 16
	Business Model Components:	**GRI Alignment:**
	6, 7, 4	2, 3, 401, 402, 403, 404, 405, 406, 407, 408, 409, 414

At DBSIL, we consider Human Capital not merely as a resource, but as a strategic enabler central to our long-term value creation. Our people form the bedrock of our organisation, contributing the knowledge, skill, and experience that underpin our capabilities in innovation, operational efficiency, and resilience. This chapter outlines our comprehensive approach to nurturing and managing our workforce, reflecting our commitment to their well-being, growth, and integral role in realising the Company's long-term vision.

1. Human Capital Strategy and Overview

Our people strategy is deeply aligned with our business objectives and embedded within our sustainable value creation and long-term growth framework. Our strategic diversification into distillery, renewable energy, and sustainable operations is underpinned by our focused efforts to attract specialised talent, upskill our workforce, foster a culture of innovation, and build strong leadership pipelines. We remain committed to cultivating an organisational culture that prioritises well-being, continuous learning, employee engagement, and long-term retention.

Our human capital strategy is intimately aligned with DBSIL's business priorities and our sustainable value creation roadmap. It is structured in accordance with the International Integrated Reporting (<IR>) Framework, which identifies Human Capital as one of six interrelated capitals. Our workforce contributes across all six capitals:

- **Financial Capital:** Through productivity enhancements and cost-efficiency
- **Manufactured Capital:** Through skilled and safety-conscious operations
- **Intellectual Capital:** Through continuous learning, knowledge-sharing, and innovation
- **Human Capital:** By fostering inclusion, wellness, engagement, and retention
- **Social & Relationship Capital:** Through ethical conduct, responsible leadership, and community outreach
- **Natural Capital:** By championing environmental awareness and sustainable practices

The overarching theme of our FY2025 Integrated Annual Report, "**Sweetening the Future – Digital Transformation**," finds deliberate expression in our Human Capital initiatives. We are investing in digital capability-building through targeted upskilling programs focused on data analytics, automation, and digital tools, preparing our workforce for a more technology-enabled and efficient future. These efforts are not only enhancing productivity but also enabling our people to become change agents in driving digital adoption across functions.

Furthermore, our focus on Human Capital is instrumental in supporting our expansion into distillery production, renewable energy, and driving circular economy practices. We are actively attracting specialist talent, strengthening leadership pipelines, fostering cross-functional collaboration, and cultivating a culture of innovation. Our approach remains guided by relevant GRI Standards, with a continuous emphasis on creating a workplace that is empowering, future-ready, and anchored in shared value.

DBSIL's Human Capital strategy directly supports our diversification into sugar, distillery, renewables, and circular economy, with digital upskilling and leadership pipelines reinforcing value creation across all six capitals of the Framework.

2. Workforce Composition and Diversity

[GRI 405-1, 405-2, 406]

At DBSIL, we are committed to cultivating a diverse, equitable, and inclusive workplace as a cornerstone of long-term value creation and organisational resilience. Diversity across caste, creed, gender, religion, and age is not only respected but celebrated, reflecting our belief that inclusion fosters innovation, engagement, and operational excellence.

While we do not enforce fixed quotas, we actively monitor diversity metrics and strive for progressive improvements in representation and equality across all levels of the organisation. Our ongoing initiatives are aligned with Sustainable Development Goals 5 (Gender Equality) and 10 (Reduced Inequalities).

2.1 Workforce Demographics and Composition

Our workforce strategy balances permanent employment with flexible seasonal hiring—an operational necessity in the agro-industrial sector—while supporting local livelihoods and regional development. Key data highlights for FY2025 include:

3,659
Total workforce in FY2025,
up from 3,554 in FY2024 and 3,471 in FY2023.

3,122
Total workers,
comprising 1,777 permanent workers (1,773 male, 4 female) and 1,345 other-than -permanent workers (1,317 male, 30 female).

537
Total employees,
including 527 permanent employees (517 male, 10 female); no non-permanent employees were recorded.

With 3,659 people employed in FY2025-including 3,122 workers and 537 employees-our workforce reflects a balanced mix of permanent and seasonal talent, with growing efforts to improve gender representation and local hiring.

Additional highlights:

- 1 differently abled permanent worker (male) was employed during FY2025.
- The ratio of permanent to seasonal/contractual workers remains optimally balanced, reflecting the cyclical nature of sugarcane processing.
- We continue to promote local hiring, especially in Tier-II and Tier-III towns near our plant locations. Gender-disaggregated data on local hiring will be reported in our detailed disclosures.

50%
Percentage of Key Management Personnel
that are women as of FY2025.

17%
Percentage of the Board of Directors
that are women as of FY2025.

2.2 Diversity, Equity & Inclusion (DEI)

We take a structured approach to embed DEI principles into our workplace culture, recruitment, and leadership development practices.

- **Gender diversity** is a priority, with focus to increase women's participation across functions and leadership roles.
- We have implemented an Equal Opportunity Policy, aligned with the Rights of Persons with Disabilities Act, 2016, and designed to foster an inclusive culture. This policy will be made publicly accessible via the IAR web annexure.
- In FY2025, Gross Wages Paid to Women represented 0.51% of total wages, slightly lower than 0.59% in FY2024, reflective of existing gender representation across workforce tiers.
- We conduct regular assessments of pay equity across employment categories, in alignment with GRI 405-2.
- Our DEI strategy is complemented by a commitment to fair labour practices, non-discrimination, and upholding human rights, contributing to SDG 8 (Decent Work and Economic Growth).
- DBSIL's workforce philosophy is not merely compliance-driven but rooted in the belief that human capital diversity enhances innovation, strengthens social equity, and builds long-term institutional credibility.

3. Talent Attraction and Retention

[GRI 401-1, 202-2]

At DBSIL, we recognise that our ability to attract, engage, and retain high-quality talent is a critical driver of innovation, operational excellence, and long-term organisational resilience. A dynamic and committed workforce supports our strategic ambitions, particularly as we expand into renewable energy, distillery and other future-facing businesses.

Our talent acquisition strategy is grounded in a combination of digital enablement, local engagement, and sector-specific expertise. Central to this effort is— our advanced talent acquisition module that digitises the end-to-end recruitment lifecycle, from candidate sourcing and application tracking to assessments and onboarding. This system enhances recruitment efficiency, transparency, and merit-based selection, and we are currently evaluating its impact on retention and candidate experience in FY2025.

Comprehensive Talent Acquisition Strategy

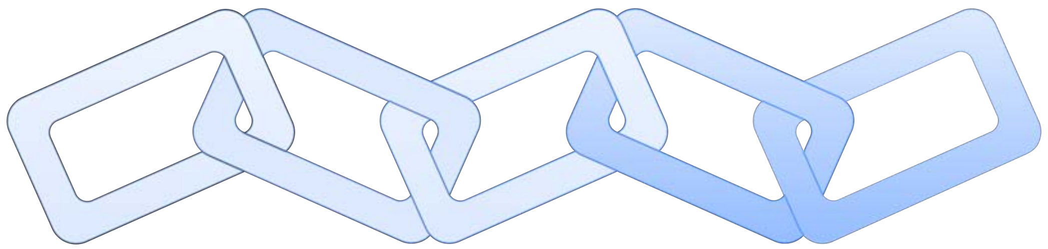
Targeted Recruitment
Focusing on technical and operational hotspots

Strategic Partnerships
Collaborating with academic and vocational institutions

Competitive Compensation
Offering industry-benchmarked and competitive salaries

Employer Branding
Showcasing an inclusive and growth-oriented workplace

Accelerated Hiring
Expediting recruitment for distillery expansion projects



Addressing Sector-Specific Talent Challenges
DBSIL operates in specialised industries—agro-industrial sugar manufacturing, distillery operations, and renewal energy —where talent availability can be a constraint. To address this, we pursue a multi-pronged talent strategy, including:

Commitment to Local Hiring and Regional Upliftment
As many of our manufacturing facilities are located in Tier-II and Tier-III towns, our talent strategy includes prioritising local hiring to foster community development and retain knowledge within the regions we serve. Where feasible, we seek to fill senior positions with local candidates. Data on local hiring and gender distribution for FY2025 will be disclosed in line with GRI 202-2.

This localised approach also contributes to lower attrition, a significant advantage in competitive rural labour markets where the availability of skilled workers can be limited. By positioning ourselves as an employer of choice, we build long-term organisational loyalty and reduce recruitment friction.

> Through the advanced talent acquisition module and localised hiring in Tier-II/III towns, we are addressing talent gaps in agro-industrial operations, maintaining a strong retention rate of 95% and reducing recruitment friction.

Monitoring and Managing Turnover
We are compiling and analysing detailed data on new employee hires and attrition trends for FY2025, disaggregated by employment category and gender, in compliance with GRI 401-1. These indicators provide insight into the effectiveness of our engagement model and employee satisfaction. A strong retention rate of approximately 95% in recent years reflects the strength of our internal culture and the alignment of our people practices with workforce expectations.

A Culture of Growth, Innovation and Belonging
Ultimately, our approach to talent is not transactional—it is transformational. We invest in people as strategic assets by promoting:

- A culture of continuous learning and cross-functional innovation
- Leadership development and internal mobility
- Structured onboarding and mentoring programmes
- Open channels for feedback, recognition, and career progression

3,659
Our total workforce stood at 3,659 in FY2025,
up from 3,554 in FY2024 and 3,471 in FY2023—an upward trend that underscores our evolving growth journey.

By combining digital capability, regional hiring, and sectoral expertise with an inclusive and developmental mindset, DBSIL is committed to future-proofing its workforce, fostering high performance, and nurturing long-term organisational value.

4. Learning and Development (Capability Building)

At DBSIL, we are dedicated to fostering a continuous learning culture across our workforce. We believe that investing in the knowledge, skills, and expertise of our employees and workers is crucial for driving innovation, productivity, and sustainable growth, enabling us to achieve operational effectiveness and strategic objectives. This commitment directly supports SDG 4 (Quality Education) by enhancing employee capabilities and facilitating career growth.

Our extensive training programs and skill-building initiatives are facilitated by Nalanda - the Dalmia School of Leadership, Learning and Change (LLC), which serves as our dedicated learning platform. Through Nalanda, we offer programs designed to enhance competencies, nurture talent, and build careers. Training needs are systematically identified across business units and job levels (including worker, supervisory, and managerial) and are linked to performance appraisals and business goals.

In alignment with the FY2025 strategic theme of digital transformation, DBSIL's HR function has prioritized digital capability development. Key initiatives for FY2025 have included identifying future skill gaps through cross-functional collaboration and developing tailored upskilling programs. These programs focus on equipping our workforce with skills in digital literacy, analytics, automation, and digital transformation. We leverage digital learning platforms to improve accessibility and impact. Our L&D function actively supports human capital development by evaluating and

> In FY2025, 100% of our workforce received career development reviews, and 1,827 youths were trained under our DIKSHa initiative-demonstrating our dual focus on internal capability-building and community skill development.

introducing new learning technologies, such as video based simulation tools, kiosk -based platforms, and interactive content, which enhance engagement and learning retention.

We also provide focused training in critical areas such as technical skills specific to the sugar, power, and distillery domains, as well as comprehensive safety training, delivered through daily Toolbox Talks (TBTs), periodic drills, and mandatory safety inductions. Regular training sessions cover important topics such as Company policies, the code of conduct, and safety protocols. In FY2025, 59% of employees underwent ethics and compliance training.

Our approach to learning and development is comprehensive, encompassing:

For FY2025, key metrics reflecting our investment in learning and development include:

- Average training hours per year per employee category: 5.37 (For comparison, the average employee training hours in FY2024 was 4.82).
- Number of employees trained on leadership capabilities: 27.
- Learning investment on employee (INR): INR 17.53 Lakh.
- Training Participation Rate: 27.6%.

We monitor and report on employee training and development programs and participation rates in line with GRI 404-1 (Average hours of training per year per employee), GRI 404-2 (Programs for upgrading employee skills and transition assistance programs), and GRI 404-3 (Percentage of employees receiving regular performance and career development reviews). Notably, in FY2025, 100% of eligible employees and workers received regular performance and career development reviews, consistent with FY2024 data.

Beyond our internal workforce, we operate skill training centres, including ITI and DIKSHa centres, to provide placement-linked, short-term skill training programs to local youth from the communities surrounding our plants.

51%
Percentage of youths
that were female under the DIKSHa program in FY2025.

1,827
The number of youths educated under
the DIKSHa program successfully in FY2025.

By prioritizing continuous learning, enhancing skills, and investing in our people, we aim to ensure our workforce is capable, adaptable, and engaged, positioning us for sustainable growth and resilience in an evolving industry landscape

5. Digital Transformation and Workforce Productivity

Embracing digital technologies and automation is not merely an operational enhancement but a central pillar of our strategy, explicitly highlighted as the theme for our FY2025 Integrated Annual Report: "**Digital Transformation: Sweetening the Future**". This theme underscores our belief that technology is key to driving a more efficient, sustainable, and value-added future for DBSIL and our stakeholders. We recognize that the world is undergoing its most exciting technology phase, with accelerated movement within the digital space towards artificial intelligence, redefining functions and resulting in disproportionately superior outcomes.

DBSIL has been consistently investing in digital technologies, replacing manual and conventional processes with modern interventions in manufacturing and back-end operations. Over time, we are evolving to be perceived more as a technology-driven manufacturing Company rather than a conventional sugar Company. Being in our thirtieth year of existence, we are poised to transition faster towards a predominantly digital personality. Business digitalization has become integral to competitiveness.

Our strategic approach to digital transformation impacts various areas, including:

- **Operational Efficiency:** Accessing near real-time manufacturing data provides actionable insights for informed decision-making and competitiveness. We are integrating digital technologies in manufacturing to enhance automation and data-driven decision-making. Process automation initiatives aim to reduce manual intervention and human error, while manufacturing automation has reduced unplanned downtime. Automation levels in equipment have increased over the years.
- **Supply Chain and Procurement:** We are strengthening supply chain management through automation, mobility, and cloud solutions. We invested in the Ariba software for procurement, creating a marketplace for reverse auctioning and increasing vendor options.
- **Farming and Raw Material:** We are using satellite sensing, drones, and new systems to gain visibility into farms, monitor cultivation, and optimize irrigation and fertilizer application to increase productivity per acre. Automation and real-time monitoring help detect early-stage inefficiencies in the field. Digital tools like mobile apps are used to improve engagement with farmers and provide timely information on schedules and prices, enhancing transparency and trust.
- **Process Rewiring:** Given the long tenure of many employees, we are reviewing standard operating procedures (SOPs) and automating processes to bring greater efficiency, recognizing this is a gradual journey.
- **Employee Productivity and Engagement:** Digital transformation enhances employee productivity. The Company has developed mobile applications to improve information accessibility for employees. The Oracle platform is used for managing the entire employee lifecycle.

In alignment with the FY2025 theme, DBSIL's HR function has prioritized digital capability development. We are implementing targeted upskilling programs for our employees to adopt Industry 4.0 tools, recognizing that increasing digitalization and technological advancements necessitate evolving skill requirements for our workforce. Key initiatives in FY2025 have included identifying future skill gaps through cross-functional collaboration and developing tailored programs focused on digital literacy, analytics, automation, and digital transformation. We leverage digital learning platforms like Nalanda - the Dalmia School of Leadership, Learning and Change (LLC) to improve accessibility and impact. Our L&D function actively supports human capital development by evaluating and introducing new learning technologies such as Video simulation tools, Kiosk -based platforms, and interactive content, enhancing engagement and retention. We are focused on ensuring our workforce, including those with longer tenures, is effectively upskilled and supported in adapting to new digital processes.

By strategically embracing digital technologies and investing in the digital skills of our workforce, we are driving process efficiency and productivity improvements across our operations. This proactive approach ensures our employees are equipped to thrive in a technologically advanced environment and positions DBSIL to scale the business without proportionately enhancing costs, which is a basis for superior profitability. Our digitally-enabled people transformation is expected to enhance talent development and nurture/empower leaders at every level. The company's strategic plan involves integrating digital technologies in manufacturing to enhance automation and data-driven decision-making.

6. Employee Health, Safety and Well-being

[GRI 403]

At DBSIL, ensuring a safe, healthy, and supportive workplace is a foundational priority. Operating complex facilities such as sugar mills, distilleries, and power plants present inherent occupational risks—ranging from heavy machinery to chemical handling. Our proactive health and safety approach is not only a regulatory obligation but a strategic commitment to our people and productivity.

6.1 Occupational Health and Safety (OHS)

Our OHS Management System is implemented enterprise-wide, in line with IS 14489:2018 and ISO 45001 standards. It covers the entire operational footprint of the Company. We maintain a "Zero Accident" vision, promoting a "Safety-First" culture backed by rigorous controls and continuous awareness initiatives.

Key features include:

- **Daily plant monitoring and CCTV-based hazard detection**
- **Structured hazard reporting channels**, including digital platforms for near-miss tracking and recognition for proactive reporting
- **Independent safety audits**, conducted regularly by third-party specialists and Govt. recognised institutions
- **Quarterly Safety Committee Meetings and cross-departmental safety walkthroughs**
- **Mandatory inductions, daily toolbox talks (TBTs), safety drills, and refresher training** in firefighting and first-aid

Safety performance is monitored using industry-standard indicators. FY2025 highlights (provisional) include:

- **Lost Time Injury Frequency Rate (LTIFR):**
  - → Employees: 0 (FY2023 & FY2024); [FY2025: 0]
  - → Workers: 1.39 (FY2023), 4.53 (FY2024), 8.49 (FY2025)

- **Fatalities (Workers):**
  - → 2 (FY2023), 3 (FY2024), 0 (FY2025)
- **High-consequence injuries:** None reported in FY2023 or FY2024

Note: Includes both permanent and contract workforce.

All our plants house occupational health centres, providing preventive and curative medical services, with 100% of plants assessed for H&S compliance in FY2024. No complaints related to occupational safety or health were pending resolution in FY2024 or FY2023.

6.2 Employee Well-being

We adopt a holistic approach to workforce well-being that extends beyond occupational safety. Our initiatives encompass:

- **Preventive health camps, ergonomic interventions,** and **mental health support**
- **Medical reimbursement for critical illnesses** for workers and employees
- **Safe drinking water, sanitation, and clean working environments**
- **Parental leave, insurance coverage,** and plans to enhance **daycare access**

Coverage

Category	FY2024 % Coverage	FY2025 % Coverage
Health Insurance (Permanent Employees)	100%	100%
Accident Insurance (Permanent Employees)	100%	100%
Maternity Benefits (Permanent Employees)	100%	100%
Paternity Benefits (Permanent Employees)	100%	100%
Day Care Facilities	NA	NA

All permanent employees and workers receive statutory retirement benefits (PF and Gratuity). As a sugar industry entity, DBSIL is exempt from ESI Act requirements.

We also ensure the physical accessibility of our premises for differently abled personnel, in line with our inclusive workplace goals.

Cost of Well-being Initiatives:

As a share of total revenue, well-being-related expenditure stood at:

- 0.18% in FY2022-23
- 0.20% in FY2023-24
- 0.13% in FY 2024-25

Return to Work & Retention Post-Parental Leave:

- In FY2025, our return and retention rate post-leave stood at 100%.

We achieved zero fatalities among employees in FY2025 and 100% return-to-work post parental leave, underlining our proactive investment in health, safety, and holistic well-being for both employees and workers.

7. Labour Standards and Compliance

[GRI 401-409, 414]

At DBSIL, we are committed to upholding fair labour practices, ethical conduct, and regulatory compliance as integral to our governance framework and long-term value creation. Our practices are guided by the Dalmia Way of Life, which promotes inclusive growth, employee well-being, and community development.

We comply with all applicable labour laws, ensuring fair wages, equal opportunity, and human rights protections. DBSIL maintains a zero-tolerance policy towards child labour, forced labour, and discrimination, with 100% of sites assessed for related risks in FY2025. No significant issues were identified. All external contracts include clauses addressing human rights due diligence. We respect the right to unionise and engage in collective bargaining, with active trade unions at select sites (e.g., Kolhapur and Ninaidevi). Worker engagement on health and safety is supported by formal committees with equal representation. Wage settlements and bonuses were negotiated at Maharashtra units.

Our Code of Conduct defines standards on anti-corruption, conflict of interest, and ethical behaviour. All employees receive annual training and certification. In FY2025, 59% of employees completed ethics training. We provide a harassment-free workplace, supported by grievance mechanisms such as the Whistleblower Policy, POSH Committee, and Ethics Helpline. In FY2025, none sexual harassment cases were reported.

Our approach includes pay equity monitoring and living wage compliance across employment categories. We report employee benefits under GRI 401-2, including parental leave (GRI 401-3). Return-to-work and retention post parental leave stood at 100% in FY2025. All permanent staff are covered by retirement benefits (PF and Gratuity), and our premises are made accessible to persons with disabilities. We enforce an Equal Opportunity Policy, in line with the Rights of Persons with Disabilities Act, 2016.

We continue to assess and enhance labour practices across our extended value chain, despite structural challenges. Supplier evaluations remain a priority. In FY2024-25, employee expenses totalled ₹224 crore, with a workforce of 3,659 employees, up from 3,554 the previous year. DBSIL is committed to transparent, standards-aligned reporting, including disclosures under the GRI Standards and the <IR> Framework, alongside participation in ESG ratings and sustainability indices.

> **With 100% of our sites assessed for human rights risks and zero unresolved safety complaints in FY2025, our governance approach upholds ethical labour practices, fair wages, and a safe, harassment-free workplace.**

8. Future Outlook and Human Capital Priorities

[GRI 401-405]

At DBSIL, we view Human Capital as central to sustaining growth and meeting future business needs. Our focus is on strengthening leadership pipelines, advancing digital capabilities, deepening DEI, and nurturing a high-performing, engaged workforce.

Under the theme "**Sweetening the Future - Digital Transformation**," we are investing in upskilling through targeted programs in digital literacy, analytics, and automation, supported by platforms such as Nalanda - The Dalmia School of Leadership. As technology evolves, we are equipping our people to work with tools like Ariba, satellite sensing, and drone-based solutions. We view digital and AI capabilities as key enablers of future readiness.

We will continue to integrate human capital strategy with our expansion into distillery, renewable energy, and sustainability, ensuring the workforce is future-ready. Our approach also reinforces our contribution to other capitals, including Natural Capital, by fostering environmental responsibility through training.

Key FY2025 Human Capital priorities and metrics include:

- New hires and turnover data **[GRI 401-1]**
- Parental leave uptake and return-to-work rates **[GRI 401-3]** - 100% retention reported for eligible employees
- Benefits for full-time vs. part-time employees **[GRI 401-2]**
- Pay equity and living wage compliance **[GRI 405-1, GRI 202-1]**
- Leadership capability and safety training coverage
- Learning investment per employee and training participation rates

Our human capital management aligns with GRI Standards and the <IR> Framework, helping us build an inclusive, resilient, and future-focused organisation.

> **Our FY2025 priorities include expanding digital literacy, enhancing DEI, and deepening leadership capabilities - integrated into business growth across sugar, distillery, renewables, and ESG-linked transformation.**

GRI Index

About This GRI Content Index

This GRI Content Index has been developed to support the principles of integrated thinking and cross-referenced disclosure as advocated by the International Integrated Reporting (<IR>) Framework and the Global Reporting Initiative (GRI) Standards. It provides a structured mapping of key GRI disclosures to the respective chapters and themes of Dalmia Bharat Sugar and Industries Limited's Integrated Annual Report for FY2024-25.

By aligning each GRI disclosure with the relevant **Strategic Pillars, Business Model Components,** and **Material Issues**, this table facilitates deeper interconnectivity between strategy, governance, performance, and sustainability outcomes—core tenets of integrated reporting. It enables stakeholders to trace how material topics are managed across capitals, how sustainability-related disclosures are embedded in strategic execution, and how ESG priorities intersect with financial and operational performance.

This index is intended to aid readers, analysts, and assurance providers in navigating the report with clarity, while also reinforcing the Company's commitment to transparency, comparability, and global best practices in corporate reporting.

GRI No.	Brief Description	Chapter & Page Reference	Strategic Pillar No(s)	Business Model Component No(s)	Material Issue No(s)
2-1	Organisational Details	About the Company on Page 10	[1]	[6]	[15]
2-2	Entities Included in Reporting	About the Company on Page 10	[1]	[6]	[15]
2-3	Reporting Period, Frequency and Contact Point	About the Report on Page 06	[1]	[6]	[15]
2-4	Restatements of Information	About the Report on Page 06	[1]	[6]	[15]
2-6	Activities, Value Chain, and Business Relationships	Business Model on Page 54	[1, 3]	[1, 6, 7]	[14, 15]
2-7	Employees	Human Capital on Page 132	[5]	[6, 7]	[10, 16]
2-9	Governance Structure and Composition	Corporate Governance Report on Page 194	[1]	[4]	[11]
2-10	Nomination of Highest Governance Body	Corporate Governance Report on Page 194	[1]	[4]	[11]
2-12	Sustainability Oversight	Corporate Governance Report on Page 194	[1, 6]	[4]	[11]
2-13	Delegation for Managing Impacts	Corporate Governance Report on Page 194	[1, 6]	[4]	[11]
2-14	Governance in Sustainability Reporting	Corporate Governance Report on Page 194	[1, 6]	[4]	[11]
2-16	Communication of Critical Concerns	Corporate Governance Report on Page 194	[1, 6]	[4]	[11]
2-17	Knowledge of Highest Governance Body	Corporate Governance Report on Page 194	[1]	[4]	[11]
2-19	Remuneration Policies	Corporate Governance Report on Page 194	[1]	[4]	[11]
2-20	Process to Determine Remuneration	Corporate Governance Report on Page 194	[1]	[4]	[11]
2-21	Compensation Ratios	Human Capital on Page 132	[1, 5]	[6]	[10]
2-22	Sustainability Development Strategy	Managing Director's Review on Page 14	[3, 7]	[1, 6]	[15]
2-23	Policy Commitments	Corporate Governance Report on Page 194	[1]	[4]	[11]
2-24	Embedding Policy Commitments	Corporate Governance Report on Page 194	[1]	[4]	[11]
2-25	Processes to Remediate Impacts	Corporate Governance Report on Page 194	[1, 6]	[4]	[11]
2-26	Mechanisms for Raising Concerns	Corporate Governance Report on Page 194	[1, 6]	[4]	[11]
2-27	Compliance with Laws	Corporate Governance Report on Page 194	[1, 6]	[4]	[11]
3-1	Determining Material Topics	Materiality Assessment on Page 30	[1]	[6]	[All Issues]
3-2	List of Material Topics	Materiality Assessment on Page 30	[1]	[6]	[All Issues]
3-3	Management of Material Topics	Capitals (All) on Pages Pages 68-143	[All Pillars]	[6, 7]	[All Issues]
201-1	Economic Value Generated	Financial Capital on Page 68	[1]	[5]	[15]
201-2	Climate-related Financial Risks	Natural Capital on Page 102	[3]	[6]	[3]
302-1	Energy Consumption	Natural Capital on Page 102	[3]	[6]	[4]
302-3	Energy Intensity	Natural Capital on Page 102	[3]	[6]	[4]
303-1	Water Withdrawal	Natural Capital on Page 102	[3]	[6]	[2]
305-1	Scope 1 Emissions	Natural Capital on Page 102	[3]	[6]	[2]
305-2	Scope 2 Emissions	Natural Capital on Page 102	[3]	[6]	[2]
305-4	GHG Emissions Intensity	Natural Capital on Page 102	[3]	[6]	[2]
306-1	Waste Generation	Natural Capital on Page 102	[3]	[6]	[1]
401-1	New Hires & Turnover	Human Capital on Page 132	[5]	[6]	[10]
401-2	Employee Benefits	Human Capital on Page 132	[5]	[6]	[10]
403-1	Health and Safety System	Human Capital on Page 132	[5]	[6]	[10]
403-2	Hazard Identification	Human Capital on Page 132	[5]	[6]	[10]
403-9	Work-related Injuries	Human Capital on Page 132	[5]	[6]	[10]
404-1	Training Hours	Human Capital on Page 132	[5]	[6]	[10]
404-2	Skill Development	Human Capital on Page 132	[5]	[6]	[10]
405-1	Diversity	Human Capital on Page 132	[5, 6]	[6]	[10]
406-1	Non-discrimination	Corporate Governance Report on Page 194	[5]	[6]	[10]
413-1	Community Engagement	Social & Relationship Capital on Page 120	[6]	[8]	[8]
414-1	Supplier Social Assessment	Social & Relationship Capital on Page 120	[6]	[8]	[14]
414-2	Negative Impacts in Supply Chain	Social & Relationship Capital on Page 120	[6]	[8]	[14]
415-1	Political Contributions	Corporate Governance Report on Page 194	[7]	[4]	[11]

Disclaimer on GRI Content Index and Alignment Mapping

This GRI Content Index has been prepared in alignment with the **Global Reporting Initiative (GRI) Standards 2021**. The alignment of GRI disclosures to chapters, strategic pillars, material issues, and business model components has been conducted on a best-effort basis for reference and navigational ease. However, these associations are indicative in nature and should not be construed as exhaustive or authoritative cross-mappings. **The Integrated Annual Report should be read in its entirety** to obtain a complete and contextual understanding of how Dalmia Bharat Sugar and Industries Limited (DBSIL) addresses each disclosure topic, particularly where content is spread across multiple sections, narratives, and annexures. For a detailed understanding of each disclosure and its contextual placement, stakeholders are encouraged to refer to the full body of the report and supporting disclosures, including the Management Discussion and Analysis, Directors' Report, Corporate Governance Report, Business Responsibility and Sustainability Report (BRSR), and Financial Statements.

Our adherence to stringent regulatory standards reflects our commitment to transparency and strong corporate governance.

Upholding Trust: Transparent Reporting, Accountable Practices.

Reports

Leadership Team

Our Leadership team's proficiency, dedication, and deep expertise, built over long term of knowledge capital and diverse capabilities, drive operational excellence and sustainable growth.

Mr. Bharat Bhushan Mehta
Non-executive Director

Mr. Gautam Dalmia
Managing Director

Pankaj Rastogi
Whole Time Director & CEO

Piyush Gupta
Chief Financial Officer

Ms. Rachna Goria
Company Secretary

Mr. Kapil Nema
Sales & Marketing Head

Mr. Naveen Kr Gupta
Projects Head

Mr. Agha Asif Beig
Unit Head- Ramgarh

Mr. Ranga Prasad
Unit Head – Kolhapur

Mr. Santosh Kumbhar
Unit Head – Ninaidevi

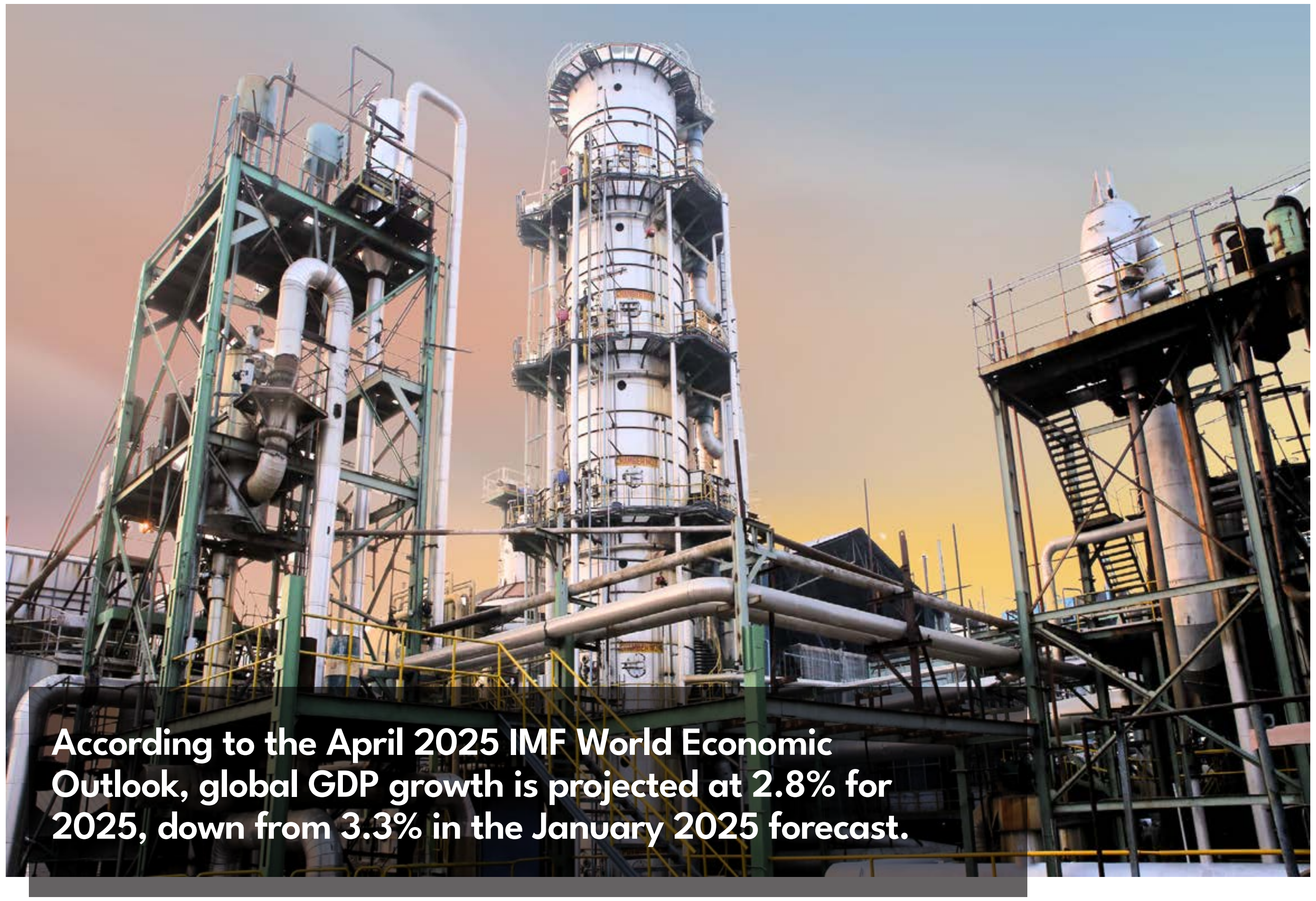
Mr. Tej Narayan Singh
Unit Head – Jawaharpur

Mr. Kuldeep Kumar
Unit Head – Nigohi

Management Discussion & Analysis

Global Economy Overview

The global economy entered 2025 facing heightened uncertainty after relative a period of stabilisation in 2024. According to the April 2025 IMF World Economic Outlook, global GDP growth is projected at 2.8% for 2025, down from 3.3% in the January 2025 forecast. This downward revision stems mainly from the sharp escalation of trade tensions, triggered by the United States' near-universal tariff announcements in April 2025. While tariff hikes have since been temporarily paused for 90 days for most U.S. trading partners, the lack of clarity on post-pause trade dynamics continues to weigh on global sentiment, investment planning, and supply chain resilience.



Under these looming uncertainties, advanced economies are projected to grow by 1.4% in 2025, with the United States slowing to 1.8% due to trade-driven uncertainty and weakened domestic demand. In contrast, emerging market and developing economies (EMDEs) are xpected to grow by 3.7%, down from prior estimates, with countries more exposed to global trade disruptions seeing steeper slowdowns.[1]

1. *World Economic Outlook, IMF, April 20, 2025.*

Global currency markets have experienced increased volatility in 2025, with the U.S. dollar strengthening due to risk aversion and elevated U.S. yields. This has increased depreciation pressure on several emerging market currencies, including the Indian rupee.

Inflation and Interest Rate Movements

Global headline inflation is projected to ease to 4.3% in 2025 and further to 3.6% in 2026, though the pace of disinflation varies across regions. Advanced economies are expected to reach their inflation targets earlier, with price growth moderating to 2.2% by 2026, while Emerging Market and Developing Economies (EMDEs) are likely to see inflation decline to 4.6%. Since January, the 2025 inflation forecast has been revised slightly upward, driven by notable U.S. and UK increases. In the U.S., a 1.0 percentage point upward revision reflects persistent services inflation and recent tariff-induced supply shocks. The UK's 0.7 percentage point revision is attributed to temporary regulated price changes. Inflation expectations in the euro area remain stable. These dynamics are expected to shape monetary policy decisions as central banks across the globe will try to balance inflation control with growth risks.[2]

2. *World Economic Outlook, IMF, April 20, 2025*

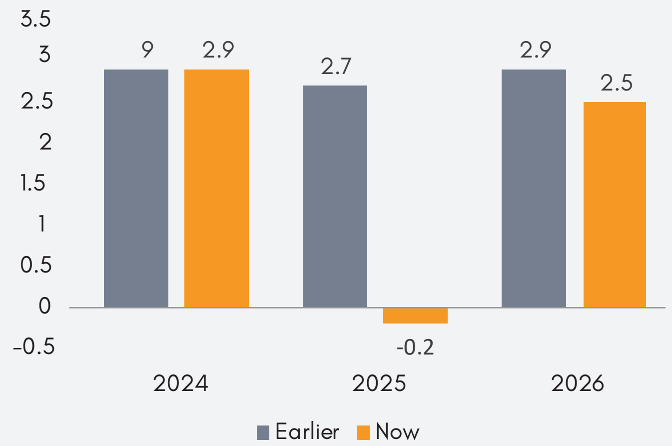
Global Trade Disruptions and Recovery

The World Trade Organisation (WTO) has sharply downgraded its 2025 global merchandise trade forecast from a 3.0% increase to a 0.2% decline.

The optimism surrounding post-pandemic trade recovery has been overshadowed by escalating protectionism. The World Trade Organisation (WTO) has sharply downgraded its 2025 global merchandise trade forecast from a 3.0% increase to a 0.2% decline, citing the resurgence of U.S. tariffs and broader economic spillovers as key factors. WTO expressed concern about the contraction and its potential impact on global GDP, financial markets, and particularly on developing economies. This shift has weakened global trade momentum. Although headline trade volumes increased in Q4 2024 due to front-loading of imports, underlying indicators—particularly in Asia and Europe—point to a slowing trajectory. Further, the policy unpredictability has increased market volatility and constrained investment planning across regions.[3]

3. *WTO slashes 2025 trade growth forecast, warns of deeper slump, Reuters, April 16, 2025*

Growth in World Mechandise Trade Volume
(% change YoY)



Growth in Imports (%Y-o-Y)

	2025	2026
North America	-9.6	-0.8
Europe	1.9	2.7
Africa	6.5	5.3
Middle Ease	6.3	6.7
Asia	1.6	3.8

Note: Figures are estimated *Source: WTO*

Crude Oil Prices and Implications for Ethanol Economics

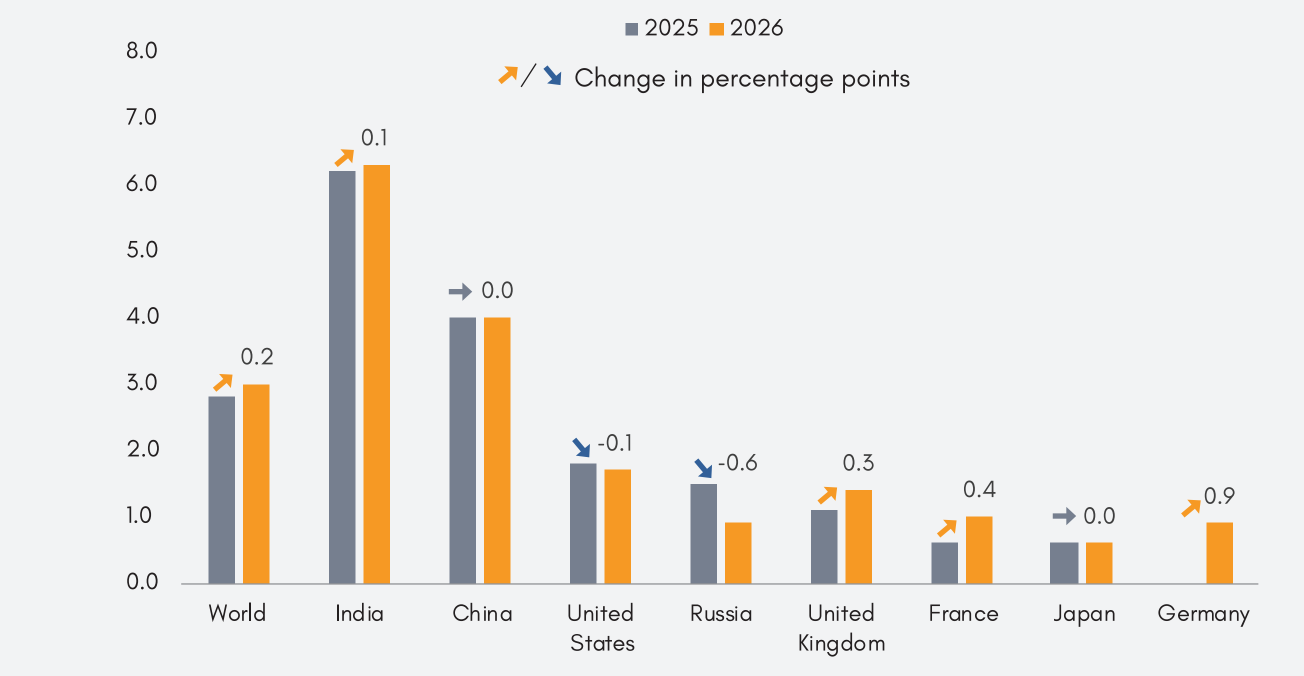
While off their 2022 highs, crude oil prices remain under pressure, driven by supply and demand uncertainties in the current global economic climate. Within a week, the benchmark Brent crude price dropped sharply from nearly $75 per barrel to below $60—a four-year low—following the announcement of sweeping global tariffs by the United States, including steep duties on Chinese goods. Prices have since stabilised but continue to hover below the $70 mark.

According to the U.S. Energy Information Administration (EIA), global oil inventories are expected to rise from mid-2025 as OPEC+ members gradually unwind production cuts, non-OPEC output increases, and international oil demand growth decelerates. As a result, the average Brent crude price is forecast at $68 per barrel in 2025, declining further to $61 per barrel in 2026.[4]

4. *Short Term Energy Outlook, U.S. Energy Information Administration (EIA), April 08, 2025.*

According to the April 2025 IMF World Economic Outlook, India's real GDP is projected to grow at 6.2% in FY25 and 6.3% in FY26.

Real GDP growth projections for selected countries, by year



Indian Economy Overview

Despite facing spillover effects from global headwinds, India continues to exhibit remarkable economic resilience. The country is growing at nearly twice the pace of the worldwide economy, reflecting the strength of its domestic demand, policy support, and structural reforms. According to the April 2025 IMF World Economic Outlook, India's real GDP is projected to grow at 6.2% in FY25 and 6.3% in FY26, significantly outpacing the global growth forecasts of 2.4% and 3.0% for the same periods, respectively. This robust momentum underscores India's growing role as a key driver of global growth, even amid heightened global economic uncertainty.[5]

Inflation and Interest Rate Movements

According to government statistics, headline inflation eased to a 67-month low of 3.3% in March 2025, primarily due to a decline in food prices.[6] The Reserve Bank of India (RBI) projects CPI inflation to moderate to 4.0% in FY26, indicating a continued disinflationary trend. Inflation is expected at 3.6% in Q1, 3.9% in Q2, 3.8% in Q3, and 4.4% in Q4.[7] Meanwhile, the RBI has pegged India's GDP growth rate at 6.5% for FY26, reflecting continued economic momentum amidst easing price pressures.[8]

In response to moderating inflation and global economic uncertainties, the Reserve Bank of India (RBI) implemented two consecutive 25 basis point cuts to the policy repo rate in February and April 2025, bringing it down to 6.0%. The April meeting also marked a shift in the monetary policy stance from 'neutral' to 'accommodative', signalling the central bank's intent to support economic growth amid external challenges such as global trade tensions and subdued private investment.[9]

5. *World Economic Outlook, IMF, April 20, 2025.*
6. *Economy India's Retail Inflation 2025 Highlights, The Hindu, April 15, 2025.*
7. *RBI Inflation 2025-26, Economic Times, April 09, 2025.*
8. *RBI Issues April 2025 Policy Update, Ministry of Finance, PIB, April 09, 2025.*
9. *RBI Monetary Policy 2025 key highlights, The Hindu, Feb 07, 2025.*

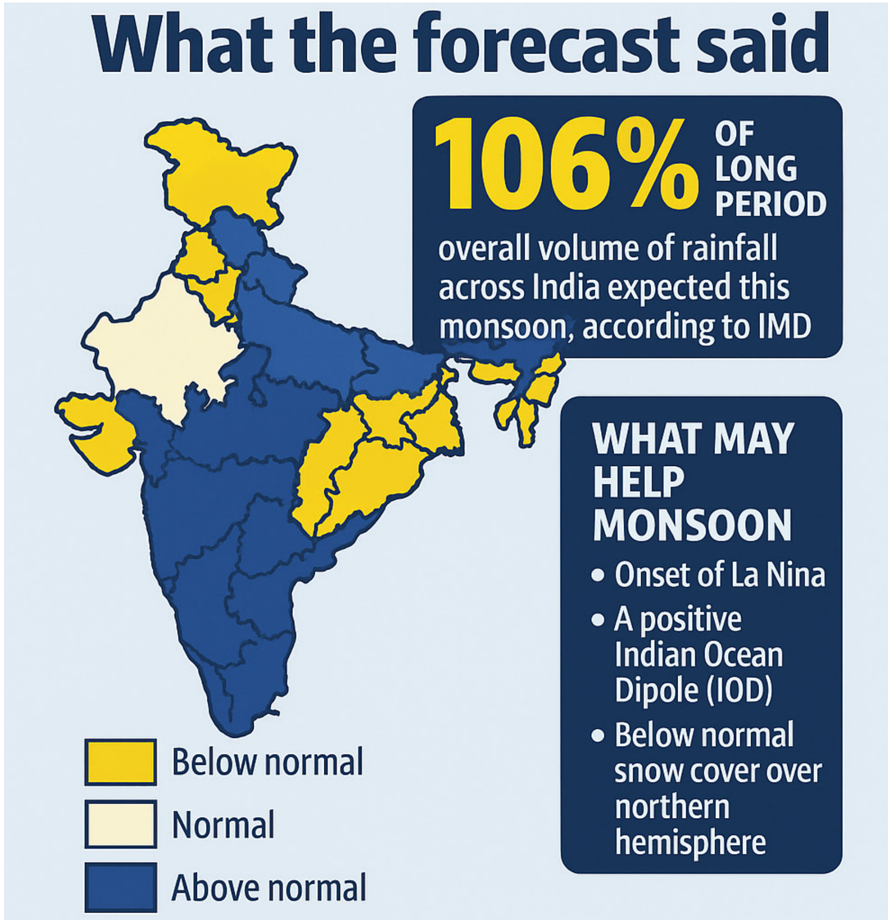
Monsoon Performance and Sowing Patterns

The India Meteorological Department (IMD) has forecasted an above-normal southwest monsoon for 2025, with expected rainfall at 105% of the Long Period Average (LPA) of 87 cm, with a model error of ±5%. This prediction is based on neutral El Niño-Southern Oscillation (ENSO) conditions and below-normal Eurasian snow cover, both conducive to enhanced monsoon activity.[10] The anticipated robust monsoon is expected to positively impact kharif crop sowing, particularly in central and eastern India, which rely heavily on monsoon rains. However, northwest, northeast, and southern peninsular India regions may experience below-average rainfall, potentially affecting localised sowing patterns. A favourable monsoon will likely boost agricultural output, stabilise food prices, and support rural incomes, contributing to overall economic growth. It also provides an opportunity to enhance exports of farm commodities like rice, onions, and sugar, while reducing dependence on imports of edible oils.

10. *2025 Southwest Monsoon likely to be above normal, Ministry of Earth Science, PIB, April 15, 2025.*

Fiscal Measures Related to the Agri-Economy

In the Union Budget for FY2025-26, the Government of India reaffirmed its commitment to the agricultural sector by allocating substantial funds to enhance farmer welfare and ensure food security.



The Reserve Bank of India (RBI) projects CPI inflation to moderate to 4.0% in FY26, indicating a continued disinflationary trend.

- **Fertiliser Subsidy:** A total of ₹1.67 lakh crore has been earmarked for fertiliser subsidies, encompassing both urea and phosphatic & potassic (P&K) fertilisers. This allocation constitutes approximately 3.3% of the total Union Budget expenditure, reflecting the government's focus on making fertilisers affordable for farmers. [11]
- **PM-KISAN Scheme:** The Pradhan Mantri Kisan Samman Nidhi (PM-KISAN) scheme continues to provide direct income support of ₹6,000 annually to eligible farmer families. As of February 2025, the 19th instalment had been disbursed, benefiting over 9.8 crore farmers, including 2.41 crore female farmers, with a total disbursement exceeding ₹22,000 crore through Direct Benefit Transfer (DBT)scheme.[12]
- **Crop Insurance and Credit:** The Pradhan Mantri Fasal Bima Yojana (PMFBY) has extended crop insurance coverage to 4 crore farmers to mitigate risks associated with crop failures. Additionally, the agricultural credit target has been increased to ₹20 lakh crore, focusing on sectors like dairy, fisheries, and animal husbandry.

Overview of the Global Sugar Sector

As per the latest Quarterly Market Outlook report published in May'25, ISO presented its third revision of the global 2024/25 sugar balance. ISO's fundamental view of the global supply/demand situation sees a large global deficit (the difference between forecast world consumption and production) of 5.466 mln tonnes, up 0.585 mln tonnes since February. A global deficit of this magnitude has not been seen for nine years. World production in 2024/25 was revised to 174.795 mln tonnes, down 6.469 mln tonnes from last season. Drivers include lower than expected production in India and Pakistan. World consumption is projected to reach a record 180.261 mln tonnes in 2024/25, down 0.160 mln tonnes on our previous estimate, while the 2023/24 estimate is revised to 179.225 mln tonnes, down 0.747 mln tonnes.[13]

Global sugar prices had surged by 55%, with global deficit increasing, reaching their highest levels since 2011. This sharp increase is primarily attributed to severe droughts in India and Thailand, two of the world's top sugar exporters, exacerbated by the El Niño weather pattern. These climatic conditions have significantly reduced sugarcane yields, leading to a global shortage. Although Brazil, the leading sugar producer, has experienced a robust harvest, it has not been sufficient to offset the deficits caused by the droughts in Asia. Consequently, countries heavily reliant on sugar imports, particularly in sub-Saharan Africa, face heightened food insecurity as the supply-demand imbalance drives up prices.[14] Prices have recently declined due to anticipated increase in global supplies.

On the trade front, the re-imposition of tariffs by the U.S. administration in 2025 has introduced uncertainties in global sugar trade. These tariffs have led to retaliatory measures from trading partners, affecting global supply chains and pricing dynamics. Trade barriers continue to influence the international sugar market. The U.S. maintains tariff-rate quotas (TRQs) for sugar imports, with specific allocations for countries like Brazil, Mexico, and the Philippines. While providing market access, these quotas also limit the volume of duty-free imports, affecting global trade flows. Countries like South Africa also have increased import duties to protect domestic industries. In August 2024, South Africa doubled its sugar import duty to shield local producers from lower global sugar prices.[15]

Brazil's biofuel policies significantly impact sugar production. The country's RenovaBio program mandates a ethanol blend of 27%. This policy encourages the diversion of sugarcane to ethanol production, potentially reducing sugar availability for export. However, in the 2025/26 season, Brazil is expected to produce 36.8 billion litres of ethanol, a 1% drop from the previous season. This decline is attributed to a higher share of sugarcane being directed towards sugar production instead of ethanol, influenced by favourable sugar prices.

11. *Demand for Grants 2025-26 Analysis Agriculture and Farmers' Welfare, PRS Research, Feb 04, 2025.*
12. *Recent Policy Decisions and Budgetary Provisions, PIB, March 20, 2025.*
13. *Sugar Prices Slump on the Outlook for Larger Global Supplies, NASDAQ, April 30, 2025.*
14. *Sugar prices soar to record highs due to climate change, World Economic Forum, April 2025.*
15. *South Africa: South Africa Revises Sugar Import Duties, US Department of Agriculture, August 2024.*

Global sugar prices have surged by 55% in early 2025, reaching their highest levels since 2011.

The International Sugar Organisation (ISO) has revised its forecast for the 2024/25 marketing year, projecting a global sugar deficit of 5.47 million metric tons (MMT).

Overview of the Indian Sugar Sector

The Indian sugar industry, a cornerstone of the nation's agro-based economy, is experiencing a significant transition in 2025. As the world's second-largest sugar producer and consumer, India plays a pivotal role in the global sugar market. The sector supports approximately 50 million farmers and contributes substantially to rural employment and income.

In the 2024-25 sugar season, the industry faced challenges due to adverse weather conditions, including droughts and excessive rainfall. This reduced sugarcane yields in key producing states like Maharashtra, Karnataka, and Uttar Pradesh. As a result, the Indian Sugar and Bio-Energy Manufacturers Association (ISMA) revised its sugar production estimates downward to 26.2 million metric tons (MMT), an 18% decline from the previous year. Furthermore, approximately 3.5 MMT of sugar is expected to be diverted for ethanol production, aligning the government's biofuel blending targets. Despite the production shortfall, ISMA assures that domestic sugar availability remains sufficient to meet the country's consumption needs, projected at 28 MMT for the season. This confidence is bolstered by an opening stock of 8 MMT and a closing stock forecast of 5.4 MMT by September 2025, ensuring more than two months of domestic demand coverage.[16]

16. *Industry body ISMA sees sufficient sugar availability to meet India's demand, ET, Mar 18, 2025.*

The government's export policy has also helped stabilise the market. In January 2025, the government permitted the export of 1 MMT of sugar, a decision based on the initial higher production estimates. Subsequent downward revisions in production forecasts have raised concerns about the adequacy of domestic supplies. Nevertheless, the government maintains that the existing stock levels are sufficient to meet both domestic consumption and ethanol production requirements.

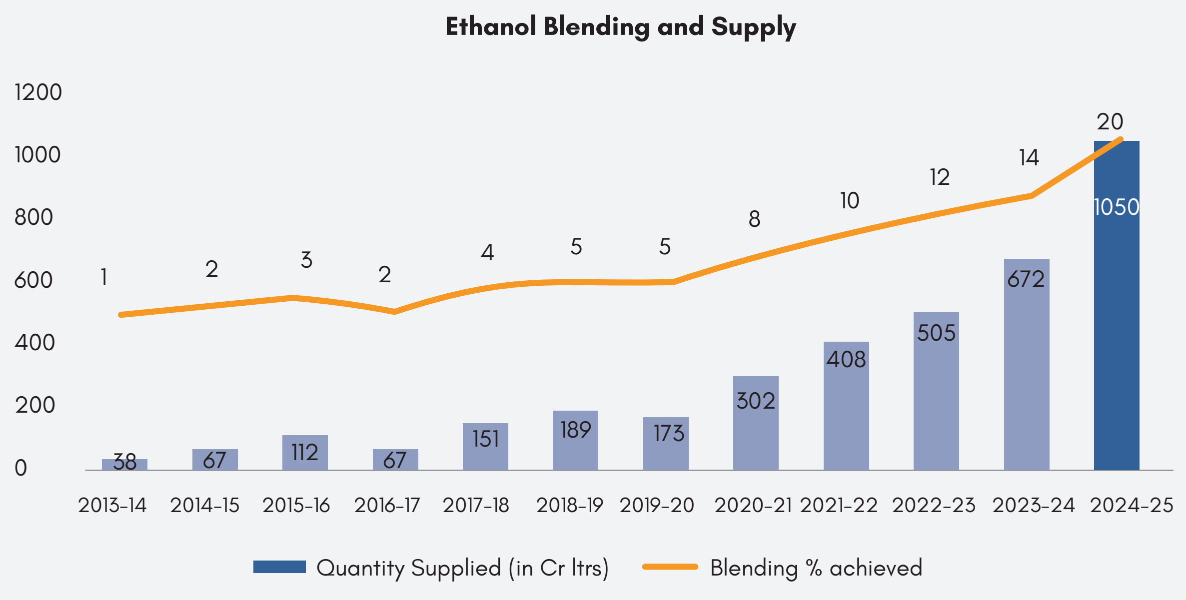
In a significant move to support sugarcane farmers, the Indian government has increased the Fair and Remunerative Price (FRP) of sugarcane by 4.41%, setting it at ₹355 per quintal for the 2025-26 season, up from ₹340. Based on a 10.25% sugar recovery rate, this adjustment includes a premium of ₹3.46 for every 0.1% increase in recovery and ensures a minimum payment of ₹329.05 per quintal for recoveries below 9.5%. The decision is expected to benefit approximately 50 million sugarcane farmers and 500,000 workers in the sugar industry. This increase in FRP will likely elevate raw material costs for sugar mills, potentially impacting their margins, especially in a year already marked by lower sugarcane yields and restricted export opportunities.[17]

17 Sugarcane fair price hiked to ₹ 355 a quintal, ET, May 01, 2025.

India is poised to significantly enhance its ethanol production capacity, targeting an annual output of approximately 1050 crore litres by the Ethanol Supply Year (ESY) 2025. This ambitious goal is part of a dual strategy that leverages grain and sugarcane feedstocks. Grain-based ethanol production is expected to rise substantially, from 380 crore litres to around 700 crore litres by the following season. Sugarcane will complement this supply, with its substantial processing capacity contributing to the remaining demand. This approach aims to achieve the 20% ethanol blending target in petrol. It helps manage sugar inventories effectively, especially considering the high carry-over stocks anticipated at the end of the current season due to regulatory limits on ethanol production and sugar exports. The government's careful regulation of sugarcane allocation for ethanol production, based on projected sugar demand-supply balances, plays a critical role in balancing market dynamics and ensuring timely payments to cane farmers.[18]

18. Grain and sugarcane to power India's ethanol production boost to 990 crore litres by 2025, ET, Aug 19, 2024.

India targets 1050 crore litres of ethanol output by the end of ESY 2025.



In May 2025, the Government of India introduced the Sugar (Control) Order, 2025, aiming to modernise and streamline the regulatory framework of the sugar sector. Key provisions include integrating sugar mills' enterprise systems with the Department of Food and Public Distribution's digital portal to enhance data transparency and operational efficiency. The order also brings raw sugar and khandsari units with capacities over 500 TCD, ensuring accurate stock assessments and fair remuneration to farmers. Additionally, it encompasses various by-products like ethanol, enabling better regulation of sugar diversion to maintain domestic availability. These measures are poised to foster a more efficient, transparent, and accountable sugar ecosystem, bolstering domestic stability and global competitiveness.[19]

Looking ahead, the industry is optimistic about the 2025-26 season. Favourable monsoon forecasts and improved water availability have encouraged increased sugarcane planting, particularly in Maharashtra and Karnataka. This anticipated rebound in production could enable India to resume sugar exports, potentially ranging from 3 to 5 MMT, depending on weather conditions and global market dynamics.

19. To streamline regulatory framework governing Sugar Sector, Centre formulates Sugar (Control) Order, 2025, Ministry of Consumer Affairs, Food & Public Distribution, PIB, May 01, 2025.

SWOT Analysis – Indian Sugar Industry

Strengths

1. **Robust Cane Availability in Key Regions:** Despite weather disruptions, India remains among the largest sugarcane producers globally. Steady output in states like Uttar Pradesh sustains the raw material base.
2. **Integrated Value Chain Operations:** A growing number of mills have diversified into ethanol distillation and bagasse-based cogeneration, offering multiple revenue streams and enhanced resilience.
3. **Policy Backing for Ethanol Blending:** Strong government focus on ethanol blending targets (20% by 2025) has driven incentives and capacity expansions, bolstering sectoral confidence.
4. **Large Domestic Consumption Base:** With an annual consumption of nearly 29 MMT, India's vast and growing population ensures a stable core demand for sugar.
5. **Strategic Government Intervention:** Timely policies such as minimum selling price (MSP), fair remunerative price (FRP) hikes, and regulated exports have helped manage supply-demand imbalances.
6. **Improved Crop Pricing Mechanism:** The recent FRP hike to ₹355/quintal, while raising costs, reflects fairer compensation mechanisms and improved farmer confidence.

Weaknesses

1. **Dependence on Climate:** Adverse climatic conditions lead to an 18% drop in sugar output to about 26.2 MMT, revealing the sector's climatic vulnerability.
2. **Excessive Policy Dependence:** The absence of robust policies around Export quotas, ethanol prices, and diversion limits creates planning uncertainty for millers.
3. **Ageing Infrastructure in Select Clusters:** Many mills still operate with older processing systems, impacting operational efficiency and cost structure.
4. **Monsoon Dependency Continues:** With limited irrigation facilities and limited outreach of dams and canals, the sector relies heavily on rainfall, with limited outreach in drought-prone states like Maharashtra and Karnataka.
5. **Ethanol Feedstock Constraints:** Policies like Dedicated Ethanol Plants and the non-linkage of Ethanol prices with FRP (under ESY24) have caused lesser allocations to sugar-based distilleries, resulting in under-utilisation of distillery capacity.

Opportunities

1. **Ethanol Expansion Through Dual-Feed Ethanol Model Using Molasses and Grains:** The Government's 1050 crore litre ethanol target by ESY25, leveraging grain and cane, opens new diversification paths.

2. **Technology Adoption:** Smart cane farming, automated weighing, and digitised farmer payment systems can improve productivity and transparency.

3. **Green Energy and ESG Compliance:** The sugar sector's inherent potential for bioenergy and circular economy models (bio-compost, green power) aligns with ESG goals and investor interest.

4. **Export Resumption Outlook:** If production recovers in 2025-26 as expected, India could export 2- 3 mmt, tapping into global demand.

5. **PLA and SAF:** Biodegradable Plastics and Sustainable Aviation Fuel create an alternate market for the use of Surplus sugar and Ethanol with far-fetched results. These sectors create opportunities for strategic investments.

Threats

1. **Climatic Risks Intensifying:** Recurrent droughts and erratic rainfall patterns, amplified by El Niño, remain a critical production risk.

2. **Policy Stagnation in Ethanol:** Unviable ethanol prices compared to Sugarcane prices can disrupt the investment cycles of the Sugar Industry in ethanol infrastructure.

3. **Tariff-Induced Global Trade Imbalance:** Recent U.S. tariff hikes have triggered supply chain concerns, affecting sentiment and future production planning.

4. **Cost Inflation from FRP:** The 4.4% hike in FRP for 2025-26 could compress mill margins further unless compensated by higher realisations or support mechanisms.

5. **Competition for Land and Water:** Urbanisation and diversification into horticulture increasingly compete with sugarcane for land and water in high-yield belts.

6. **International Market Volatility:** Falling global prices due to surpluses from Brazil and other sugar-producing countries, along with weakening currency parity, could hurt India's export competitiveness.

Overview of the Indian Biofuel Sector

India has pledged to achieve net-zero greenhouse gas emissions by 2070, supported by a comprehensive strategy to decarbonise its economy. Interim goals include reducing the carbon intensity of GDP by 45% from 2005 levels and meeting 50% of energy needs from renewables by 2030. As of late 2024, renewable capacity surpassed 200 GW, complemented by the National Green Hydrogen Mission and increased nuclear investments. Legislative backing through the Energy Conservation (Amendment) Act and a long-term low-carbon development strategy demonstrates India's commitment. These efforts provide a strong foundation for expanding the biofuel sector as a key pillar in India's energy transition.

India's biofuel sector is emerging as a cornerstone of the nation's energy transformation, where sustainability, rural empowerment, and economic resilience converge. At the heart of this shift is ethanol, the green molecule helping reduce carbon emissions, cut crude oil imports, and provide alternative revenue streams to farmers.

Driven by the ambitious Ethanol Blending Program (EBP), which targets 20% blending by 2025-26, India is rapidly scaling up its distillation infrastructure. Sugarcane-derived ethanol and growing emphasis on grain-based feedstocks like maise and broken rice transform agricultural surplus into strategic energy assets. The commissioning of dual-feedstock distilleries across the country reflects a maturing sector ready to adapt to market and environmental demands.

Policy support has played a pivotal role. From interest subvention schemes to assured offtake pricing by oil marketing companies (OMCs), the government has created a stable and forward-looking environment for investment and innovation. These measures have reduced cane arrears to farmers and insulated sugar mills from the cyclical volatility of global sugar prices.

Beyond economics, the sector carries a strong climate narrative. Biofuels significantly lower greenhouse gas emissions than fossil fuels, support cleaner air in urban centres, and promote energy self-reliance. As the world seeks scalable solutions for decarbonisation, India's biofuel journey is a compelling model of how agri-energy can drive inclusive, sustainable growth.

In a move to bolster its global leadership in sustainable energy, India launched the Global Biofuel Alliance (GBA) during the G20 Summit in 2023. The alliance, comprising 22 countries and 12 international organisations, aims to promote the development and adoption of sustainable biofuels worldwide. India's active participation positions it as a central hub for biofuel innovation, standard-setting, and trade facilitation.

The Indian government has also implemented various subsidies and incentives to encourage biofuel production. These measures are designed to attract investment, enhance energy security, and reduce reliance on fossil fuels.

Despite these advancements, challenges persist, including feedstock availability, infrastructure development, and the need for technological innovation. Addressing these issues is crucial for India to realise its biofuel potential and contribute significantly to global sustainability goals.

As of 31st March, 2025, India had already achieved a 18.3% ethanol blending rate.

India's Cogeneration Sector Overview

India's cogeneration sector, based on simultaneous electricity and heat production, is vital in enhancing energy efficiency and supporting decarbonisation efforts. With industries like sugar mills leading the way through biomass-based cogeneration, the country has developed over 10 GW of capacity. Encouraged by favourable policies such as Renewable Energy Certificates (RECs), concessional financing, and long-term Power Purchase Agreements (PPAs), many mills have transitioned into integrated energy producers. Cogeneration systems, especially when powered by renewable fuels such as biogas or biomass, can deliver 35-40% energy savings over traditional methods. Government initiatives, including financial support under the National Bioenergy Programme, accelerate deployment, though high upfront costs and fuel sourcing remain key challenges.

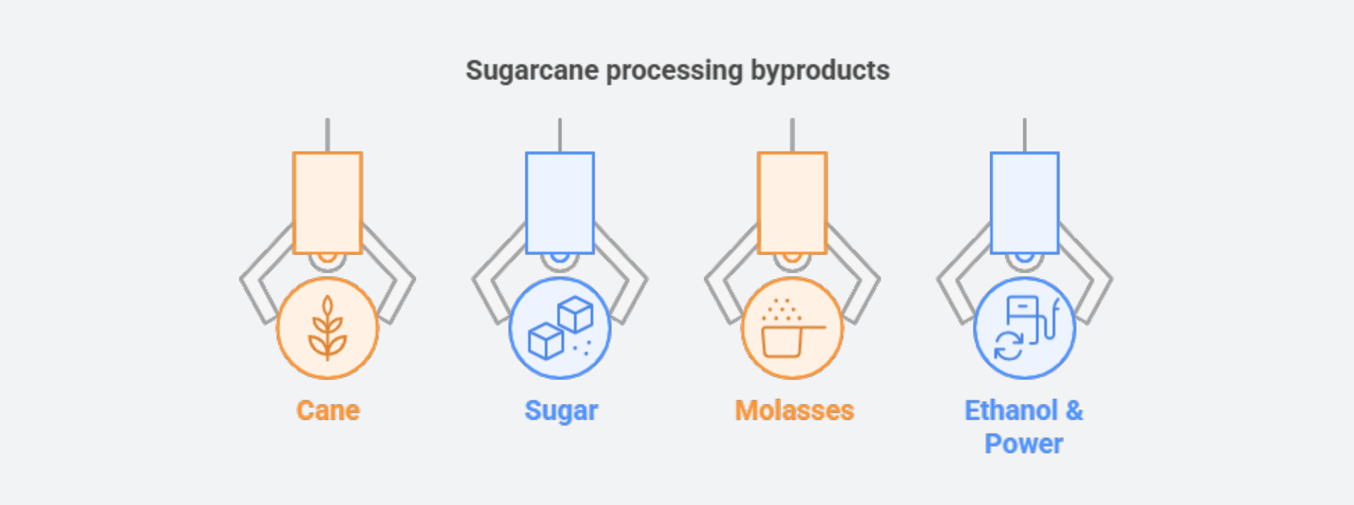
Building on cogeneration, trigeneration adds a cooling function—using waste heat to produce chilled water for air conditioning or refrigeration, reaching efficiencies up to 90%. This makes trigeneration ideal for hospital applications, commercial buildings, and data centres. The expansion of city gas networks and policy backing are encouraging its growth. As India transitions to a low-carbon future, trigeneration represents the next logical step in optimising energy use across sectors, provided infrastructure gaps and cost barriers are addressed.

The true strength of cogeneration lies in its decentralised nature. It is often located in rural areas, where it enhances grid stability, reduces transmission losses, and promotes regional development. As India intensifies its focus on energy diversification and carbon reduction, cogeneration, rooted in agricultural residues, stands out as a resilient, scalable, and sustainable solution.

Business Overview

Dalmia Bharat Sugar and Industries Limited (DBSIL) is a prominent entity in India's sugar sector, seamlessly integrating traditional practices with modern innovations. Since mid-1990s, the Company has expanded its footprint across Uttar Pradesh and Maharashtra, boasting a cane crushing capacity of approximately 43,200 tonnes of cane per day (TCD), a distillery capacity of 850 kilolitres per day (KLPD), and a cogeneration capacity of 138 megawatts (MW).

DBSIL strongly emphasises sustainability. The company's initiatives, such as achieving Zero Liquid Discharge in its plants and recycling water for irrigation, underscore its



commitment to environmental responsibility. These efforts not only contribute to ecological well-being but also resonate with stakeholders who prioritise sustainable practices.

The Company's operations are built on the Cane→ Sugar→ Molasses→Ethanol & Power model, ensuring optimal utilisation of by-products and sustained profitability across business cycles. Bagasse, a residue from sugar production, is used to generate renewable power, while molasses is converted into ethanol, supporting India's ethanol blending programme (EBP). This integrated model also aligns with national priorities on green energy and sustainability.

Segmental Contribution to Revenue and EBIT

In FY2025, the Company's integrated approach continued to deliver diversified earnings across its three key segments:

- **Sugar:** The sugar segment remained the core revenue generator, contributing approximately 71% of total revenue and 82% of segmental EBIT. Despite regulatory constraints on exports, strong domestic demand and stable realisations supported performance.
- **Distillery:** The distillery business showed resilient performance, accounting for approximately 28% of total revenue and 17% of EBIT, driven by enhanced capacity utilisation, higher ethanol volumes, and strategic focus on grain-based feedstock.
- **Others:** This segment includes the Company's activities in Magnesite and Travel collectively contributing approximately 1% of total revenue and 1% of EBIT.

Capacity Footprint – Strategic & Scalable

As of 31st March 2025, DBSIL's capacities across its operational locations were as follows:

Plant	Sugar (TCD)	Distillery	Cogeneration (MW)
Ramgarh, Uttar Pradesh	7700	140	28
Jawaharpur, Uttar Pradesh	9000	470	36
Nigohi, Uttar Pradesh	10500	120	30
Baghauli, Uttar Pradesh	3500	100 (CWIP)	12
Kolhapur, Maharashtra	8500	120	28
Sangli, Maharashtra	4000	0	4
Total	**43200**	**850+100 (CWIP)**	**138**

These capacities reflect a significant scale-up, particularly in the distillery segment, which positions the Company to benefit from growing ethanol demand.

Subsidiary Integration: Baghauli Sugar and Distillery Limited (BSDL)

DBSIL acquired 100% equity in Baghauli Sugar and Distillery Limited (BSDL). Commercial production at the Baghauli unit commenced in March 2024, within record implementation timelines. The plant contributes 3,500 TCD to sugarcane crushing capacity and houses a planned 100 KLPD grain-based distillery expected to become operational in early next financial year. BSDL has been consolidated into the Company's financial and operational framework post-integration, strengthening DBSIL's footprint in Uttar Pradesh and supporting its long-term ethanol strategy.

During FY2025, the Company successfully expanded the crushing capacity of its Nigohi plant in Uttar Pradesh from 9,250 TCD to 10,500 TCD. This enhancement is expected to boost operational throughput and strengthen the Company's regional supply reliability.

DBSIL's Sugar Business

DBSIL maintains its position as one of India's most efficient and forward-integrated sugar manufacturers. In FY2025, while the industry faced weather variability, stock accumulation, and policy constraints, DBSIL strategically maintained operational stability by deepening its ethanol diversion policy. This approach supported margin protection and reduced the Company's exposure to cyclicality in the conventional sugar business.

Segmental Strengths

DBSIL's sugar division is underpinned by geographical diversification, varietal innovation, and strategic capital discipline. Key strengths include:

- **Strategic Location & Scale:** DBSIL remains one of the few integrated sugar manufacturers with a footprint in Uttar Pradesh (UP) and Maharashtra, covering major cane-producing regions. The Company's six sugar mills offer a combined crushing capacity of 43,200 TCD, offering scale and redundancy against regional climatic volatility.
- **Pioneer in Private Sector in UP:** It continues to be the only major private-sector player from UP with legacy strengths and deep farmer engagement, ensuring cane availability and quality.
- **Operational Efficiency & Recovery Rates:** The Company has consistently achieved above-industry recovery rates, supported by superior varietal mix, effective agronomy practices, and a high adoption of early-maturing cane. In UP, 95% of the cane crushed comes from early harvesting varieties, enhancing throughput and sugar quality.
- **Assertive Diversion Policy:** FY2025, aligned with India's biofuel roadmap, saw the most aggressive sugar-to-ethanol diversion policy. This shift optimised revenue and helped mitigate the impact of export restrictions and oversupply.
- **Sustainable Expansion Strategy:** With selective investments, such as the expansion at Nigohi from 9,250 TCD to 10,500 TCD, the Company has focused on efficient scaling, maintaining a lean balance sheet while preparing for growth in high-margin downstream segments.

Challenges & Mitigation

The sugar business remains exposed to agro-climatic risks, rising cane costs, and policy-led constraints such as export bans and domestic quota limitations, leading to inventory build-up and working capital pressure. DBSIL mitigates these risks through high varietal efficiency, early harvesting, and assertive diversion of cane juice and B-heavy molasses to ethanol. The Company's strong farmer engagement and strategic use of integrated capacities allow it to balance supply-demand cycles, stabilise margins, and protect return on capital employed despite systemic headwinds.

Operational Performance – FY2025

During the year, DBSIL operated all six sugar mills across UP and Maharashtra, achieving substantial utilisation despite headwinds.

Particulars	FY 2025	FY 2024	Remarks
Cane Crushed	55.6 lakh tonnes	60.1 lakh tonnes	Cane crush impacted mainly due to lower yield on account of agro-climatic condition
Sugar Produced	5.6 lakh tonnes	6.4 lakh tonnes	Adjusted for ethanol diversion
POL	13.76%	13.95%	Impacted due to varietal changes and agro-climatic conditions
Net Recovery Rate	10.0%	10.6%	Impacted by B-heavy and juice diversion

DBSIL's Distillery Business

The distillery segment remains a cornerstone of DBSIL's strategic shift toward a more integrated, value-accretive, and less cyclical business model. FY2025 marked a year of consolidation and groundwork for future scalability, particularly in the grain-based ethanol vertical. Despite regulatory challenges in the form of temporary restrictions on sugar diversion for ethanol, the Company remained resilient, optimising feedstock flexibility and ramping up capacities.

With India's ethanol blending programme (EBP) gaining further momentum and blending targets advancing toward E20, DBSIL's distillery operations are well-positioned to be a long-term growth driver.

Segmental Strengths

DBSIL's distillery business has evolved into a high-efficiency, strategically diversified segment with the following competitive advantages:

- **Feedstock Versatility:** The Company has successfully diversified its distillation feedstock to include B-heavy molasses, direct sugarcane juice, and grain, enhancing operational flexibility in response to policy and market conditions.
- **Rapid Capacity Scaling:** From just 600 KLPD two years ago, DBSIL's distillery capacity expanded to 850 KLPD by FY2025, with an additional 100 KLPD grain-based unit at BSDL under implementation. These expansions are aligned with the government's emphasis on grain-based ethanol to meet blending targets without straining sugar availability.
- **Integrated Value Chain:** As part of a fully integrated complex, distillery units benefit from captive feedstock (molasses/juice), utilities (steam from cogeneration), and seamless logistics, ensuring cost leadership.
- **Policy Alignment:** The Company has proactively aligned with EBP targets and participated in Oil Marketing Company (OMC) tenders, ensuring consistent offtake and price visibility.
- **Resilient Despite Constraints:** When ethanol production from sugar juice and B-heavy molasses was capped, DBSIL's ability to pivot to grain-based production ensured minimal disruption and sustained profitability.

Challenges & Mitigation

While margin-accretive, the distillery segment faces volatility in raw material pricing, especially for grains, and dependency on government pricing and procurement through OMCs. Temporary restrictions on molasses-based ethanol production during ESY24 impacted output. DBSIL countered this through feedstock flexibility, scaling up grain-based capacity, and operational agility. The Company's balanced feedstock mix and diversified distillery footprint reduce overdependence on any one input source or policy, ensuring consistent volumes and predictable earnings in a highly regulated environment.

Operational Performance – FY2025

Despite the ethanol production cap imposed in H1FY2025, DBSIL managed to operate at healthy utilisation levels by adjusting its feedstock mix. Key operational indicators are as follows:

Metric	FY2025	FY2024	Remarks
Installed Capacity	850 KLPD + 100 CWIP	710 KLPD	Reflects expansion across Jawaharpur grain distillery from 110 KLPD to 250 KLPD & Baghauli grain distillery 100 KLPD (in CWIP)
Ethanol Production Volume	17.94 crore litres	17.64 crore litres	Includes molasses and grain-based output
Average Realisation (₹/litre)	₹62.2	₹59.7	Varies by feedstock; price reset in ESY2025
Feedstock Mix (Molasses: Grain)	66%: 34%	80%: 20% approx.	Higher grain usage due to expanded grain distillery capacity.
Capacity Utilisation	66%	85%	Impacted due to lower sugar diversion
EBITDA Contribution (Segmental)	19%	35%	The highest margin business across segments

The distillery business has not only become more substantial in scale but also more critical in driving earnings quality. The addition of a 100 KLPD grain-based distillery at Baghauli is set to commence operation by July 2025, further enhancing volume potential and margin stability in FY2026.

DBSIL's Cogeneration Business

DBSIL's cogeneration business complements its integrated operations by efficiently converting bagasse, a by-product of sugarcane crushing, into renewable energy. This ensures captive power for the Company's sugar and distillery units and contributes to the revenue stream through surplus energy sales to the grid. In a year marked by ethanol-related policy headwinds and elevated input costs, the cogeneration business stabilised by containing operating costs and supporting margin resilience.

The Company operates cogeneration units across all six sugar plants, with a total installed capacity of 138 MW. A significant portion is exported to state electricity boards, particularly in Uttar Pradesh and Maharashtra.

Segmental Strengths

The following key strengths characterise DBSIL's cogeneration business:

- **Operational Efficiency:** Cogeneration units are embedded within sugar plants, ensuring efficient thermal energy utilisation and reducing dependence on external power.
- **Revenue Diversification:** The ability to export surplus power provides an additional and steady revenue stream, partially offsetting the sugar segment's seasonality.
- **Tariff Advantage in Maharashtra:** DBSIL's plants in Kolhapur and Sangli benefit from relatively favourable feed-in tariffs under the state's renewable energy purchase obligations.
- **Sustainability and Compliance:** Power generated from bagasse is classified as renewable, contributing positively to the Company's ESG profile and carbon reduction targets.

Challenges & Mitigation

Cogeneration operates seasonally, constrained by bagasse availability and subject to regulatory tariff changes across states. This limits scalability and makes revenue partially dependent on state utilities. DBSIL addresses these limitations by maximising internal energy efficiency, reducing reliance on grid power, and optimising export volumes during peak season. With plants in UP and Maharashtra, the Company benefits from geographic diversification in tariff realisations, ensuring that the cogeneration business continues adding steady, cost-efficient value across cycles.

Operational Performance - FY2025

Metric	FY2025	FY2024	Remarks
Installed Capacity	138 MW	138 MW	Spread across six locations
Units Exported to Grid	20.7 crore kWh	22.4 crore kWh	Surplus power sold under PPA or merchant basis
Export Tariff Realisation	₹4.96/ kWh	₹4.65/ kWh	Varies between UP and Maharashtra

Financial Overview

Key Performance Metrics

(Consolidated)

Particulars	FY25	FY24	Change %
Total Income (₹ crore)	3820	3028	26%
Operating EBITDA (₹ crore)	469	412	13.83%
EBITDA Margin (%)	12.52%	14.21%	-169 bps
PBT (₹ crore)	350	363	-3.58%
PAT (₹ crore)	387	272	41.95%
PAT Margin (%)	10.33%	9.38%	95 bps
EPS (₹)	47.78	33.66	41.95%

Analysis of P&L Statement

DBSIL reported a 26% year-on-year increase in total income, reaching ₹3,820 crore in FY2025 compared to ₹3,028 crore in FY2024. This growth was primarily driven by higher sugar volumes sold, increased ethanol capacity utilisation, and improved realisations. However, this topline growth did not translate into proportional bottom-line performance due to input cost pressures and regulatory headwinds.

Operating EBITDA increased by 13.83% to ₹469 crore from ₹412 crore in the previous year. EBITDA margin compressed by 169 basis points, from 14.21% in FY2024 to 12.52% in FY2025. The contraction in margins was mainly attributable to lower grain ethanol profitability, higher cane costs and limited distillery operations during the off season on account of limited sugar diversion in ESY 24.

As a result, profit before tax (PBT) also declined by 3.58% to ₹350 crore. However Profit after tax (PAT) stood at ₹387 crore, significantly improving from ₹272 crore in the previous year. The PAT margin was modestly enhanced to 10.33% from 9.38%. Earnings per share (EPS) also showcased exceptional growth by 41.95%, reaching ₹47.78 per share compared to ₹33.66 in FY2024, indicating consistency in net earnings despite sector-specific headwinds.

Analysis of Balance Sheet

Sources of Funds

Net Worth: As of 31st March 2024, the company's net worth stood at ₹2,932.16 crore and increased to ₹3234.51 crore as of 31st March 2025, resulting in an absolute rise of ₹302.35 crore, or 10.31%. This growth was driven by internal accruals, as the equity share capital remained unchanged at ₹16.19 crore, comprising 8.09 crore equity shares of ₹2 each.

Long-term Debt: The Company's long-term borrowings increased from ₹337.78 crore in FY24 to ₹513.71 crore as on 31st March 2025, resulting in an increase of ₹175.93 crore. The long-term debt-to-equity ratio stood at 0.18x in FY25 indicating strength of the balance sheet.

Finance Cost: The Company experienced an increased finance cost during the year. However, its interest coverage remained healthy, standing at 8.62 times in FY25 against 10.79 times in FY4, reflecting continued comfort in debt servicing despite a higher interest outgo.

Application of Funds

Fixed Assets: Gross fixed assets rose from ₹3,251 crore in FY24 to ₹3,326 crore in FY25, primarily due to ongoing capacity enhancement initiatives, including Baghauli Acquistion and Expansion of Nigohi sugarcane crushing capacity from 9250 TCD to 10500 TCD.

Investments: Non-current investments decreased from ₹629 crore on March 31, 2024, to ₹583 crore on 31st March, 2025. The decline was mainly attributable to decrease in the marked-to-market value of long-term equity holdings.

Working Capital Management

Current Assets: Current assets declined from ₹2,488 crore in FY24 to ₹2228 crore at the end of FY25. The current ratio moved from 1.55 to 2.59, due to substantial reduction in working capital loans.

Inventories: Inventories, which include raw materials, work-in-progress, and finished goods, declined from ₹1,773 crore in FY24 to ₹1657 crore in FY25, representing a decline of ₹116 crore or 6.56%.

Cash and Bank Balances

Cash and Bank Balances stood at ₹530 crore at the end of FY24 and decreased to ₹357 crore in FY25. This indicates the sound liquidity maintained by the organization.

S. No	Ratios	Formulae	FY25	FY24	Deviation (%)	Comments
a	Current Ratio	Current Asset / Current Liabilities	2.59	1.55	66%	The current ratio has risen significantly because of a large decrease in short-term loans.
b	Debt-Equity Ratio	Debt / Equity	0.18	0.13	36%	It has increased on account of new term loans raised during the year
c	Debt Service Coverage Ratio	(PBT + Dep + Int on TL) / (Interest + Repayment incl. Prepayments)	4.60	3.21	43%	Due to loan prepayments, the debt service coverage ratio was lower last year.
d	Return on Equity Ratio	Net Income / Average Shareholder Equity	0.13	0.10	30%	The return on equity has risen due to a 42% increase in profits this year.
e	Inventory Turnover Ratio	Revenue from Operations / Average Inventory	2.18	2.06	6%	
f	Trade Receivable Turnover Ratio	Total Sales / Average Accounts Receivable	29.74	21.56	38%	Due to increased sales volumes and consequential decrease in inventory
g	Trade Payable Turnover Ratio	Net Credit Purchases / Average Accounts Payable	9.28	8.91	4%	

S. No	Ratios	Formulae	FY25	FY24	Deviation (%)	Comments
h	Net Capital Turnover Ratio	Net Annual Sales / Shareholders Equity	1.22	1.03	18%	
i	Net Profit Ratio	(Revenue - Cost) / Revenue	0.10	0.09	8%	
j	Return on Capital Employed	EBIT / Capital Employed	0.11	0.13	-13%	
K	Return on Investment	Net Profit / Total Assets * 100	7.98	5.30	51%	Due to a significant increase in profits resulting from higher sales volumes this year.

Risks and Concerns

Risk Category	Risk Identification	Risk Mitigation
Regulatory and Policy Risks	Changes in FRP/SAP, export bans, ethanol diversion limits, and OMC procurement policy shifts.	Active monitoring of policy changes, strong alignment with government ethanol mandates, and flexible operational planning.
Market and Economic Risks	Fluctuations in global/domestic sugar prices, grain cost volatility, inflation, and interest rate movements.	Diversified product mix (sugar, ethanol, power), use of forward contracts, prudent inventory and procurement strategy.
Agro-Climatic and Operational Risks	Irregular rainfall, drought, pest outbreaks (e.g. red rot), soil degradation, and regional agro disruptions.	Transition to disease-resistant cane varieties, farmer support programs, and geographic diversification of plants.
Sustainability and Environmental Risks	Water-intensive operations, seasonal bagasse availability, and increasing ESG compliance requirements.	Investment in water conservation, energy-efficient technologies, proactive ESG reporting and compliance.
Technology and Cybersecurity Risks	Cyber threats to ERP systems, cloud data platforms, and digital plant operations.	Implementing IT security protocols, system redundancies and employee training.
Financial and Liquidity Risks	Inventory build-up cycles, high working capital needs, interest rate volatility, and debt repayment obligations.	Maintaining healthy cash reserves, judicious capital allocation, low leverage, and strong banking relationships.

Internal Control Systems and Their Adequacy

DBSIL has established a robust and evolving internal control framework that supports its integrated operations across sugar, distillery, and cogeneration businesses. The system ensures accuracy in financial reporting, operational efficiency, regulatory compliance, and asset safeguarding across geographically dispersed facilities.

The Company's internal control structure is aligned with the principles of accountability, risk-based control design, and continuous monitoring. It encompasses well-documented policies, standard operating procedures (SOPs), authorisation protocols, and periodic reviews conducted at functional, plant, and corporate levels.

Financial Controls

DBSIL has instituted strong financial controls over critical processes, including procurement, inventory management, revenue recognition, and capital expenditure. The Company follows a maker-checker-approver system across transactions, supported by enterprise-level SAP automation, ensuring compliance with internal policies and statutory requirements. Quarterly and annual financial statements are prepared in compliance with Indian Accounting Standards (Ind AS) and are subject to limited review or audit by statutory auditors.

Operational Controls

Each business vertical—sugar, ethanol, and power—operates under customised control matrices covering procurement, production, logistics, and quality management. The controls ensure real-time monitoring of cane procurement, blending ratios, energy output, and recovery metrics. Integrating digital platforms for cane development and farmer payments enhances process transparency and minimises leakage or duplication.

Plant-level controls are reviewed through regular internal audits, stock audits, and surprise checks to verify adherence to operational norms and resource efficiency benchmarks. Critical control points, such as ethanol dispatches, bagasse handling, and fermentation processes, are tracked through automated systems and reconciled periodically.

Compliance and Risk Management Controls

DBSIL maintains an integrated compliance tracking system that monitors regulatory filings, environmental norms, ethanol blending obligations, and industry-specific guidelines issued by state and central authorities. Legal and compliance functions are regularly updated on policy, tax, or environmental regulation changes and collaborate with functional teams to ensure alignment.

DBSIL has implemented the Compliance Management System of Teamlease Regtech at all its locations to track and ensure compliance with all applicable laws, rules and regulations.

A centralised risk management committee periodically reviews control effectiveness, incident logs, audit findings, and emerging threats, enabling prompt corrective action. Audit Committee of the Board oversees the adequacy and implementation of internal controls, drawing insights from internal and statutory audit observations.

IT and Cybersecurity Controls

With increasing digitisation of operations and financial processes, the Company has implemented multi-layered IT controls, including firewalls, encryption protocols, and secure access systems. Regular cybersecurity audits and disaster recovery drills are conducted to test the resilience of the IT infrastructure. Role-based access restrictions and audit trails are maintained to ensure data integrity and security.

Internal Audit

The Company has appointed a reputed independent internal audit firm that conducts risk-based audits per an annual plan approved by the Audit Committee. These audits evaluate controls' design effectiveness and operating efficiency, covering all business units and key functional areas. Findings and actionable recommendations are presented to management and the Audit Committee.

Human Resource

At DBSIL, our people are at the heart of our operations. We recognise that our employees are pivotal to driving innovation, ensuring operational excellence, and achieving our strategic goals. Our human resource practices are designed to foster a culture of inclusivity, continuous learning, and high performance. Total number of employees employed by the Company (directly and indirectly) during the year are 3,612 (including employees of Baghauli).

Talent Acquisition and Workforce Diversity

DBSIL is committed to attracting and retaining top talent across all levels of the organisation. Our recruitment strategies align with our business objectives, ensuring we onboard individuals who possess the requisite skills and resonate with our core values. We emphasise diversity in our hiring practices, aiming to build a workforce that reflects varied backgrounds, experiences, and perspectives.

Learning and Development

Continuous learning is integral to our organisational ethos. Through our dedicated learning platform, Nalanda, we offer a range of training programs tailored to different roles and career stages. These programs, developed in collaboration with leading educational institutions, focus on enhancing technical competencies, leadership capabilities, and soft skills. We aim to empower employees to take charge of their professional growth and adapt to the evolving business landscape.

Performance Management and Career Progression

Our performance management system is structured to provide clear objectives, regular feedback, and recognition for achievements. We have implemented a transparent appraisal process that links individual performance to organisational goals. Career progression at DBSIL is merit-based, with clear pathways for advancement, ensuring that high-performing individuals are rewarded and nurtured for future leadership roles.

Employee Engagement and Well-being

We believe engaged employees are more productive and contribute positively to the organisational culture. Regular engagement surveys, town halls, and feedback mechanisms gauge employee sentiments and address concerns proactively. Recognising the importance of work-life balance, we offer wellness programs, flexible work arrangements, and support systems to cater to the holistic well-being of our employees.

Technology-Driven HR Operations

In our pursuit of operational excellence, we have integrated advanced HR technologies to streamline processes and enhance employee experiences. The adoption of Oracle Cloud HCM has enabled us to digitise our HR functions, from recruitment to retirement, ensuring efficiency, transparency, and data-driven decision-making.

Compliance and Ethical Practices

DBSIL upholds the highest standards of ethical conduct and compliance. Our Human Rights Policy underscores our commitment to providing a safe, respectful, and inclusive workplace. We have zero tolerance for discrimination, harassment, or unethical behaviour. Mechanisms like the Whistleblower Policy are in place to allow employees to report concerns without fear of retaliation.

Sustainability & ESG Initiatives

At DBSIL, sustainability is integral to our operations and strategic vision. We are committed to fostering environmental stewardship, social responsibility, and robust governance practices across our value chain.

Environmental Stewardship

- **Water Conservation:** DBSIL has achieved zero liquid discharge status at its effluent treatment plants, utilising all treated water for irrigation purposes. Condensate water is reused in cooling applications, green belt development, and irrigation.
- **Energy Efficiency and Renewable Energy:** Our operations emphasise using renewable energy sources. Bagasse, a by-product of sugar production, is utilised to generate eco-friendly power. This approach minimises waste and contributes to a positive environmental impact.
- **Carbon Emission Reduction:** DBSIL is committed to reducing its carbon footprint by benchmarking and setting targets for energy consumption and carbon emissions. To achieve these targets, investments are made in energy-efficient projects, operations, technologies, and tools.

Social Responsibility

- **Community Engagement:** Through Dalmia Bharat Foundation, DBSIL undertakes various CSR activities focusing on health, education, and livelihood generation. Initiatives include organising health camps, skilling through DIKSHA Centres and providing training programs and sustainable livelihood for rural youths. .
- **Sustainable Agriculture:** DBSIL promotes sustainable farming practices by distributing press mud filter-cake to growers for soil enrichment and producing organic manure through bio-composting.

Governance and ESG Framework

- **ESG Policy:** DBSIL has established an ESG policy outlining its approach to integrating environmental, social, and governance principles into business processes and operations. The policy emphasises responsible procurement, energy and carbon management, water conservation, waste management, and biodiversity protection.
- **Sustainability Reporting:** The Company adheres to the Global Reporting Initiative (GRI) Standards framework for its sustainability reporting, ensuring transparency and accountability in disclosing its Environmental, Social and Governance (ESG) performance.

Forward-Looking Statements & Strategic Outlook

Management Outlook

As we look ahead to FY2026 and beyond, Dalmia Bharat Sugar and Industries Limited (DBSIL) remains confident in its ability to navigate challenges and seize emerging opportunities. While global uncertainties persist—from geopolitical shifts to evolving monetary policies—the Company is strategically poised to accelerate growth, enhance operational efficiency, and unlock new value streams.

Domestically, India's resilient macroeconomic outlook, favourable monsoon projections, and progressive policy support for ethanol blending and rural infrastructure development provide a strong foundation for expansion. DBSIL is focused not only on steady growth across its core segments—sugar, distillery, and cogeneration—but also on scaling its renewable energy footprint, embracing digital transformation, and investing in sustainable farming practices.

The Company anticipates stronger working capital management supported by higher ethanol offtake, improved cash flows, and inventory rationalisation in the sugar segment. Looking ahead, DBSIL is committed to driving inclusive growth, fostering innovation, and contributing to India's clean energy and food security goals.

Strategic Evolution

Over the years, Dalmia Bharat Sugar and Industries Ltd. (DBSIL) has transformed from a traditional sugar manufacturer into a future-ready, diversified bio-energy leader. This evolution reflects the Company's strategic foresight, disciplined capital allocation, and unwavering focus on operational excellence, feedstock agility, and integrated value creation.

DBSIL's growth strategy is anchored in innovation, sustainability, and scale. Key priorities include:

- Rapidly scaling grain-based ethanol capacity through commissioning the Baghauli distillery and evaluating alternative, sustainable feedstocks such as damaged food grains and biomass residues.
- Enhancing sugar-to-ethanol conversion flexibility to optimise production based on government blending targets, commodity pricing trends, and evolving consumer demand for cleaner fuels.
- Deepening its ESG agenda with an integrated focus on water stewardship, energy efficiency, waste valorisation, and achieving net-zero targets across operations.
- Accelerating digitalisation and automation across the value chain—from intelligent cane procurement systems and predictive farm analytics to smart factory operations and real-time inventory monitoring—to drive transparency, efficiency, and scalability.

These forward-looking initiatives are designed to safeguard margins in a dynamic operating landscape and position DBSIL as a key enabler in India's transition to a green economy. With a strong commitment to innovation and inclusive growth, the Company is well-equipped to lead the next phase of the biofuel and agri-energy revolution.

Cautionary Statement

This document contains forward-looking statements that reflect the Company's current expectations, beliefs, assumptions, and estimates regarding future business performance and economic conditions. These statements are inherently subject to risks and uncertainties, many of which are beyond the Company's control. Actual results could differ materially from those projected, due to a range of factors including but not limited to global commodity price fluctuations, regulatory changes, climatic conditions, input cost pressures, and changes in consumer behaviour or government policy.

The Company undertakes no obligation to publicly revise or update any forward-looking statements, whether due to new information, future developments, or otherwise. These statements should be read with the financial and operating performance data and risk factors outlined in this Annual Report.

Directors' Report

Dear Members,

Your Directors' have pleasure in presenting their 73rd report on the operations and business performance of Dalmia Bharat Sugar and Industries Limited ("DBSIL"/ "Company") along with the audited Financial Statements for the financial year 2024-25.

Financial Highlights

(₹ in Crore)

Particulars	FY (2024-25)	FY (2023-24)
Total Income	3,820	3,028
EBIDTA	544	540
Less:- Interest & Financial Charges	63	50
PBDT	481	490
Less:- Depreciation	131	127
PBT	350	363
Less:- Tax		
Current Tax	9	94
Deferred Tax	(39)	(3)
Tax from earlier years	(7)	0
Profits after tax	387	272
Add:- Surplus brought forward	2,412	2,178
Balance available for appropriation	**2,799**	**2,451**
Appropriations		
Dividend	49	38
Balance carried Forward	**2,750**	**2,412**

Operational and Business Performance

The Company has been outstanding in terms of financial results. The key contributing factors are –

A) The Company successfully –

- Restored the capacity of Baghauli plant to 3500 TCD, which was acquired in December 2023 under Insolvency and Bankruptcy Code.
- Stabilized the expanded capacity of Jawaharpur grain-based distillery capacity of 250 KLPD.
- Expanded the Nigohi Plant capacity to 10500 TCD from existing 9250 TCD.

B) Better sugar sales volume and improved sugar realization.

C) Sugar exports permitted during the year.

D) Higher distillery sales volume due to expanded capacity of grain distillery.

The Company is committed to further strengthen its inherent strengths developed over the period with tremendous focus on automation of manufacturing processes and better utilization of Information Technology into operations leading to generating sustained profitability and enhancing stakeholders' value and employee skill development activities.

Financial milestones:

Revenue	₹ 3,820 Crore	26% YoY
Sugar sales volume	6 LMT	43% YoY
Average sugar sales realization	₹ 38/- per Kg	3% YoY
Highest ever Distillery sales volume	18 Crore Liters	2% YoY

Further, the working results for key businesses are attached and marked as **Annexure - 1** and forms part of this report.

Management Discussion and Analysis Report

Management Discussion and Analysis of financial performance and results of operations of the Company for the year under review, as stipulated in the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 **("SEBI Listing Regulations")**, giving detailed analysis of the overall industry structure, economic developments, performance and state of affairs of the Company's business and material developments during the financial year 2024-2025 is provided in a separate section and forms part of the Annual Report.

The Company continued to be engaged in the same business during the financial year 2024-25. There were no material changes and commitments affecting the financial position of the Company, which occurred between the end of the financial year to which the Financial Statements relate and the date of this Report.

Scheme of Amalgamation of Baghauli Sugar and Distillery Limited into Dalmia Bharat Sugar and Industries Limited

During the year under review the Board of Directors of the Company had in its meeting held on May 14, 2024, approved the Scheme of Amalgamation of Baghauli Sugar and Distillery Limited with Dalmia Bharat Sugar and Industries Limited and their respective shareholders and creditors, in accordance with Sections 230 to 232 of the Companies Act, 2013, with effect from Appointed Date of April 01, 2024.

The rational of the Scheme of Amalgamation was as under: -

(a) the consolidation of business would lead to efficient and economical cost management, cost savings, pooling of resources, optimum utilisation of resources, rationalisation of administrative expenses/services;

(b) the single entity, i.e., DBSIL would have increased capability for offering products by virtue of its enhanced resource base, resulting in better business potential and prospects for the merged entity;

(c) the proposed Scheme would augment the manufacturing footprint and capabilities of DBSIL, by increasing the scale of manufacturing operations;

(d) the consolidation of businesses under a single entity and brand, i.e. DBSIL, would lead to synergies in operational process and logistics alignment, creating better synergy, better utilisation of human resources and further development and growth;

(e) thus, this Scheme, as envisaged, was in the interest of the shareholders, creditors, employees, and other stakeholders of each of the Companies by pursuing a focused business approach under a single entity, thereby resulting in overall maximization of value creation of all the stakeholders involved.

The Scheme of Amalgamation as approved by the Board of Directors was submitted with the Stock Exchanges for the purpose of disclosure in terms of Regulation 37 of the SEBI Listing Regulations. Upon the Company Scheme Application, the Hon'ble National Company Law Tribunal, Chennai Bench **("NCLT")** granted dispensation from convening meetings of the Equity Shareholders, Secured Creditors and Unsecured Creditors vide its order dated November 14, 2024. The Company then submitted Company Petition before the NCLT for approval of the Scheme of Amalgamation and the NCLT vide its order dated April 25, 2025 has approved the Scheme of Amalgamation. Baghauli Sugar and Distillery Limited has accordingly been amalgamated with the Company with effect from the Appointed Date, i.e., April 01, 2024. The financial statements have accordingly been prepared giving impact of the Amalgamation of Baghauli Sugar and Distillery Limited.

Scheme of Arrangement

The Scheme of Arrangement between Dalmia Bharat Sugar and Industries Limited and Dalmia Bharat Refractories Limited ('DBRL') and their respective shareholders, with respect to demerger of Dalmia Magnesite Corporation ("DMC") and Govan Travels ("GT"), the units of the Company, into DBRL, was approved by the Board of Directors of the Company at its meeting held on February 02, 2024.

The Scheme of Arrangement as approved by the Board of Directors was filed with the BSE Limited and National Stock Exchange of India Limited in terms of Regulation 37 of the SEBI Listing Regulations for their no objection to the Scheme of Arrangement. The BSE Limited and National Stock Exchange of India Limited gave their observation letter on the Scheme of Arrangement on July 30, 2024 and August 02, 2024, respectively.

Further thereto, the Company submitted the Company Scheme Application with the Hon'ble National Company Law Tribunal, Chennai Bench **("NCLT")**. The NCLT vide its

Directors' Report

Contd...

order dated December 20, 2024 directed meetings of the Equity Shareholders, Secured Creditors and Unsecured Creditors to be convened on February 08, 2025. As per directions, meetings were convened on February 08, 2025 and the Scheme of Arrangement was approved by the Equity Shareholders, Secured Creditors and Unsecured Creditors. The Company then submitted Company Petition before the NCLT for approval of the Scheme of Arrangement which is pending before the NCLT.

Dividend

The Board of Directors has, at its meeting held on May 13, 2025, recommended a final dividend of ₹ 1.50 (75%) per equity share of the face value of ₹ 2/- for the FY 2024-25, having considered various financial and non-financial factors prevailed during the year, in terms of the Dividend Distribution Policy of the Company. The dividend shall be paid upon approval by the members at the Annual General Meeting to all the shareholders / beneficial owners whose names appear in the Register of Members / Beneficial Owners maintained with depositories as on the Record Date, i.e., June 30, 2025. The dividend shall be paid to the shareholders after deduction of applicable tax at source.

During the year under review, the Board of Directors of the Company had, at its meeting held on February 11, 2025, declared an Interim dividend of ₹ 4.50 (225%) per equity share of the face value of ₹ 2/- for the FY 2024-25. The interim dividend was paid to the shareholders on February 28, 2025.

During the previous FY 2023-24, the Company had paid a dividend of ₹ 5/- (250%) to its shareholders as compared to a total dividend of ₹ 6/- (300%) paid/recommended for the year under review.

The Dividend Distribution Policy of the Company is available at the website of the Company at https://www.dalmiasugar.com/wp-content/uploads/2025/05/Dividend-Distribution-Policy.pdf.

Transfer to General Reserves

Your Directors' have not proposed transfer of any amount to the General Reserve for the year under review.

Subsidiaries, Associates and Joint Venture Companies

In terms of the SEBI Listing Regulations, as amended from time to time, the Company's Policy for determining Material Subsidiary may be accessed at https://www.dalmiasugar.com/wp-content/uploads/2025/02/Policy-for-Determination-of-Materialiaty-of-Events.pdf

The Company has no Associates or Joint Venture companies or Subsidiary Companies. Baghauli Sugar and Distillery Limited, the wholly owned subsidiary of the Company, has been merged with the Company effective from April 01, 2024 in terms of the NCLT Order dated April 25, 2025.

Financial Statements

The Financial Statements of the Company prepared on standalone basis including all other documents required to be attached thereto are placed on the Company's website at www.dalmiasugar.com. Any member desirous of obtaining a copy of these documents may write to the Company Secretary in terms of Section 136 of the Companies Act, 2013.

Directors and Key Managerial Personnel

Pursuant to the provisions of Section 152 of the Companies Act, 2013, Shri Bharat Bhushan Mehta, Director (DIN: 00006890) and Shri Thyagrajan Venkatesan (DIN: 00124050), are liable to retire by rotation at the forthcoming Annual General Meeting of the Company and they have offered themselves for reappointment. The Board of Directors recommends their reappointment.

All the Independent Directors of the Company, namely Shri Rajeev Bakshi, Smt. Amita Misra and Shri Neeraj Chandra have given declaration(s) that they meet the criteria of independence.

The first term of Shri Rajeev Bakshi as an Independent Director of the Company is completing on February 04, 2026. He has been recommended by the Nomination and Remuneration Committee and the Board of Directors on the basis of performance evaluation, and is accordingly proposed to be re-appointed as an Independent Director for the second term of five consecutive years by the shareholders at the forthcoming Annual General Meeting.

In terms of Section 203 of the Companies Act 2013, Shri Gautam Dalmia, Managing Director, Shri Pankaj Rastogi, Whole Time Director and Chief Executive Officer, Shri Piyush Gupta, Chief Financial Officer and Ms. Rachna Goria, Company Secretary, hold the positions as Key Managerial Personnel of the Company as on March 31, 2025.

Board meetings

During the year under review, the Board of Directors of the Company met five times, i.e., on May 14 2024, August 02, 2024, October 28, 2024, February 02, 2025 and March 19, 2025. The Board meetings were conducted in due compliance with; and following the procedures prescribed in the Companies Act, 2013, SEBI Listing Regulations and applicable Secretarial Standards. Detailed information on the meetings of the Board is included in the report on Corporate Governance which forms part of the Annual Report.

Committees of the Board

During the year under review, the Board of Directors was supported by six Board level Committees viz, Audit Committee, Stakeholders' Relationship Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee, Risk Management Committee and Finance Committee.

The details with respect to the composition and number of meetings held during the financial year 2024-25 and attendance of the members, terms of reference and other related matters of the Committees are given in detail in the Corporate Governance Report, which forms a part of the Annual Report. The recommendations made by the Committee(s) during the year under review have been accepted by the Board of Directors.

Annual Evaluation of Board's Performance and Performance of its Committees and of Directors

During the year under review, the annual evaluation of performance of the Board, Committees and individual Directors was carried out by the Independent Directors and the Board of Directors in compliance with the Companies Act, 2013 and SEBI Listing Regulations.

The Board's functioning was evaluated on various aspects, including inter-alia the structure of the Board, meetings of the Board, functions of the Board, effectiveness of Board processes, information and functioning.

The Committees of the Board were assessed inter-alia on the degree of fulfilment of key responsibilities, adequacy of Committee composition and effectiveness of meetings.

The Directors were evaluated on various aspects such as attendance and contribution at Board/Committee meetings and guidance/support to the management outside Board/Committee meetings.

The performance of Non-Independent Directors, Board as a whole and the Chairman was evaluated in a separate meeting of Independent Directors. Performance evaluation of Independent Directors was done by the entire Board, excluding the Independent Director being evaluated.

Based on the feedback of the Directors given by way of rating and analysis thereof and on due deliberations of the views and counter views, the evaluation was carried out in terms of the Nomination and Remuneration Policy and evaluation/assessment criterion for carrying out evaluation, circulated separately.

The evaluation confirmed that the Board and its Committees continued to operate effectively and the Directors had met the high standards professing and ensuring best practices in relation to corporate governance of the Company's affairs.

Directors' Responsibility Statement

Pursuant to Section 134(3)(c) of the Companies Act, 2013, your Directors, state that:

(a) in preparation of the annual accounts for the year ended March 31, 2025, the applicable accounting standards have been followed and there are no material departures from the same;

(b) the directors have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit of the Company for that period;

(c) the directors have taken proper and sufficient care 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 frauds and other irregularities;

(d) the directors have prepared the annual accounts on a going concern basis;

(e) the directors have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and operating effectively; and

(f) the directors have devised proper system to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

Directors' Report

Contd...

Nomination and Remuneration Policy

The Nomination and Remuneration Policy of the Company lays down the constitution and role of the Nomination and Remuneration Committee. The policy has been framed with the following objectives:

(a) To formulate the criteria for determining qualifications, competencies, positive attributes and independence for appointment of Directors of the Company;

(b) To ensure that appointment of directors, key managerial personnel and senior managerial personnel and their removals are in compliance with the applicable provisions of the Act and Listing Regulations;

(c) To set out criteria for the evaluation of performance and remuneration of directors, key managerial personnel and senior managerial personnel;

(d) To recommend policy relating to the remuneration of Directors, KMPs and Senior Management Personnel to the Board of Directors to ensure:

(i) The level and composition of remuneration is reasonable and sufficient to attract, retain and motivate directors to effectively and qualitatively discharge their responsibilities;

(ii) Relationship of remuneration to performance is clear and meets appropriate performance benchmarks;

(iii) to adopt best practices to attract and retain talent by the Company; and

(e) To ensure diversity of the Board of the Company.

The policy specifies the manner of effective evaluation of performance of Board, its Committees and individual Directors to be carried out either by the Board, by the Nomination and Remuneration Committee or by an independent external agency and review its implementation and compliance. The Nomination and Remuneration policy of the Company can be accessed at https://www.dalmiasugar.com/wp-content/uploads/2024/01/Nomination-and-Remuneration-Policy.pdf

Particulars of remuneration of Directors, Key Managerial Personnel and Employees

The details relating to the ratio of the remuneration of each Director to the median employee's remuneration and other prescribed details in terms of Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are attached and marked as **Annexure - 2** and forms part of this report.

A statement showing the names of the top ten employees in terms of remuneration drawn and other employees drawing remuneration in excess of the limits set out in Rules 5(2) and other particulars in terms of Rule 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is attached and marked as **Annexure - 2A** and forms part of this report.

Share Capital

During the year under review, there was no change in the Issued, Subscribed and Paid up equity share capital of the Company and it remained ₹ 16.18 Crore consisting of 8,09,39,303 equity shares of ₹ 2/- each.

Investor Education and Protection Fund

During the year under review, the Company has transferred ₹ 1,04,01,100.95 towards unclaimed dividend amount to Investor Education and Protection Fund and the Company has transferred 50046 equity shares of 80 shareholders to Investor Education and Protection Fund.

Annual Return

In terms of Section 92(3) read with Section 134(3)(a) of the Companies Act, 2013 Companies (Management and Administration) Rules, 2014, the Annual Return of the Company has been placed at www.dalmiasugar.com.

Corporate Governance Report

The Directors are committed to achieve the highest standards of ethics, transparency, corporate governance and continue to comply with the Code of Conduct for Directors and Senior Management Personnel. The endeavour is to enhance the reputation as a responsible and sustainable Company to attract and retain talents, customers, suppliers, investors and to maintain fulfilling relationships with the communities.

The strong corporate governance and zeal to grow has helped the Company to deliver the best value to the stakeholders. The Directors have always been positively cautious about the near term and optimistic about the medium and long term in view of the improved macro indicators for the economy, significant growth in public spending and focused execution plans.

The Corporate Governance Report of the Company for the financial year 2024-25 as per the SEBI Listing Regulations is attached hereto and forms part of the Annual Report.

Business Responsibility and Sustainability Report

Your Directors have provided Business Responsibility and Sustainability Report for the FY 2024-25, which is mandatory for top 1000 companies by market capitalization with effect from FY 2022-23 in terms of Regulation 34(2) of the SEBI Listing Regulations. Your Company is at 866 number as per average market capitalisation from July 01, 2024 to December 31, 2024. The Business Responsibility and Sustainability Report on the following nine principles forms an integral part of the Annual Report:

P1	Businesses should conduct and govern themselves with integrity in a manner that is ethical, transparent and accountable
P2	Businesses should provide goods and services in a manner that is sustainable and safe
P3	Businesses should respect and promote the well-being of all employees, including those in their value chains
P4	Businesses should respect the interests of and be responsive towards all its stakeholders
P5	Businesses should respect and promote human rights
P6	Businesses should respect, protect and make efforts to restore the environment
P7	Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent
P8	Businesses should promote inclusive growth and equitable development
P9	Businesses should engage with and provide value to their consumers in a responsible manner

Corporate Social Responsibility (CSR)

The Company has been following the concept of giving back and sharing with under privileged sections. The Corporate Social Responsibility of the Company is based on the principal of Gandhian Trusteeship. The Company is working towards sustainable livelihood through various projects including inter-alia Gram Parivartan, Income Generating Activities and Skilling at DIKSHA Centres, and Social Infrastructure. The prime objective of the Corporate Social Responsibility policy is to hasten social, economic and environmental progress. We remain focused on generating systematic and sustainable improvement for local communities surrounding our plants and project sites.

The Corporate Social Responsibility Policy of the Company can be accessed at https://www.dalmiasugar.com/wp-content/uploads/2023/02/DBSIL-CSR-Policy-03.02.23.pdf.

Pursuant to the said Policy, the Company has spent ₹7,25,00,000/- (Rupees Seven Crore Twenty Five Lakh) towards corporate social responsibility activities during the financial year 2024-25 and no amount has been transferred to the Unspent Corporate Social Responsibility Account. The annual report on corporate social responsibility activities is attached and marked as **Annexure - 3** and forms part of this report.

Related Party Transaction Policy and Transactions

All related party transactions entered during the year under review are on an arm's length basis and in the ordinary course of business and are in compliance with the applicable provisions of the Companies Act, 2013 and SEBI Listing Regulations. The Company has appointed Dhruva Advisors, an independent agency, to review the related party transactions from arms' length pricing perspective which reviews the same and provides quarterly report to the Audit Committee.

All related party transactions are placed before the Audit Committee for prior approval. Prior omnibus approval of the Audit Committee is obtained for the transactions which are repetitive in nature except when the need for them could not be foreseen in advance.

During the year under review, the Company had not entered into any contract / arrangement / transaction with related parties which could be considered material in accordance with the policy of the Company on materiality of related party transactions or which is required to be reported in Form No. AOC-2 in terms of Section 134(3)(h) read with Section 188 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014.

The Company has formulated a policy on materiality and on dealing with Related Party Transactions. The Policy on Related Party Transactions was reviewed and revised during the year under review to align the same with changes in SEBI Listing Regulations. The policy can be accessed at https://www.dalmiasugar.com/wp-content/uploads/2025/02/Policy-on-Related-Party-Transactions.pdf

Risk Management

Your company has meticulously designed a robust Risk Management Framework to proactively identify, assess, and mitigate risks. This framework serves as a strategic shield, enabling the Company to navigate uncertainties effectively. Key features include:

- Risk Identification: Rigorous processes allow us to identify potential risks across various dimensions.

Directors' Report

Contd...

- Risk Assessment: Risks are evaluated based on their materiality, impact and likelihood, ensuring a comprehensive understanding.
- Risk Mitigation: Adequate measures are implemented to minimize adverse effects.
- Monitoring and Reporting: Regular monitoring ensures timely intervention, and transparent reporting keeps stakeholders informed.

The Risk Management Committee plays a pivotal role in overseeing risk-related activities. The Risk Management Committee periodically reviews the risks and the mitigation plan. Key responsibilities of RMC include:

- Policy Formulation: The Committee ensures the existence of a robust Risk Management Policy that guides risk mitigation efforts.
- Holistic Approach: It addresses a wide spectrum of risks, including strategic, financial, security (including cyber security), regulatory, legal, and reputational risks.
- Monitoring and Review: The Committee continuously monitors and reviews our risk management plan and processes. The framework and the system are reviewed from time to time to enhance their usefulness and effectiveness.

The Audit Committee oversees the risk management plan and ensures its effectiveness. There are no elements of risk which in the opinion of the Board may threaten the existence of the Company.

Whistle Blower Policy and Vigil Mechanism

In Compliance with the provisions of section 177 of the Companies Act, 2013 and Regulation 22 of SEBI Listing Regulations, the Company has in place the Whistle Blower Policy and Vigil Mechanism for Directors, employees and other stakeholders which provides a platform to them for raising their voice about any breach of code of conduct, financial irregularities, illegal or unethical practices, unethical behaviour, actual or suspected fraud, health, safety and environmental issues. Adequate safeguards are provided against victimization to those who use such mechanism and direct access to the Chairman of the Audit Committee in appropriate cases is provided. The policy ensures that strict confidentiality is maintained whilst dealing with concerns and also that no discrimination is made against any person for a genuinely raised concern.

The Whistle Blower Policy and Vigil Mechanism can be accessed at https://www.dalmiasugar.com/wp-content/uploads/2025/05/Whistleblower-Policy-and-Vigil-Mechanism.pdf

Adequacy of Internal Financial Controls

The Company has in place adequate internal financial control systems to commensurate with the size of operations. The policies and procedures adopted by the Company ensures the orderly and efficient conduct of business, safeguarding of assets, prevention and detection of frauds and errors, adequacy and completeness of the accounting records and timely preparation of reliable financial information. The entire system is complemented by internal audit conducted by external firm of Chartered Accountants as per the scope approved by the Audit Committee.

The internal auditors of the Company conduct regular internal audits as per approved annual audit plans; the Audit Committee reviews periodically the adequacy and effectiveness of internal control systems and takes steps for corrective measures whenever required. There are established Cause-Effect-Action (CEA) systems and escalation matrices to ensure that all critical aspects are addressed well in time.

Disclosure under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

Your Company is committed to ensuring that all are treated with dignity and respect. The Human Resource and the Legal & Secretarial department in collaboration with other functions, ensure protection against sexual harassment of women at workplace and for the prevention and redressal of complaint in this regard.

In line with the requirements of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013, an Anti-Sexual Harassment Policy has been put in place and Internal Complaints Committee (ICC) has been set up to redress complaints received regarding sexual harassment. No complaint has been received by ICC during the financial year 2024-25.

Loans, Guarantees, Security and Investments

Your Company has given loans and guarantees, provided security and made investments within the limits with the necessary approvals and in terms and accordance with the provisions of Section 186 of the Companies Act, 2013.

The particulars of such loans and guarantees given, securities provided and investments made are provided in the Financial Statements at note no. 45.

Energy Conservation, Technology Absorption and Foreign Exchange Transactions

A statement giving details of Energy Conservation, Technology Absorption and Foreign Exchange Transactions, is given in **Annexure - 4** and forms part of this Report.

Statutory Auditor and their report

NSBP & Co, Chartered Accountants (Firm Registration No. 001075N), Statutory Auditors of the Company hold office till the conclusion of Seventy Fifth Annual General Meeting of the Company to be held in 2027.

There is no qualification, reservation or adverse remark in their report on Financial Statements. The notes on Financial Statements referred to in the Auditors' Report are self-explanatory and do not call for any comments and explanation. The Auditors have not reported any matter under Section 143 (12) of the Act during the year under review.

Cost Records and Auditor

The Company maintains the cost records with respect to its sugar and power business in terms of section 148 of the Companies Act, 2013 read with the Companies (Cost Records and Audit) Rules, 2014. M/s R. J. Goel & Co., Cost Accountants, were appointed as the Cost Auditors of the Company to conduct Cost Audit for the financial year 2024-25. They had submitted the Cost Audit Report for the financial year 2024-25 on August 28, 2024.

Your Directors have re-appointed M/s R. J. Goel & Co., Cost Accountants, New Delhi, as the Cost Auditors to conduct the cost audit for the financial year ended 2025-26 at remuneration to be ratified by the shareholders at the forthcoming Annual General Meeting.

Secretarial Auditor and their Report

In terms of Regulation 24A of the SEBI Listing Regulations, the Board of Directors has recommended to the Shareholders, the appointment of Vikas Gera & Associates, a peer reviewed Secretarial Audit Firm, as Secretarial Auditor of the Company to conduct Secretarial Audit of the Company for a term of five consecutive years with effect from Financial Year 2025-26 till Financial Year 2029-30.

As required under Section 204 of the Companies Act, 2013 and SEBI Listing Regulations, the Secretarial Audit Report in Form MR-3 of the Company for the financial year 2024-25 is attached and marked as **Annexure - 5** and forms part of this report. There is no qualification, reservation or adverse remark in the Secretarial Audit Report.

In view of Amalgamation of Baghauli Sugar and Distillery Limited with the Company pursuant to the Hon'ble National Company Law Tribunal order dated April 25, 2025, attached also is the Secretarial Audit Report in Form MR-3 of Baghauli Sugar and Distillery Limited for the financial year 2024-25.

Compliance with Secretarial Standards

The Company has complied with all the applicable Secretarial Standards (SS) issued by the Institute of Company Secretaries of India from time to time and approved by the Central Government.

Awards and Recognition

Your Company continued its quest for excellence in its chosen area of business to emerge as a true global brand. Several awards and rankings continue to endorse as a thought leader in the industry. The Awards / recognitions received during the financial year 2024-25 include:

Sl. No.	Award Description	Awarded By
1.	Special Recognition for remarkable contribution towards sugarcane development - Ramgarh (U.P.)	U.P. Sugar Mills Association & Indian Institute of Sugarcane Research
2.	Best Instrumentation Award - Ramgarh (U.P.)	Co-Generation Association of India
3.	Excellence Award - Ramgarh (U.P.) In recognition of Exemplary work being carried out in the area of sustainable sugarcane & sugar production and fostering entrepreneurship amongst women.	Jagran Institute of Management & Just for Environment

Directors' Report

Contd...

Sl. No.	Award Description	Awarded By
4.	Excellence Award – Nigohi (U.P.)	International Commission for Uniform Methods of Sugar Analysis
5.	Efficiency Award – Nigohi (U.P.) In recognition to the setting up of most efficient integrated sugar complex and driving sustainable growth and development of the sugar and allied industries in India.	The Sugar Technologists Association of India

Other Disclosures

1. The Company had not accepted any deposits as per Section 73 of the Companies Act, 2013 read with Companies (Acceptance of Deposits) Rules, 2014.
2. There were no significant or material orders passed by the Regulators or Courts or Tribunals which impact the going concern status and the Company's operations in future.
3. There was no application made or proceeding pending under the Insolvency and Bankruptcy Code, 2016.
4. There was no one time settlement entered into with the Banks or Financial Institutions.

Acknowledgement & Appreciation

Your Directors express their sincere appreciation for the assistance and co-operation received from the Government authorities, financial institutions, banks, customers, vendors and members during the year under review. Your Directors also wish to place on record their deep sense of appreciation for the committed services by the Company's executives, staff and workers.

For and on behalf of the Board of Directors

Gautam Dalmia
Managing Director

Pankaj Rastogi
Whole Time Director and CEO

Dated: May 13, 2025
Place: New Delhi

Annexure - 1

Dalmia Bharat Sugar & Industries Limited

Working Results of key businesses for the Financial Year 2024-2025

Particulars	FY 23-24	FY 24-25
Sugar Division ('000 MT)		
Cane Crushed	5,976	5,559
Sugar Production	635	556
Sugar Sales	424	605
Co-Generation		
Installed Capacity (MW)	138	138
Production (Million Units)	529	425
Sales (Million Units)	224	207
Distillery		
Installed Capacity (KL/Day)	850	850
Production ('000 KL)	176	179
Sales ('000 KL)	177	180
Wind Farm		
Installed Capacity (MW)	16.53	16.53
Production (Million Units)	26	21
Plant Load Factor	18%	14%
Govan Travels		
Business Handled (₹ In Crore)	29	32

Annexure - 2

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

1. Details of the ratio of remuneration of each Director to the median remuneration of the employees of the Company for the financial year 2024-25 and the percentage increase in remuneration of each Director, Chief Financial Officer and Company Secretary during the financial year 2024-25 are as under:

Name of the Director, Chief Financial Officer and Company Secretary and Designation	Remuneration for the financial year 2024-25 (in ₹ Crore)	Ratio of remuneration to median remuneration* of employees	% increase in the remuneration during the financial year 2024-25
Shri Gautam Dalmia, Managing Director	15.39	396	(0.64)
Shri Rajeev Bakshi, Chairman, Non-Executive Independent Director	0.19	4.89	(5)
Smt Amita Misra, Non-Executive Independent Director	0.16	4.12	(16)
Shri P Kannan, Non-Executive Independent Director (Till July 10, 2024]	0.11	2.83	(38)
Shri Neeraj Chandra, Non-Executive Independent Director (With effect from May 14, 2025)	0.04	1.02	N.A.
Shri T. Venkatesan, Non-Executive Director	0.03	0.77	(25)
Shri Bharat Bhushan Mehta, Whole-time Director and Chief Executive Officer (Till September 30, 2024)	15.52*	399.45	260
Shri Pankaj Rastogi, Whole-time Director and Chief Executive Officer (With effect from October 01, 2024)	1.55	39.80	N.A.
Shri Anil Kataria, Chief Financial Officer (Till September 30, 2024)	1.17**	30.09	(10)
Shri Piyush Gupta, Chief Financial Officer (With effect from October 01, 2024)	0.77	19.82	N.A.
Ms. Aashhima V Khanna, Company Secretary (Till January 06, 2025)	0.19**	4.82	27
Ms. Rachna Goria, Company Secretary (With effect from February 11, 2025)	0.12	3.20	N.A.

* Includes one-time reward and retiral benefits.

**Includes retiral benefits.

Note:

1. The median remuneration of employees of the Company during the financial year 2024-25 was ₹ 3,88,451/-. The percentage increase in the median remuneration of employees in the financial year was 3.57%.
2. The number of permanent employees on the rolls of the Company at the end of the financial year 2024-25 was 2314.
3. The average percentage increase in the salaries of employees other than the managerial personnel was about 10.05% during the financial year 2024-25 and the percentage increase in the remuneration of managerial personnel during the said financial year was about 9%. The said increase was due to annual appraisals and increments.
4. It is hereby affirmed that the remuneration paid to Directors, Key Managerial Personnel and Senior Management was paid as per the Nomination and Remuneration Policy of the Company.

Annexure - 2A

Statement of Particulars of Employees pursuant to Rules 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 for the financial year 2024-25

S. No	Name	Age	Designation	Qualifications	Experience (in years)	Date of Commencement of Employment	Last Employment held	Remuneration received (in ₹ Crore)
A.	**Employed throughout the year**							
1	Shri Gautam Dalmia	57	Managing Director	B.SC, M.S. in Electrical Engineering	32	16/01/2007	None	15.39
2	Shri Bharat Bhushan Mehta*	71	Whole time Director & CEO	B.Com(H), CA	47	4/1/2019	Dalmia Bharat Limited	15.52
3	Shri Pankaj Rastogi**	61	Whole time Director & CEO	B.Tech, PGDBM	38	1/1/2019	Dalmia Bharat Limited	3.09
4	Shri R.H. Dalmia	76	Advisor	B. Tech	52	5/1/2019	Dalmia Cement (Bharat) Limited	1.72
5	Shri Naveen Kumar Gupta	56	Executive Director	BE (Civil)	34	12/1/2009	Dalmia Bharat Limited	1.77
6	Piyush Gupta**	53	Chief Financial Officer	CA	29	10/1/2024	Arvind Fashions Limited	1.54
7	Shri Anil Kataria*	65	Chief Financial Officer	B.Com, FCA & FCS	39	06/04/2009	Escorts Group	1.17
8	Shri Kapil Nema	42	Assistant Executive Director	BE (Mech) & MBA	18	4/16/2020	Shree Renuka Sugars	1.04
9	Shri Kuldeep Kumar	55	Deputy Executive Director	MBA - Operations	34	7/17/2015	Mawana Sugar Works	1.10
10	Shri Chandar Pal Chandana	56	Deputy Executive Director	MBA	35	8/20/2007	Century Metal & Alloys	0.94

* Shri Bharat Bhushan Mehta superannuated as Whole Time Director and Chief Executive Officer of the Company with effect from September 30, 2024. Also, Shri Anil Kataria superannuated as Chief Financial Officer of the Company with effect from September 30, 2024.

** Shri Pankaj Rastogi appointed as Whole Time Director and Chief Executive Officer of the Company with effect from October 01, 2024. Also, Shri Piyush Gupta appointed as Chief Financial Officer of the Company with effect from October 01, 2024.

Notes:

1 None of the above employees held 2% or above of the equity share capital of the Company as on March 31, 2025 either himself and /or alongwith his spouse and dependent childern.

2 Remuneration shown above, inter alia, includes value of perquistes, all other allowances and all retiral benefits (excluding gratuity.)

3 Shri Gautam Dalmia was employed as Managerial Personnel on fixed term basis.

Annexure - 3

Annual Report On Corprate Social Responsibility Activities For The Year Ending March 31, 2025.

1. Brief outline on CSR policy of the Company.

The vision of Dalmia Bharat Sugar & Industries Limited ("Company") is to unleash the potential of everyone we touch. As we seek to do that, we aim at sustainable and inclusive growth, by making definitive triple bottom-line (social, economic and environmental) impact. While we have always had a strong commitment to comply with the law, we seldom hesitate to go beyond the limits laid under law and put in an extra effort to achieve the status of a responsible corporate citizen in tune with the Dalmia Group's values. Aiming at creating shared values for all stakeholders, we seek to integrate corporate social responsibility ("CSR") into our businesses processes.

In compliance with the provisions of section 135 of the Companies Act, 2013 ("Act") including Schedule VII thereof, and the Companies (Corporate Social Responsibility Policy) Rules, 2014 ("Rules"), the Company undertakes its CSR activities, projects, programmes (either new or ongoing) in a manner compliant with the Act and the Rules ("Projects").

Our approach towards CSR is based on our Company's core values, which include fostering inclusive growth by sharing some of the wealth we create with the society at large. CSR has always been and shall always be an integral and strategic part of our business process. It is a vital constituent of our Company's commitment to sustainability. True to the spirit of our vision, we strive to utilize the potential of human and natural capital around us in a manner that facilitates social, economic and environmental progress. The main objective of this Policy is to lay down guidelines for the Company to make CSR a key business process for sustainable development of the society. The Company aims to be a good corporate citizen by subscribing to the principles of integrating its economic, environmental and social objectives, and effectively utilizing its own resources towards improving the quality of life and building capacities of the local communities and society at large.

2. Composition of the CSR Committee.

As per the Companies Act, 2013, the Company has constituted CSR Committee consisting of following directors:

Sl No.	Name of Director	Designation/Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Amita Misra	Chairperson, Independent Director	4	4
2	Gautam Dalmia	Member, Non-Executive Director	4	3
3	Bharat Bhushan Mehta	Member, Non -Executive Director	4	4
4	Pankaj Rastogi	Member, Whole Time Director & CEO	4	3

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company.

CSR Committee https://www.dalmiasugar.com/investors/

CSR Policy https://www.dalmiasugar.com/wp-content/uploads/2023/02/DBSIL-CSR-Policy-03.02.23.pdf

CSR Annual Action Plan https://www.dalmiasugar.com/wp-content/uploads/2024/05/Financial-Year-2024-25.pdf

4. Provide the executive summary along with the web-link(s) of Impact Assessment of CSR Project carried out in pursuance of sub-rule (3) of rule 8, if applicable.

N.A.

5.

		(in ₹)
(a)	Average net profit of the Company as per sub-section (5) of Section 135.	3,40,53,57,387.26
(b)	Two percent of average net profit of the Company as per sub-section (5) of Section 135.	6,81,07,147.75
(c)	Surplus arising out of the CSR Projects or programmes or activities of the previous financial years.	0
(d)	Amount required to be set-off for the financial year, if any	0
(e)	Total CSR obligation for the financial year [(b)+(c)-(d)]	6,81,07,147.75

6.

		(in ₹)
(a)	Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project)	7,25,00,000
(b)	Amount spent in Administrative Overheads	Nil
(c)	Amount spent on Impact Assessment, if applicable	Nil
(d)	Total amount spent for the Financial Year [(a)+(b)+(c)].	7,25,00,000
(e)	CSR amount spent or unspent for the Financial Year:	Nil

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per subsection (6) of section 135		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135		
	Amount.	Date of transfer	Name of the Fund	Amount	Date of transfer
7,25,00,000	Nil	Nil	Nil	Nil	Nil

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

Sl. No.	Particular	Amount (in ₹)
(1)	(2)	(3)
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135	
(ii)	Total amount spent for the Financial Year	
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	
(v)	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	

Directors' Report

Contd...

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

1	2	3	4	5	6	7	8	9
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under subsection (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under subsection (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹	Amount transferred to a Fund as specified under Schedule VII as per second proviso to subsection (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹	Deficiency, if any
					Amount (in ₹)	Date of Transfer		
1	FY-1	Nil	Nil	43,00,000	Nil	N.A.	Nil	Nil
2	FY-2	43,00,000	Nil	Nil	Nil	N.A.	Nil	Nil
3	FY-3	Nil	Nil	Nil	Nil	N.A.	Nil	Nil

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Yes [ ] No [✓]

If Yes, enter the number of Capital assets created/ acquired NA

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year: N.A.

Sl. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pin code of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address

(All the fields should be captured as appearing in the revenue record, flat no, house no, Municipal Office/Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries).

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per subsection (5) of section 135.

N.A.

Pankaj Rastogi
Whole Time Director and CEO

Amita Misra
Chairman CSR Committee

Annexure - 4

Particulars with respect to conservation of energy, technology absorption and foreign exchange outgo and earnings for the Financial Year 2024-25

(A) Conservation of Energy & Innovative activities:

i. A completely new grain distillery plant successfully commissioned in Jawaharpur unit without conventional boiler/power plant.

ii. Sugar plants operated with varying configuration for different molasses/syrup/juice schemes resulted saving into overall electricity consumption and steam per ton of cane crush.

iii. Multiple VFDs installed to optimize power consumption.

iv. Highly efficient Gearbox + VFD drive combination is provided in place of Hydraulic drive on Mills.

v. Steam Saving in Grain plant – To optimize steam consumption, several modifications implemented in plant and successfully reducing steam usage by about 20%.

vi. Steam Saving Project (Nigohi) – During the 2024-25 crushing season, Nigohi unit executed a focused Steam Saving Project, aimed at enhancing energy efficiency and reducing overall steam consumption. Through strategic upgrades and process improvements, we successfully reduced steam consumption from 39.04% on cane to 34.80% on cane.

vii. Optimization of Deaerator Steam Consumption – Incineration Boiler – Deaerator pressure reduced from 3.5 ata to 1.5 ata, aligning with actual feedwater temperature requirements.

The capital investment on energy conservation equipment – Company has invested around ₹ 55.19 Crore during the financial year 2024-25 to conserve the energy.

- Steam economy optimization at Nigohi: ₹ 29.69 crore
- Ramgarh Process improvement – ₹ 15 Crore
- Ninaidevi Process improvement- ₹ 4 Crore
- Jawaharpur Grain Distillery Process improvement – ₹ 5.5 Crore

(B) Technology Absorption:

I. The efforts made towards technology absorption–

i. Mechanical Vapors Recompression (MVR) technology is integrated.

ii. Company has invested in proven state of art latest technologies for the treatment of in-house effluents for recycling of process condensate up to maximum level.

iii. Almost ZERO water consumption in sugar cane processing has been continued and further improvement is made in other sections to use recycled water.

iv. Drip irrigation schemes with no pumping technology.

v. EGB – Electrified Gravel Bed (EGB) – Advanced Pollution Control Device – We have successfully commissioned the Electrified Gravel Bed (EGB) – a state-of-the-art pollution control system aimed at reducing emissions from our operations. With the EGB now fully operational, we are witnessing a notable reduction in greenhouse gas (GHG) emissions and fine particulate matter.

- Strengthening our commitment to our Net-Zero goals
- Aligning ourselves with both national environmental mandates and global sustainability benchmarks

vi. MoU signed with M/s Greentech Consultant to use of CO2 in Refinery – At present, refined sugar in the country is mostly produced by Phosphotation and IER process. In the process while the colour removal efficiency is lower, the chemical costs are also higher. Thus, there is a need to produce such sugar by some improved methods and accordingly this MoU aims to conduct trials of innovative Carbonation Process for producing such sugar using carbon di-oxide gases from the fermenter which otherwise are mostly released in the atmosphere. It is envisaged that such process may help not only in reducing the operational costs but also addressing environmental issues. Both the parties under this MoU have agreed to

Directors' Report

Contd...

collaborate with each other for conducting pilot plant and commercial scale trials at the Nigohi sugar unit of DBSIL regarding production of refined sugar by innovative process.

vii. **Mobile app for Grain sourcing** -is a custom-developed digital platform for **automating grain procurement** processes. It enables **real-time tracking, monitoring, and documentation** from purchase to storage. The app improves **transparency, accountability, and efficiency** in operations.

viii. Cane Development - A **Bio-Lab** has been established for the **in-house production of Trichoderma**, promoting sustainable and organic farming practices. Additionally, **thermal and small dot matrix printers** along with **sensors** have been implemented at the **tare weighbridge** to enable **automated, accurate, and paper-efficient weighing operations,** enhancing operational transparency and speed

II. Expenditure incurred on Research and Development

The Company has incurred the expenditure of ₹ 10.54 Crore on cane development during the year.

(C) Foreign Exchange Earnings and Outgoes

i. Foreign Exchange earned in terms of actual inflows during the year is ₹ 35.81 Crore

ii. Foreign Exchange outgo during the year in terms of actual outflows is ₹ 0.01 Crore

For and on behalf of the Board of Directors

Gautam Dalmia
Managing Director

Pankaj Rastogi
Whole Time Director and CEO

Dated: May 13, 2025
Place: New Delhi

Annexure - 5

FORM MR 3

Secretarial Audit Report

[For the Financial Year ended March 31, 2025]

To,
The Members,
Dalmia Bharat Sugar and Industries Limited
Dalmiapuram, Tiruchirapalli Distt.
Tamil Nadu 621651.

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

Based on our verification of the Company's books, papers, minute books, e-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, 2025, 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 subject to the reporting made hereinafter.

We have examined the books, papers, minute books, e-forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2025 according to the provisions of:

1) The Companies Act, 2013 (**"the Act"**) and the rules made there under;

2) The Securities Contracts (Regulation) Act, 1956 and the rules made there under;

3) The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;

4) Foreign Exchange Management Act, 1999 and the rules and regulations made there under to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

5) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992:

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, 1992;

c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009;

d) The Securities and Exchange Board of India (Employee Stock Option Scheme and Employee Stock Purchase Scheme) Guidelines, 1999;

e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;

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

g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009; and

h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 1998;

6) As per our discussion with the management and based on the compliance certificates placed before the Board by the respective head of the departments in respect of the following other Acts:

- Electricity Act, 2003
- Food Safety and Standards Act, 2006
- Food Safety and Standards (Licensing and Registration of Food Business) Regulations, 2011
- Essential Commodities Act, 1955
- Industries (Development and Regulation) Act, 1951

Directors' Report

Contd...

- Molasses Control Order, 1961
- Sugar Cess Act, 1982 and Sugar Cess Rules, 1982
- Employees State Insurance Act, 1948 and Employees State Insurance (General) Regulations, 1950
- Payment of Bonus Act, 1965 and Payment of Bonus Rules, 1975
- Employee Provident Fund and Miscellaneous Provisions Act, 1952
- Contract Labour (Regulation and Abolition) Act, 1970
- Employees Compensation Act, 1923
- U. P. Industrial Disputes Act, 1947
- Maternity Benefit Act, 1961
- Minimum Wages Act, 1948
- Payment of Wages Act, 1936
- Industrial Employment (Standing Orders) Act, 1946
- Factories Act, 1948
- Energy Conservation Act, 2001
- Uttar Pradesh Labour Welfare Fund Act, 1965 and Uttar Pradesh Labour Welfare Fund Rules, 1972
- Uttar Pradesh Shops and Commercial Establishment Act, 1947 and Uttar Pradesh Shops and Commercial Establishment Rules, 1963

Compliances in respect of other laws, as stated above were generally made during the financial year 2024-25.

7) Secretarial Standards I & II as issued by The Institute of Company Secretaries of India.

8) We have also examined compliance with the SEBI (LODR) Regulations, 2015, as amended, in connection with listing of its securities with BSE Limited and National Stock Exchange of India Limited;

We have been informed that there was no transaction during year under report for the point no. 5 (c), (d), (e), (g) & (h) stated above and the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

We have also been informed that there was no transaction reported under the provisions of FEMA relating to point no. 4 supra, during the year under report.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. Changes in the Board during the year were made in compliance with the Act and were duly approved by the Board.

Seven days' notice was given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were also sent for all the meetings of the Board 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.

We further report that there are adequate 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:

a) That the Scheme of Amalgamation of Baghauli Sugar and Distillery Limited with Dalmia Bharat Sugar and Industries Limited was approved by the Board of Directors at its Board Meeting held on May 14, 2024 and the same has been approved by the National Company Law Tribunal, Chennai Bench, vide its Order dated April 25, 2025.

b) The Scheme of Arrangement between Dalmia Bharat Sugar and Distillery Limited and Dalmia Bharat Refractories Limited ('DBRL') and their respective shareholders, with respect to demerger of Dalmia Magnesite Corporation ("DMC") and Govan Travels ("GT"), the units of the Company, into DBRL, which was approved by the Board of Directors of the Company at its meeting held on February 02, 2024, has been approved by the -

i. BSE Limited and National Stock Exchange of India Limited vide their observation letters dated July 30, 2024 and August 02, 2024, respectively.

ii. Equity Shareholders, Secured Creditors and Unsecured Creditors at their respective meetings held on February 08, 2025.

The Scheme is now pending before the National Company Law Tribunal, Chennai Bench for approval.

Sd/-
Vikas Gera & Associates
Company Secretaries
FCS No. 5248
C P No. 4500

Place: New Delhi
Date: April 30, 2025
UDIN: F005248G000235808

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
Dalmia Bharat Sugar and Industries Limited
Dalmiapuram, Tiruchirapalli Distt.
Tamil Nadu 621651.

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 through e-mode, to ensure the 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 accounts of the Company and Direct and Indirect Tax Laws as the same have been subject to review by the Statutory Auditor and any other designated professional.

(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.

Sd/-
Vikas Gera & Associates
Company Secretaries
FCS No. 5248
C P No. 4500

Place: New Delhi
Date: April 30, 2025
UDIN: F005248G000235808

FORM MR 3

Secretarial Audit Report

[For the Financial Year ended March 31, 2025]

To,
The Members,
Baghauli Sugar And Distillery Limited
Trichy-Chidambaram Salai, Dalmiapuram,
Lalgudi T.K., Trichy District, Kallakudi Tr,
Tiruchirappalli, Lalgudi,
Tamil Nadu 621651

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

Based on our verification of the Company's books, papers, minute books, e-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, 2025 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 subject to the reporting made hereinafter.

We have examined the books, papers, minute books, e-forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2025 according to the provisions of:

1) The Companies Act, 2013 (**"the Act"**) and the rules made there under;

2) The Securities Contracts (Regulation) Act, 1956 and the rules made there under; (not applicable during the period under review)

3) The Depositories Act, 1996 and the Regulations and Bye-laws framed there under; (not applicable during the period under review)

4) Foreign Exchange Management Act, 1999 and the rules and regulations made there under to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; (We have been informed that there was no transaction that took place which covered under the provisions of FEMA 1999 during the period under review).

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

(not applicable during the period under review)

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, 1992;

c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009;

d) The Securities and Exchange Board of India (Employee Stock Option Scheme and Employee Stock Purchase Scheme) Guidelines, 1999;

e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;

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

g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009; and

h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 1998;

6) As per our discussion with the management in respect of the following other Acts:

- ➢ Electricity Act, 2003
- ➢ Food Safety and Standards Act, 2006
- ➢ Food Safety and Standards (Licensing and Registration of Food Business) Regulations, 2011

Directors' Report

Contd...

- Essential Commodities Act, 1955
- Industries (Development and Regulation) Act, 1951
- Molasses Control Order, 1961
- Sugar Cess Act, 1982 and Sugar Cess Rules, 1982
- Employees State Insurance Act, 1948 and Employees State Insurance (General) Regulations, 1950
- Payment of Bonus Act, 1965 and Payment of Bonus Rules, 1975
- Employee Provident Fund and Miscellaneous Provisions Act, 1952
- Contract Labour (Regulation and Abolition) Act, 1970
- Employees Compensation Act, 1923
- U. P. Industrial Disputes Act, 1947
- Maternity Benefit Act, 1961
- Minimum Wages Act, 1948
- Payment of Wages Act, 1936
- Industrial Employment (Standing Orders) Act, 1946
- Factories Act, 1948
- Energy Conservation Act, 2001
- Uttar Pradesh Labour Welfare Fund Act, 1965 and Uttar Pradesh Labour Welfare Fund Rules, 1972
- Uttar Pradesh Shops and Commercial Establishment Act, 1947 and Uttar Pradesh Shops and Commercial Establishment Rules, 1963

Compliances in respect of other laws, as stated above were generally made during the Financial Year 2024-25.

7) Secretarial Standards I & II as issued by The Institute of Company Secretaries of India.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors and Non-Executive Directors. Changes in the Board during the year were made in compliance with the Act and were duly approved by the Board.

Seven days' notice was generally given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were also sent for all the meetings of the Board 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.

We further report that there are adequate 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:

a) That the registered office of the Company has been shifted from the State of Uttar Pradesh to the State of Tamil Nadu pursuant to the Regional Director, Northern Region, order dated April 15, 2024 upon registration thereof with the Registrar of Companies, Ministry of Corporate Affairs, with effect from June 10, 2024.

b) That the Scheme of Amalgamation of Baghauli Sugar and Distillery Limited with Dalmia Bharat Sugar and Industries Limited was approved by the Board of Directors at its Board Meeting held on May 13, 2024 and the same has been approved by the National Company Law Tribunal, Chennai Bench, vide its Order dated April 25, 2025.

Sd/-
Vikas Gera & Associates
Company Secretaries
FCS No. 5248
C P No. 4500

Place: New Delhi
Date: April 30, 2025
UDIN: F005248G000235808

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,
Baghauli Sugar And Distillery Limited
Trichy-Chidambaram Salai, Dalmiapuram, Lalgudi T.K.,
Trichy District, Kallakudi Tr, Tiruchirappalli, Lalgudi,
Tamil Nadu 621651

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 through e-mode to ensure the correct facts are reflected in secretarial records. We believe that the process 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 accounts of the Company and Direct and Indirect Tax Laws as the same have been subject to review by the Statutory Auditor and any other designated professional.

(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.

Sd/-
Vikas Gera & Associates
Company Secretaries
FCS No. 5248
C P No. 4500

Place: New Delhi
Date: April 30, 2025
UDIN: F005248G000235808

Corporate Governance Report

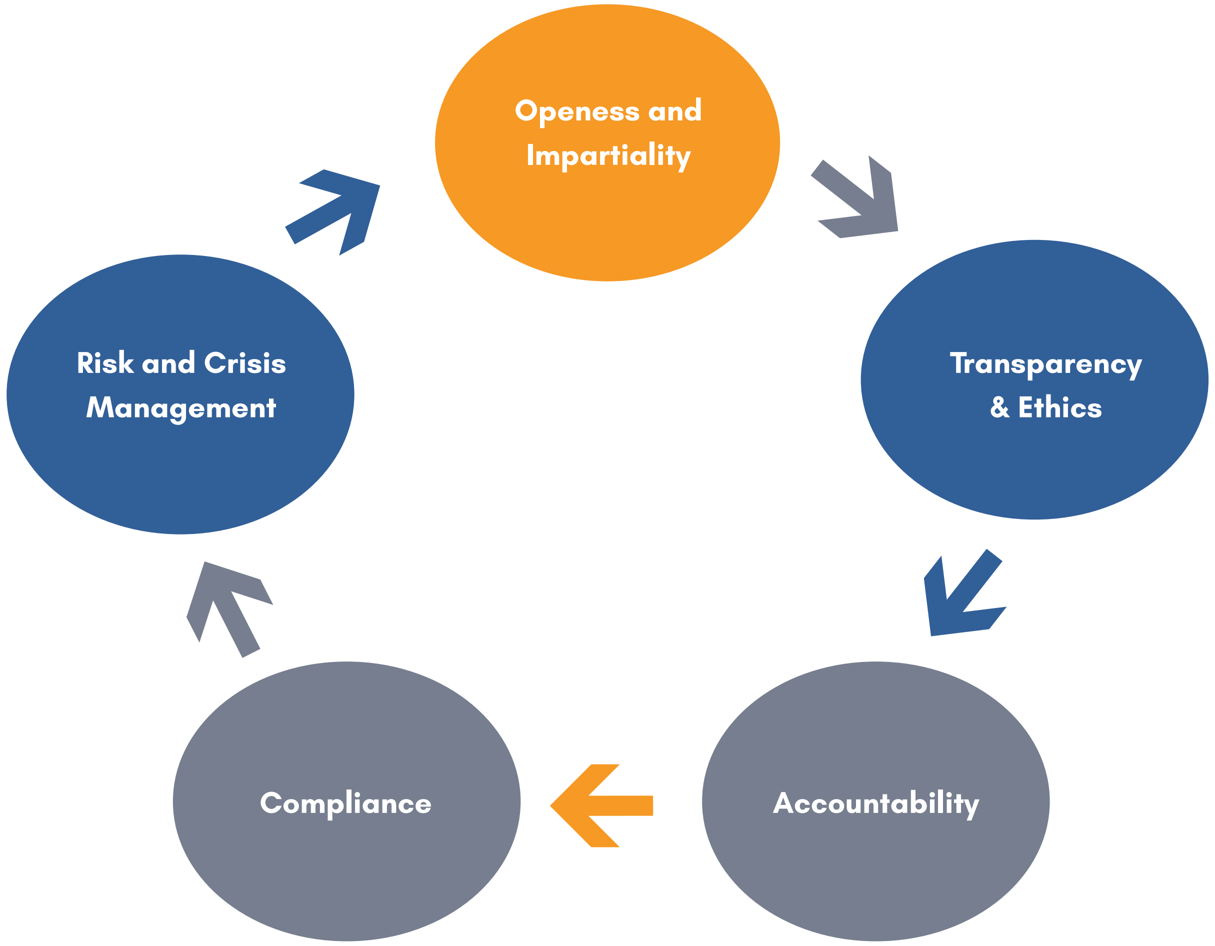
Report on the Corporate Governance in terms of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, ("SEBI Listing Regulations")

COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

Our corporate governance practices reflect our value system encompassing our culture, policies, and relationships with our stakeholders and our core values are Integrity, Humility, Trust, Respect and Commitment.

Corporate governance at our Company helps to cultivate a culture of integrity, leading to positive performance and sustainable business. It increases the accountability of all individuals and teams within the Corporate. The interests of the management are aligned with external stakeholders which provides the Company with a strong competitive advantage.

Principles of Corporate Governance



We believe that our Company has gone beyond adherence to regulatory framework. Our corporate structure, business, operations, disclosure practices and systems have been strictly aligned to our corporate governance principles. We accord the highest priority to system-driven performance.

Our Company represents modern India, which has a blend of traditional Indian values and an aggressive performance-driven culture. We inculcate an operational work behaviour of Speed, Learning, Teamwork & Excellence to complement the performance culture.

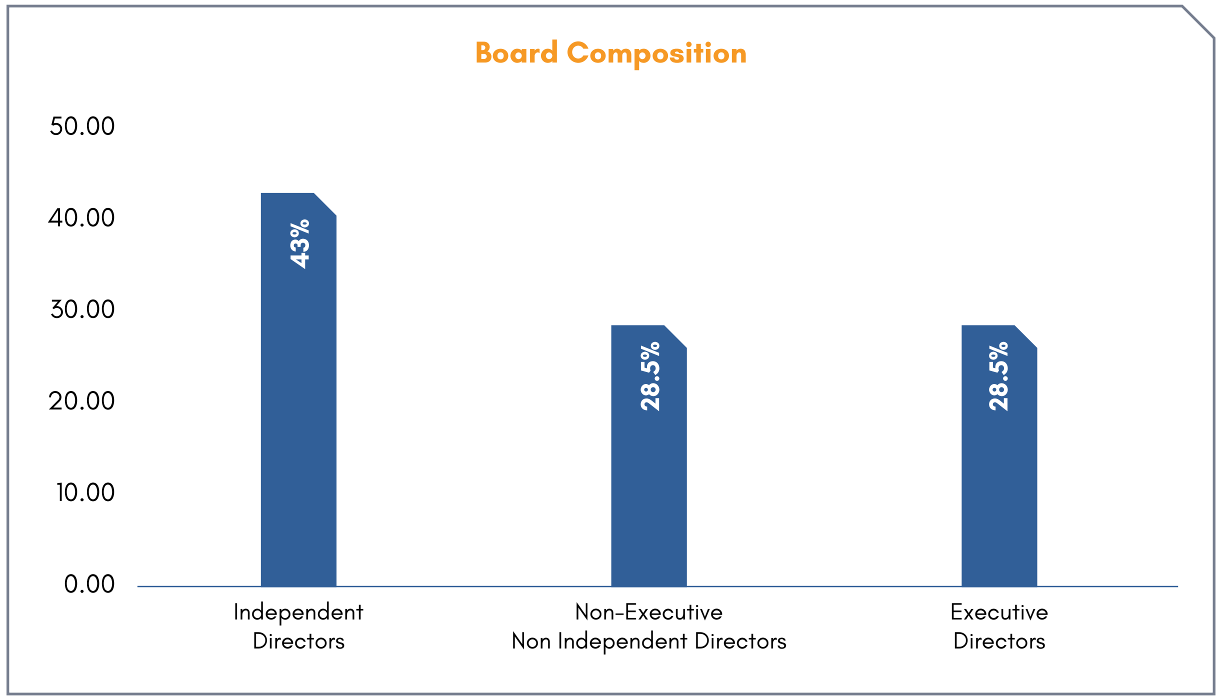
BOARD OF DIRECTORS

Our Board of Directors makes continual endeavour and align the interests of the Board, management, investors, shareholders and stakeholders. The Board carries out its duties and responsibilities with full transparency and accountability. Our Board also delegates some of its duties to the Board Committees. The Board Committees act as a subset of the full Board. Committees devote the necessary time and resources to issues requiring expertise. Committees delve deep into issues. Committees provide regular reports to the Board on the matters they're charged with handling.

(a) Size and Composition of the Board

Our Board has an appropriate mix of Executive, Non-Executive and Independent Directors to maintain its Independence. Our Board comprises of seven Directors out of which three are Independent Directors including one Independent Woman Director, two are Non-Executive Non-Independent Directors and two are the Executive Directors. The Chairperson of the Board is a Non-Executive Independent Director and is not related to the Managing Director or Chief Executive Officer.

The Composition of the Board as on March 31, 2025 is as under:



All the Independent Directors have given declaration(s) that they meet the criteria of independence as prescribed in SEBI Listing Regulations and the Companies Act, 2013. Based on the said declaration(s), the Board of Directors is of the opinion that the Independent Directors fulfil the conditions specified in SEBI Listing Regulations and the Companies Act, 2013 and are independent of the management.

Corporate Governance Report

Contd...

The Composition of the Board, Shareholding of Directors in the Company and their other Directorships held as on March 31, 2025 are provided in below Table 1.

Table 1: Composition of Board, shareholding, other directorships

S. No.	Name	Category	Number of shares held in the Company	No. of outside Directorship(s) in Public Limited Companies (1)(3)	Name of the other Listed Companies in which Director (1)	Membership (s) of Committees of other Companies (2)	Chairmanship(s) of Committees of other Companies (2)
1.	Shri Rajeev Bakshi (Chairperson)	ID	-	2	• Cummins India Limited • Macrotech Developers Limited • VST Industries Limited	3 2	0 1
2.	Shri Gautam Dalmia	ED	151990	5 4	• Dalmia Bharat Limited • Indian Energy Exchange Limited	3	0
3.	Smt Amita Misra	ID	-	3 4	• Welspun Corp Limited • Welspun Specialty Solutions Limited	3 2	0
4.	Shri Neeraj Chandra	ID	-	2	• Hindustan Foods Limited	4	1
5.	Shri T. Venkatesan	NED	10090	1	-		
6.	Shri Bharat Bhushan Mehta	NED	-	2 1	-	0	0
7.	Shri Pankaj Rastogi	ED	-	1	-	0	0

NED - Non-Executive Director; ID - Independent Director; ED - Executive Director

Note: -

1. Excluding directorships in Private Limited Companies, Foreign Companies and Section 8 Companies under the provisions of the Companies Act, 2013.
2. As required by Regulation 26 of the SEBI Listing Regulations, the disclosure includes membership / chairpersonship of the audit committee and stakeholder's relationship committee in Indian public companies (listed and unlisted).
3. None of the Directors (i) hold membership in more than ten public limited companies and (ii) is a member of more than ten committees or chairperson of more than five committees across all the public companies in which he/she is a Director (iii) hold directorship in more than seven listed companies and serve as an independent director in more than seven listed companies.
4. None of the Directors are related to each other.

   None of the Directors have been debarred or disqualified from being appointed or continuing as Director of companies by Securities and Exchange Board of India/Ministry of Corporate Affairs or any such statutory authority. A certificate in this regard by Vikas Gera & Associates, Company Secretaries, is attached and marked as **Annexure A** and forms part of this report.

(b) Board meetings

The Board meetings are generally held once in a quarter at the corporate office of the Company and as and when requisitioned in between the quarterly meetings.

During the financial year 2024-25, the Board of Directors had met five times on May 14, 2024, August 02, 2024, October 28, 2024, February 11, 2025 and March 19, 2025. All the meetings were held physically. The gap between any two consecutive Board meetings held during the financial year 2024-25 did not exceed 120 days.

As per the Companies Act, 2013 read with SEBI Listing Regulations, the required quorum for every meeting of the Board of Directors is one third of its total strength or three Directors, whichever is higher, including at least one Independent Director. The requisite quorum was present during all the Board meetings held during the financial year 2024-2025.

The details of the attendance of Directors at the Board meetings and Annual General Meeting are provided in below Table 2.

Table 2: Attendance at the Board Meetings and Annual General Meeting

Name of the Director	Attendance at Board Meetings held during the year					% of attendance	Annual General Meeting
	14.05.24	02.08.24	28.10.24	11.02.25	19.03.25		
Shri Rajeev Bakshi	👥	👥	👥	👥	👥	100	🎥
Shri. Gautam Dalmia	👥	👥	👥	👥	👥	100	🎥
Smt. Amita Misra	👥	👥	👥	👥	👥	100	🎥
Shri P. Kannan*	👥	N.A.	N.A.	N.A.	N.A.	100	🎥
Shri Neeraj Chandra**	LoA	👥	👥	👥	👥	80	🎥
Shri T. Venkatesan	👥	👥	👥	🎥	👥	100	X
Shri. B.B. Mehta	👥	👥	👥	👥	👥	100	🎥
Shri Pankaj Rastogi**	👥	👥	👥	👥	👥	100	🎥

🎥 Attended through Video Conference; 👥 Attended Physically; LoA - Leave of Absence; N.A. - Not Applicable

*The second term of Shri P. Kannan as Independent Director got completed at the 72nd Annual General Meeting.

**Shri Neeraj Chandra and Shri Pankaj Rastogi were appointed at the Board meeting held on May 14, 2024.

In Compliance with the Secretarial Standards, the draft minutes of the Board and Committee meetings were circulated to the Directors for their comments within a period of 15 days from the date of respective meeting(s) and entered into minute books after incorporation of their comments within a period of 30 days from the date of the respective meeting(s).

(c) Meeting of Independent Directors and familiarization programmes

During the financial year 2024-25, the Independent Directors of the Company met once on February 11, 2025, through Audio Video means.

The Independent Directors, inter-alia, reviewed the performance of Non-Independent Directors and the Board as a whole, reviewed the performance of the Chairperson of the Company (considering the views of the Executive and Non-Executive Directors), assessed the quality, quantity and timeliness of flow of information between the Company's Management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

Corporate Governance Report

Contd...

The Directors immediately upon appointment are familiarized inter-alia with the Company, nature of industry in which the Company operates, business model of the Company, Code of Conduct for the Directors, reports and policies of the Company as part of their induction programme. Every Director is also familiarized with the expectation of the Board from him/her, the Board level committees in which he/she is expected to serve and its tasks, the fiduciary duties that come with such appointment alongwith accompanying liabilities and the actions that he/she should not take while functioning as Director of the Company.

The Directors are also regularly familiarized by way of periodic presentations at the Board and Committee meetings inter-alia with respect to updates on approved projects, business opportunities and proposed projects, updates on Enterprise Risk Management, demand supply scenario, benchmarking and statutory and regulatory changes. The details of such familiarisation programme for the financial year 2024-25 are disclosed at https://www.dalmiasugar.com/wp-content/uploads/2025/05/Familiarization-Programme-2024-25.pdf in terms of the SEBI Listing Regulations.

(d) Remuneration paid to the Directors

The Non-Executive Directors of the Company, other than Shri Bharat Bhushan Mehta, are entitled to sitting fees for attending the Board of Directors meetings and the Committee meetings and reimbursement of expenses incurred by them for undertaking their duties as Directors of the Company. The sitting fees is paid within the limits prescribed under the Companies Act, 2013 and as approved by the Board of Directors of the Company. The same is decided keeping in view the market practice and is same for all the Directors.

Shri Bharat Bhushan Mehta, who has been appointed as Strategic Advisor to the Company for a period of three years with effect from October 01, 2024 by the Shareholders at the Annual General Meeting, is entitled to the Monthly Advisory Service Fee.

The commission is paid to the Independent Directors within the limits prescribed under the Companies Act, 2013, i.e., not exceeding 1% of the net profits of the Company. The commission to the Independent Directors varies in view inter-alia of the responsibility held as a Chairperson/member of various Board Committees of the Company, overall participation and contribution in the decision-making process of the Company, objectivity and constructive exercise of duties and devotion of time and attention. The commission payable is decided by the Board of Directors of the Company.

The details of sitting fees and commission paid to the Non-Executive Directors and Independent Directors and remuneration paid to Executive Directors during the financial year 2024-25 are provided in below Table 3.

Table 3: Remuneration details

(₹ in Crore)

S. No.	Name of Director	Sitting fees	Commission	Salary and perquisites	Retirement benefits	Total
1	Shri Rajeev Bakshi	0.04	0.15	-	-	0.19
2	Shri. Gautam Dalmia	-	-	15.39	-	15.39
3	Smt. Amita Misra	0.06	0.10	-	-	0.16
4	Shri P. Kannan	0.01	0.10	-	-	0.11
5	Shri Neeraj Chandra	0.04	-	-	-	0.04
6	Shri T. Venkatesan	0.03	-	-	-	0.03
7	Shri B. B. Mehta*	-	-	10.04***	5.48	15.52
8	Pankaj Rastogi**	-	-	1.55	-	1.55

* Remuneration as Whole Time Director and CEO received till September 30, 2024.

** Remuneration as Whole Time Director and CEO received with effect from October 01, 2024.

*** Includes one time reward of ₹ 7.5 Crore.

The retirement benefits to the Executive Directors comprise of the Company's contribution to Provident Fund and Superannuation Fund (as applicable). In addition to the above, the Company also contributes amounts to the gratuity fund towards gratuity of its employees including the Executive Directors.

There is no other pecuniary relationship/transaction of the Directors and no Stock Options are granted to any of the Directors.

As per the terms of the appointment of Managing Director, the appointment may be terminated by either party by giving three months' notice and in the case of Whole-time Director by giving six months' notice. There is no provision for severance fee in case of termination.

(e) Code of Conduct for the Directors and Senior Management of the Company

The Company's Board has laid down a Code of Conduct for the Directors and Senior Management Personnel of the Company. The Code of Conduct includes the Code of Conduct for Independent Directors and provides in detail the guidelines of professional conduct, role and functions and duties of Independent Directors. The Code of Conduct is available on the website of the Company www.dalmiasugar.com. All Board members and senior management personnel have affirmed compliance with the Code of Conduct. A declaration signed by the Chief Executive Officer to this effect is attached and marked as Annexure B and forms part of this report.

(f) CEO/ CFO certification

The CEO and CFO certification on the financial statements of the Company for the financial year 2024-25 is attached and marked as Annexure C and forms part of this report.

(g) Board Skill Matrix

A matrix setting out the skills/expertise/competence of the Directors identified by the Board of Directors as required in context of Company's business and available with the Board; and names of Directors who have such skills / expertise / competence is given below:

S. No.	Experience, Expertise and Attributes	Name of Directors	Description
1	**Leadership**	Shri Rajeev Bakshi, Shri Gautam Dalmia, Shri Bharat Bhushan Mehta	» Strong management and leadership experience. » Visionary with strategic goal. » Demonstrated strengths in developing talent, planning succession, and driving change and long-term growth. » Identify possible road maps, approach, processes, key deliverables. » Mentor the team to channelize energy/efforts in appropriate direction » Thought leader and a role model in good governance and ethical conduct of business » Hands on experience of leading the Company at the highest level
2	**Industry knowledge and experience**	Shri Gautam Dalmia, Shri Bharat Bhushan Mehta, Shri T. Venkatesan, Shri Rajeev Bakshi	» Indepth knowledge of businesses viz. Sugar, Power and Distillery. » Vast industry experience

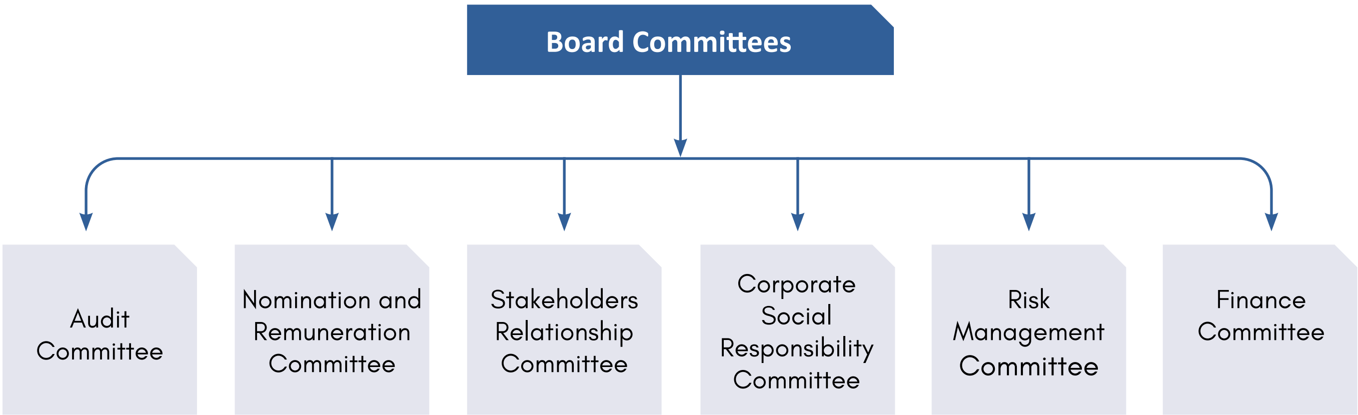
Corporate Governance Report

Contd...

S. No.	Experience, Expertise and Attributes	Name of Directors	Description
3	**Experience in Policy shaping and industry advocacy**	Shri T. Venkatesan, Smt. Amita Misra	» Professional relationship with the policy makers and regulators. » Contribution in shaping of Government policies in the areas of Company's business.
4	**Governance including legal compliance**	Shri Rajeev Bakshi Smt. Amita Misra, Shri Neeraj Chandra, Shri T. Venkatesan	» Commitment, belief and experience in setting corporate governance practices. » Support the Company's legal compliance systems and governance policies/practices.
5	**Finance & Accounts / Audit / Risk Management areas**	Smt. Amita Misra, Shri Rajeev Bakshi, Shri Neeraj Chandra, Shri T. Venkatesan,	» Expertise in accounting and finance » Contribute to the financial/risk management policies/practices » Knowledge on labour laws, international markets » Risk Management skills

COMMITTEES OF THE BOARD OF DIRECTORS OF THE COMPANY

Composition of Committees, their meetings and attendance



The composition, constitution, terms of reference and functioning of these Committees meet the requirements of the Companies Act, 2013 and the SEBI Listing Regulations. The Chairman and members of these Committees are selected by the Board based on the category of Director(s) and their expertise, knowledge and experience. The Company Secretary acts as Secretary to these Committees.

Audit Committee

The Company has a duly constituted Audit Committee. The Audit Committee comprises of qualified and independent members of the Board, who have expertise, knowledge and experience in the field of accounting, financial management, internal controls and systems and procedures and have held or hold senior positions in other reputed organizations.

During the financial year 2024-25, the Audit Committee had met four times on May 14, 2024, August 02, 2024, October 28, 2024 and February 10, 2025 and February 11, 2025 (Adjourned). The gap between any two consecutive Audit Committee meetings held during the financial year 2024-25 did not exceed 120 days.

The Composition of the Audit Committee and details of attendance of members at Audit Committee meetings are provided in below Table 4.

Table 4: Composition of Audit Committee and attendance details of Audit Committee meetings

Name of the member	Attendance at Audit Committee meetings held during the year					% of attendance
	14.05.24	02.08.24	28.10.24	10.02.25	11.02.25 (Adjourned)	
Smt Amita Misra (Chairperson)	👥	👥	👥	🎥	👥	100%
Shri P. Kannan*	👥	N.A.	N.A.	N.A.	N.A.	100%
Shri Neeraj Chandra**	N.A.	👥	👥	🎥	👥	100%
Shri B. B. Mehta	👥	👥	👥	👥	👥	100%
Shri Pankaj Rastogi**	N.A.	👥	👥	👥	👥	100%

🎥 Attended through Video Conference; 👥 Attended Physically; N.A. – Not Applicable

*The second term of Shri P. Kannan as Independent Director got completed at the 72nd Annual General Meeting.

**Shri Neeraj Chandra and Shri Pankaj Rastogi were appointed at the Board meeting held on May 14, 2024.

The role, powers and terms of reference of the Audit Committee covers all the areas prescribed under Section 177 of the Companies Act, 2013 and Regulation 18 (3) read with Schedule II, Part C of the SEBI Listing Regulations besides other terms as referred by the Board of Directors from time to time. The role of Audit Committee broadly includes the following:

» Recommend appointment, remuneration and terms of appointment of Statutory and Cost Auditors of the Company and payment for any other services rendered by them, review and monitor their independence and performance, and effectiveness of audit process.

» Oversight of the Company's financial reporting process, reviewing the quarterly financial statements and the annual financial statements and auditor's report thereon before submission to the Board for approval and to ensure that the financial statements are correct, sufficient and credible.

» Approval or any subsequent modification of transactions of the Company with related parties.

» Review of the quarterly and half yearly financial results with the management and the statutory auditors.

» Scrutiny of inter-corporate loans and investments.

» Reviewing and monitoring performance of statutory and internal auditors, adequacy of the internal control systems, risk management systems and internal audit function.

» Reviewing the findings of any internal investigations by the internal auditors into 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.

» Consideration of the reports of the internal auditors and discussion about their findings with the management and suggesting corrective actions wherever necessary.

» Review the functioning of the Whistle Blower mechanism.

» Approval of appointment of Chief Financial officer.

Corporate Governance Report

Contd...

The representatives of Statutory Auditors, Internal Auditors, and Chief Financial Officer usually attend the committee meetings. The Cost Auditors attend the Audit Committee meeting in which the Cost Audit Report is discussed, and annexures thereto are approved. The Company Secretary of the Company acts as the Secretary to the Audit Committee. All the recommendations of the Audit Committee during the financial year 2024-25 were accepted by the Board of Directors.

All the members, including the Chairperson, of the Audit Committee were present at the Annual General Meeting of the Company held on July 10, 2024.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee met three times during the financial year 2024-25 on May 14, 2024, August 01, 2024 and February 11, 2025.

The Composition of the Nomination and Remuneration Committee and details of attendance of members at Nomination and Remuneration Committee meetings are provided in below Table 5.

Table 5: Composition of Nomination and Remuneration Committee and attendance details of Nomination and Remuneration Committee meetings

Name of the member	Attendance at Nomination and Remuneration Committee meeting held during the year			% of attendance
	14.05.24	01.08.24	11.02.25	
Smt. Amita Misra (Chairperson)	👥	🎥	👥	100%
Shri P. Kannan*	👥	N.A.	N.A.	100%
Shri Rajeev Bakshi	👥	🎥	👥	100%
Shri Neeraj Chandra**	N.A.	👥	👥	100%

🎥 Attended through Video Conference 👥 Attended Physically; N.A. - Not Applicable

*The second term of Shri P. Kannan as Independent Director got completed at the 72nd Annual General Meeting.

**Shri Neeraj Chandra was appointed at the Board meeting held on May 14, 2024.

The role, powers and terms of reference of the Nomination and Remuneration Committee covers all the areas prescribed under Section 178 of the Companies Act, 2013 and Regulation 19(4) read with Schedule II, Part D, Para A of the SEBI Listing Regulations besides other terms as referred by the Board of Directors from time to time. The role of Nomination and Remuneration Committee broadly includes the following:

» Formulate criteria for determining qualifications, age, extension of term, positive attributes and independence of a Director and recommend to the Board the Nomination and Remuneration Policy.

» Devise a Board diversity policy.

» Formulate criteria for performance evaluation of Directors.

» Identify qualified persons and recommend to the Board of Directors appointment, remuneration and removal of Directors and senior management.

The Head of Human Resource department attends all the Nomination and Remuneration Committee meetings, the Company Secretary of the Company acts as the Secretary of the Nomination and Remuneration Committee. All the recommendations of the Committee during the financial year 2024-25 were accepted by the Board of Directors.

All the Board members, including the Chairperson of the Nomination and Remuneration Committee, were present at the Annual General Meeting of the Company held on July 10, 2024.

The Board has adopted the Nomination and Remuneration Policy as formulated and recommended by the Committee. The Policy is available on the website of the Company at https://www.dalmiasugar.com/wp-content/uploads/2024/01/Nomination-and-Remuneration-Policy.pdf

Performance evaluation criteria

The Nomination and Remuneration Committee, as part of the Nomination and Remuneration Policy, has formulated criteria and specified the manner of effective evaluation of performance of the Board, its committees and individual directors to be carried out either by the Board, by the Committee or by an independent external agency and effective evaluation of performance of key managerial personnel and senior management; and reviews its implementation and compliance.

During the financial year 2024-25, performance evaluation of the entire Board and the Committees of the Board was carried out by the Board. Further, the performance evaluation of Independent Directors was done by the entire Board excluding the Directors being evaluated.

Further, the Independent Directors, inter-alia, reviewed the performance of Non-Independent Directors and the Board as a whole, and reviewed the performance of the Chairperson of the Company.

Stakeholders' Relationship Committee

The Stakeholders' Relationship Committee met twice during the financial year 2024-25 on May 13, 2024 and August 01, 2024.

The Composition of the Stakeholders Relationship Committee and details of attendance of members at Stakeholders Relationship Committee meetings are provided in below Table 6.

Table 6: Composition of Stakeholders' Relationship Committee and attendance details of Stakeholders' Relationship Committee meetings

Name of the member	Attendance at Stakeholders Relationship Committee meetings held during the year		% of attendance
	13.05.24	01.08.24	
Shri P. Kannan (Chairman)*	🎥	N.A.	100%
Shri Neeraj Chandra (Chairman)**	N.A.	👥	100%
Shri Gautam Dalmia	👥	👥	100%
Shri B.B. Mehta	👥	👥	100%
Shri Pankaj Rastogi**	N.A.	👥	100%

🎥 Attended through Video Conference; 👥 Attended Physically; N.A. - Not Applicable

*The second term of Shri P. Kannan as Independent Director got completed at the 72nd Annual General Meeting.

**Shri Neeraj Chandra and Shri Pankaj were appointed at the Board meeting held on May 14, 2024.

The role, powers and terms of reference of the Stakeholders' Relationship Committee covers all the areas prescribed under Section 178 of the Companies Act, 2013 and Regulation 20(4) read with Schedule II, Part D, Para B of the SEBI Listing Regulations besides other terms as referred by the Board of Directors from time to time. The Stakeholders' Relationship Committee looks into various aspects of interest of shareholders and its role broadly includes the following:

Corporate Governance Report

Contd...

» Resolve grievances of security holders.

» Review measures taken for effective exercise of voting rights by shareholders.

» Review adherence to service standards adopted in respect of services being rendered by the Registrar and Share Transfer Agent.

» Review measures for reducing quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/ annual reports/statutory notices by shareholders.

» Review status of transfer of dividend and shares to Investor Education and Protection Fund and refund thereof by Investor Education and Protection Fund.

All the members, including the Chairperson, of the Stakeholders' Relationship Committee were present at the Annual General Meeting of the Company held on July 10, 2024.

Ms. Aashhima V Khanna, the Company Secretary till January 06, 2025, was the compliance officer of the Company and responsible for ensuring compliance with the requirements of Securities Laws. After that Ms. Rachna Goria, Company Secretary, is the Compliance Officer and responsible since February 11, 2025.

Shareholders complaints:

Details of shareholders' complaints received by the Company during the financial year 2024-25 are given below in Table 7:

Table 7: Shareholders complaints

Received From	Received	Resolved	Pending	Particulars	
Investor	2	2	0	2	Non receipt of Dividend Warrant
SEBI	6	6	0	2	Non receipt of Dividend Warrant
				3	Non receipt of securities post transmission
				2	Clarification regarding shares
				1	Non receipt of Dividend Warrant
Stock Exchange	1	1	0	1	Non receipt of securities post transmission
Others (Registrar of Companies/ Department of Company Affairs)	0	0	0		

Corporate Social Responsibility Committee

The Corporate Social Responsibility Committee met four times during the financial year 2024-25 on May 13, 2024, August 01, 2024, October 28, 2024 and February 10, 2025.

The Composition of the Corporate Social Responsibility Committee and details of attendance of members at Corporate Social Responsibility Committee meetings are provided in below Table 8.

Table 8: Composition of Corporate Social Responsibility Committee and attendance details of Corporate Social Responsibility Committee meetings

Name of the member	Attendance at the Corporate Social Responsibility Committee meetings held during the year				% of attendance
	13.05.24	01.08.24	28.10.24	10.02.25	
Smt Amita Misra	🎥	🎥	👥	🎥	100%
Shri Gautam Dalmia	👥	👥	LoA	🎥	75%
Shri B.B. Mehta	👥	👥	👥	👥	100%
Shri Pankaj Rastogi**	N.A.	👥	👥	👥	100%

🎥 Attended through Video Conference; 👥 Attended Physically; LOA - Leave of Absence

** Shri Pankaj Rastogi was appointed at the Board meeting held on May 14, 2024.

The role, powers and terms of reference of the Corporate Social Responsibility Committee covers all the areas prescribed under Section 135 of the Companies Act, 2013 besides other terms as referred by the Board of Directors from time to time. The role of Corporate Social Responsibility Committee broadly includes the following:

» Formulate and recommend Corporate Social Responsibility Policy to the Board.

» Recommend the amount of expenditure to be incurred on activities to be undertaken by the Companies in the areas or subject, specified in Schedule VII of the Companies Act, 2013.

» Monitor the Corporate Social Responsibility Policy from time to time.

All the recommendations of the Committee during the financial year 2024-25 were accepted by the Board of Directors.

The Board has adopted the CSR Policy as formulated and amended from time to time and recommended by the Committee. The CSR Policy is available on the website of the Company at https://www.dalmiasugar.com/wp-content/uploads/2023/02/DBSIL-CSR-Policy-03.02.23.pdf The Annual Report on CSR activities for the financial year 2024-25 forms part of the Board's report.

Risk Management Committee

The Risk Management Committee met twice during the financial year 2024- 25 on August 01, 2025 and February 10, 2025. The gap between any two consecutive Risk Management Committee meetings held during the financial year 2024-25 did not exceed 210 days.

The composition of the Risk Management Committee and attendance details of the Risk Management Committee meetings are given in below Table 9:

Table 9: Composition of Risk Management Committee and attendance details of Risk Management Committee meetings

Name of the member	Attendance at Risk Management Committee meetings held during the year		% of attendance
	01.08.24	10.02.25	
Shri Rajeev Bakshi	🎥	🎥	100
Shri T. Venkatesan	🎥	🎥	100
Shri B.B. Mehta	👥	👥	100
Shri Pankaj Rastogi	👥	👥	100

🎥 Attended through Video Conference; 👥 Attended Physically

Corporate Governance Report

Contd...

The role, powers and terms of reference of the Risk Management Committee covers all the areas prescribed under Schedule II, Part D, Para C of the SEBI Listing Regulations besides other terms as referred by the Board of Directors from time to time. The role of Risk Management Committee broadly includes the following:

» To formulate a detailed risk management policy.

» Measure risk mitigation including systems and processes for internal control of identified risks.

» To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;

» To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;

» To appoint, remove and decide terms of remuneration of the Chief Risk Officer (if any).

» To keep the Board of Directors informed about the nature and content of its discussions, recommendations and actions to be taken;

The Company Secretary of the Company acts as the Secretary of the Risk Management Committee. All the recommendations of the Committee during the financial year 2024-25 were accepted by the Board of Directors.

Finance Committee

The Company has a Finance Committee with Smt. Amita Misra, Chairperson and Shri Gautam Dalmia and Shri Bharat Bhushan Mehta, members. There was no meeting held of the Finance Committee during the year.

The role of Finance Committee broadly includes the following:

» Carry out such activities as delegated by the Board of Directors from time to time including inter corporate loans and investments within the delegated authority.;

» Valuation of undertakings or assets of the company, wherever it is necessary;

» Monitoring the end use of funds raised through public offers and related matters.

GENERAL BODY MEETINGS

(a) Annual General Meetings ("AGM")

The AGMs are held at the registered office of the Company. But MCA (Ministry of Corporate Affairs) has, vide General Circular No. 14/2020 dated April 08, 2020, Circular No.17/2020 dated April 13, 2020 read with Circular no. 09/2023 dated September 25, 2023 and Circular no. 09/2024 dated September 19, 2024 and all other applicable provisions of laws, allowed the companies whose AGMs are due in the year 2024/2025, to conduct their AGMs on or before September 30, 2025 through VC/OVAM.

Accordingly, the AGM of the Company during 2024 was held through Audio Video Means and AGM to be held in 2025 is also proposed be held through Audio Video Means.

The Chairperson/Member of the Audit Committee, Nomination and Remuneration Committee and Stakeholders' Relationship Committee attend the AGMs to respond to the queries of the shareholders. Also, the representatives of the Statutory Auditors and Secretarial Auditors attend the AGMs to respond to the queries of shareholders, if any, with respect to audit observation / matter of emphasis or otherwise.

The Scrutinizer scrutinizes the voting (e-voting) and provides report thereon.

The details of the last three Annual General Meetings (AGMs) are given below in Table 10.

Table 10: Details of last three AGMs

AGM	Date	Time	Location
2023-24	July 10, 2024	11:00 a.m.	📹
2022-23	August 11, 2023	11:00 a.m.	📹
2021-22	August 04, 2022	10:30 a.m.	📹

📹 Held through Video Conference

(b) Special Resolutions

Table 11: Details of Special Resolutions passed during last three AGMs

72nd AGM held on July 10, 2024
» Appointment of Shri. Neeraj Chandra as an Independent Director
» Re-appointment of Smt. Amita Misra as an Independent Director
» Appointment of Shri Pankaj Rastogi as the Whole-time Director and CEO
71st AGM held on August 11, 2023
» Nil
70th AGM held on August 04, 2022
» Approval of remuneration to be paid to Mr. Rajeev Bakshi, Chairman (Non-Executive & Independent Director), for the Financial Year 2021-22, which may exceed fifty per cent of the total remuneration payable to all the Non-Executive Directors.

(c) Postal Ballot

No Special Resolution was passed during financial year 2024-25 through postal ballot.

As on the date of this report, no Special Resolution is proposed to be passed through Postal Ballot.

MEANS OF COMMUNICATION

Quarterly results

The quarterly unaudited/audited financial results of the Company prepared in the format prescribed by SEBI Listing Regulations are recommended by the Audit Committee and approved by the Board of Directors. The same are limited reviewed/audited by the Statutory Auditors and are submitted to the Stock Exchanges on which the shares of the Company are listed, i.e., BSE Limited and National Stock Exchange of India Limited, within a period of 45 days of the close of every quarter and within a period of 60 days in case of annual financial results. The results are disseminated on the Stock Exchanges electronically (through NEAPS / BSE listing centre) within prescribed time of the closure of the Board meeting.

The financial results are normally published in Financial Express, i.e., the English language national daily newspaper circulating in the whole or substantially the whole of India and in Dinamani, i.e., the daily newspaper published in the language of the region where the registered office of the Company is situated, i.e., Tamil.

The financial results are also posted on the website of the Company, i.e., www.dalmiasugar.com.

Press Release / Presentations

The Company also issues the press release on the results immediately after the Board meeting and same is also disseminated on the Stock Exchanges electronically (through NEAPS / BSE listing centre) and is also posted on the website of the Company, i.e., www.dalmiasugar.com.

Corporate Governance Report

Contd...

Dividend

Communication is sent to all the shareholders and is published on the Company's website www.dalmiasugar.com requiring the shareholders to submit the necessary documents, as per formats provided to them, to enable the Company to determine the appropriate TDS / withholding tax rate applicable on the dividend payable to them. The shareholders are also requested to ensure that their bank account details in their respective demat accounts are updated, to enable the Company to make timely credit of dividend in their bank accounts.

Further, statement of unpaid and unclaimed dividend is published on the website of the Company.

Investor Education and Protection Fund

Notice is sent to all the shareholders, atleast three months in advance, who have not claimed their dividend for seven consecutive years and whose shares are liable to be transferred to Investor Education and Protection Fund so that necessary action could be taken by them.

Formats

Necessary formats are uploaded on the website of the Company to enable the shareholders to submit their requests for KYC updation, nomination, etc. so that they could use the correct format and action on the same could be expedited.

Disclosures

The Company files various disclosures with the Stock Exchanges including inter-alia, the quarterly Shareholding Pattern, Investors Grievance Report, Corporate Governance Report, Disclosures as per SEBI Listing Regulations, SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011, SEBI (Prohibition of Insider Trading) Regulations, 2015, etc. electronically on NEAPS and BSE Listing Centre.

GENERAL SHAREHOLDERS INFORMATION

(a) Annual General Meeting

The Annual General Meeting of the Company is scheduled to be held on Monday, July 07, 2025 at 11.00 a.m. through Audio Video Means as permitted by MCA General Circular dated September 19, 2024.

(b) Financial year

The financial year of the Company is from 1st April to 31st March.

(c) Dividend

The Board of Directors has, at its meeting held on May 13, 2025, recommended a dividend of ₹ 1.50 (75%) per equity share of face value of ₹ 2/- for the financial year 2024-25 and same shall be paid to the members of the Company whose names appear in the Register of Members of the Company /Register of Beneficial Holders maintained with Depositories, as on the Record Date, i.e., June 30, 2025. The Dividend payment date is July 11, 2025 and it will be paid within a period of thirty days from the date of declaration by the shareholders at the AGM.

The dividend shall be paid through any of the electronic mode of payment facility as approved by the Reserve Bank of India. Only in case of rejection of electronic payment, Demand drafts shall be issued.

In terms of SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated May 07, 2024 read with SEBI Circular SEBI/HO/MIRSD/POD-1/P/CIR/2024/81 dated June 10, 2024, the security holders whose folio(s) do not have PAN, Contact Details, Bank Account, Details and Specimen Signature updated, shall be eligible:

» to lodge grievance or avail any service request from the RTA only after furnishing PAN, KYC details and Nomination.

» for any payment including dividend, interest or redemption payment in respect of such folios, only through electronic mode.

(d) Listing

The Equity Shares issued from time to time, of the Company are listed on the following Stock Exchanges:

Name of the Stock exchange	BSE Limited	National Stock Exchange of India Limited
Address	New Trading Ring Rotunda Building P.J. Towers, Dalal Street, Fort, Mumbai – 400001	Exchange Plaza, 5th Floor, Plot No. C/1, G – Block Bandra Kurla Complex, Bandra (East) Mumbai – 400051
ISIN (for dematerialised shares)	INE495A01022	

The Company has made the payment of annual listing fees to both the Stock Exchanges. Securities of the Company have never been suspended from trading.

(f) Registrar and Transfer Agent

KFin Technologies Limited is the Registrar and Transfer Agent of the Company:

Name	KFin Technologies Limited
Correspondence Address	Selenium Building, Tower B, Plot 31 & 32, Financial District, Nanakramguda, Serilingampally Mandal, Hyderabad, Rangareddy, Telangana, India – 500032. Toll Free No: 1-800-309-4001
Toll Free No.	1-800-309-4001
WhatsApp Number	(91) 910 009 4099
E-mail	einward_ris@kfintech.com
Corporate Website Link	https://www.kfintech.com
RTA website	https://ris.kfintech.com
Investor Support Centre	https://kprism.kfintech.com

All activities in relation to the share transfer facility are maintained by the Registrar and Share Transfer Agent. A compliance certificate to this effect is submitted by the Company with the Stock Exchanges on a half yearly basis under signatures of the Compliance Officer of the Company and the authorized representative of the Registrar and Transfer Agent.

(i) Share Transfer System and dematerialization of shares and liquidity

The Company has provided demat facility to its shareholders with National Securities Depository Limited as well as Central Depository Services Limited. 99.17% of the equity shares of the Company are in the dematerialised form. The promoters of the Company hold their entire shareholding in dematerialised form.

Corporate Governance Report

Contd...

During the financial year 2024-25, requests for effecting transfer of shares were not processed unless shares were held in the dematerialized form with a depository. Further, transmission or transposition of shares held in physical or dematerialized form were also affected only in dematerialized form, in compliance with Regulation 40 of SEBI Listing Regulations.

The Reconciliation of Share Capital Audit Report by Savita Jyoti & Associates, the Practicing Company Secretary, is presented to the Board at the quarterly Board meetings.

(g) Distribution of Shareholding

Tables 12 and 13 list the distribution of the shareholding of the equity shares of the Company by size and by ownership class as on March 31, 2025.

Table 12: Distribution of shareholding by size

DALMIA BHARAT SUGAR AND INDUSTRIES LTD					
Distribution of Shareholding as on 31/03/2025 (TOTAL)					
Slno	**Category (Shares)**	**No.of Holders**	**% To Holders**	**No.of Shares**	**% To Equity**
1	1 - 500	43019	93.37	2560351	3.16
2	501 - 1000	1394	3.03	1074917	1.33
3	1001 - 2000	821	1.78	1212059	1.50
4	2001 - 3000	298	0.65	755585	0.93
5	3001 - 4000	145	0.31	517581	0.64
6	4001 - 5000	80	0.17	365298	0.45
7	5001 - 10000	162	0.35	1172697	1.45
8	10001 - 20000	69	0.15	965447	1.19
9	20001 and above	88	0.19	72315368	89.35
	TOTAL:	**46076**	**100.00**	**80939303**	**100.00**

Table 13: Distribution of shareholding by ownership

Particulars	No. of Shareholders	% of Shareholders	No. of Shares held	% of Shareholding
Promoter and Promoter Group	19	0.04	60634122	74.91
Central/State Governments	4	0.01	128155	0.16
Financial Institutions/Banks	11	0.02	44238	0.05
Mutual Funds	1	0	2500	0.00
Foreign Institutional Investors	42	0.11	608306	0.75
Bodies Corporates	208	0.45	461223	0.58
NRI/Foreign Nationals	838	1.82	294466	0.36
IEPF	1	0	1474105	1.82
Individuals/Others	44952	97.55	17292188	21.37

(h) Outstanding GDRs/ADRs/Warrants/Options

Nil

(i) Commodity price risk or foreign exchange risk and hedging activities

Commodities form a major part of business of the Company and hence commodity price risk is one of the important risks for the Company. The Company has a robust mechanism in place to protect the Company's interest from risks arising out of market volatility. The Company's forward integration into cogeneration and distillery helped hedge revenues and moderate dependence on sugar for profitability.

During the year exports were done in foreign currency, hence there was a risk of exchange rate fluctuation especially in the current volatile scenario. Hence, the Company hedged 100% foreign currency exposures.

(j) Transfer of Unpaid / Unclaimed amounts to Investor Education and Protection Fund (IEPF)

Pursuant to the provisions of Companies Act, 2013, dividends which remain unclaimed / unpaid over a period of seven years are required to be transferred by the Company to the IEPF constituted by the Central Government.

Following are the details of Dividends paid by the Company and their respective due dates of transfer to the IEPF if it remains unclaimed by the Members.

Dividend for the year	Date of Declaration of Dividend	Last date upto which members are entitled to claim the dividend
2018-19-Final	August 29, 2019	September 05, 2026
2019-20- Interim Dividend	February 13, 2020	February 20, 2027
2020-21-Final	September 21, 2021	September 28, 2028
2021-22 - Interim Dividend	February 04, 2022	February 11, 2029
2021-22-Final	August 04, 2022	August 11, 2029
2022-23- Interim Dividend	February 03, 2023	February 10, 2030
2022-23-Final	August 11, 2023	August 18, 2030
2023-24- Interim Dividend	February 02, 2024	February 09, 2031
2023-24 - Final Dividend	July 10, 2024	July 17, 2031
2024-25 - Interim Dividend	February 11, 2025	February 18, 2032

During the year under review, the Company has credited unclaimed/unpaid dividend for the year 2016-17 amounting to ₹ 37,08,998/- to the Investor Education and Protection Fund (IEPF) and has transferred 50046 equity shares of ₹ 2/- each, to the credit of IEPF Authority, in respect of which dividend had remained unpaid or unclaimed for seven consecutive years or more in compliance with applicable provisions of the Companies Act, 2013. The Company has also credited an amount of ₹ 14,24,600/- with respect to Final Dividend 2023-24 and an amount of ₹ 52,67,502/- with respect to Interim Dividend 2024-25, on the shares already transferred to IEPF during previous years.

The Company has uploaded the details of unpaid and unclaimed amounts lying with the Company as on March 31, 2025 on the Company's website (www.dalmiasugar.com), as well as also on the website of IEPF Authority (www.iepf.gov.in).

(k) Plant locations

The Company has manufacturing plants at various locations in India as detailed below in Table 14.

Corporate Governance Report

Contd...

Table 14: Plant Locations

S. No.	Sugar Plants	
	Unit Name	**Address**
1	**Ramgarh**	Village & Post - Ramgarh, Tehsil - Mishrikh, District - Sitapur, Pincode - 261403, Uttar Pradesh
2	**Nigohi**	Village-Kuiyan, Post- Areli,Tehsil - Tilhar, District - Shahjahanpur, Pincode - 242407, Uttar Pradesh
3	**Jawaharpur**	Village- Jawaharpur, Post - Ramkot, Tehsil - Sitapu r Sadar, District - Sitapur, Pincode - 261001, Uttar Pradesh
4	**Gangapur**	Village Gangapur, Post - Baghauli, Distt. Hardoi, Uttar Pradesh - 241122
5	**Shri Datta, Asurle - Porle**	Village - Asurle-Porle, Post - Porle Turf Thane, Taluka - Panhala, District - Kolhapur, Pincode- 416229, Maharashtra
6	**Ninaidevi, Kokrud**	Village & Post-Karungali-Aarala, Taluka - Shirala, District - Sangli, Pincode-415405, Maharashtra

S. No.	Distillery Plants	
	Unit Name	**Address**
1	**Jawaharpur**	Village- Jawaharpur, Post-Ramkot, Tehsil- Sitapur Sadar, District - Sitapur, Pincode - 261001, Uttar Pradesh
2	**Nigohi**	Village-Kuiyan, Post- Areli, Tehsil - Tilhar, District - Shahjahanpur, Pincode -242407, Uttar Pradesh
3	**Shri Datta, Asurle - Porle**	Village - Asurle-Porle, Post - Porle Turf Thane, Taluka - Panhala, District - Kolhapur, Pincode- 416229, Maharashtra
4	**Gangapur**	Village Gangapur, Post - Baghauli, Distt. Hardoi, Uttar Pradesh - 241122

S. No.	Others Plants	
	Description	**Address**
1	**Magnesite Refractory Products**	Dalmia Magnesite Corporation (Prop. Dalmia Bharat Sugar and Industries Limited) Salem (Tamil Nadu) Vellakkalpatti, P.O. Karuppur, Salem - 636012.
2	**Wind Farm Unit**	Dalmia Wind Farm (Prop. Dalmia Bharat Sugar and Industries Limited) Muppandal (Tamil Nadu) Aralvaimozhy -629301 District Kanyakumari (Tamil Nadu)

(l) Address for correspondence

Registered Office	Company Secretary
Dalmiapuram, Dist. Tiruchirapalli, Tamil Nadu - 621651 Phone: 04329 - 235132	4th Floor, Hansalaya Building, 15, Barakhamba Road New Delhi - 110 001 Phone: 011-23465100

The Company has also designated sec.corp@dalmiasugar.com as an exclusive email ID for investors for the purpose of registering their complaints and the same has been displayed on Company's website also.

(m) Credit rating

During the financial year 2024-25, ICRA Limited has reaffirmed the long-term rating at [ICRA]AA (pronounced ICRA double AA) and has reaffirmed the short-term rating at [ICRA]A1+ (pronounced ICRA A one plus). The outlook on the long-term rating is Stable.

Instruments with [ICRA]AA rating are considered to have high degree of safety regarding timely servicing of financial obligations and instruments with [ICRA]A1 rating are considered to have very strong degree of safety regarding timely payment of financial obligations. Within this category, rating modifier {"+"} used with the rating symbol reflects the comparative standing within the category.

DISCLOSURES

(a) Significant related party transactions

All the related party transactions have been entered into in the ordinary course of business and at arms' length basis.

There are no materially significant related party transactions that may have potential conflict with the interests of the Company.

The Company's Policy on Related Party Transactions is posted at https://www.dalmiasugar.com/wp-content/uploads/2025/02/Policy-on-Related-Party-Transactions.pdf

(b) Loans and advances

The loan given by the Company to Baghauli Sugar and Distillery Limited, the wholly owned subsidiary of the Company, as on March 31, 2025 was ₹ 244.54 Crore. However, Baghauli Baghauli Sugar and Distillery Limited has been amalgamated with the Company pursuant to the Hon'ble National Company Law Tribunal, Chennai Bench order dated April 25, 2025 effective from the Appointed Date, i.e., April 01, 2024.

(c) Policy on Material Subsidiaries

The Company's Policy on Material Subsidiaries is posted at https://www.dalmiasugar.com/wp-content/themes/Sugar/assets/policies/Policy-on-Material-Subsidiaries.pdf. As per the said policy, the Company does not have any material unlisted subsidiary.

(d) Disclosure in relation to the Sexual Harassment of Women at Work place (Prevention Prohibition & Redressal) Act, 2013

The Company is committed to create a workplace free from harassment and discrimination, where co-workers are respected, and provided an appropriate environment so as to encourage good performance and conduct.

The Company has in place policy against sexual harassment of women. During the year the Company did not receive any sexual harassment complaint and there are no pending complaints at the end of the year.

(e) Whistle Blower Mechanism

The Company is committed to conduct its business in accordance with applicable laws, rules and regulations. The Company promotes ethical behaviour in its operations and has a Vigil mechanism which is overseen through the Audit Committee.

The Company has Whistle Blower policy and Vigil Mechanism and same is posted on the Company's web-site at https://www.dalmiasugar.com/wp-content/uploads/2025/02/Whistleblower-Policy-and-Vigil-Mechanism-17.08.22.pdf

Corporate Governance Report

Contd...

As per the said policy, no person is denied access to the Audit Committee. Whistle blower policy provides reporting of complaints at appropriate levels including the Audit Committee.

(f) Disclosure of accounting treatment in preparation of Financial Statements.

The Company has followed the guidelines of Ind AS specified under Section 133 of the Companies Act, 2013 read with rule 7 of the Companies (Accounts) Rules, 2014 and the Companies (Indian Accounting Standards) Amendment Rules, 2015 as amended/ laid down by the Central Government under the provisions of section 129(1) of the Companies Act, 2013 in the preparation of its financial statements.

(g) Details of non-compliance

During last three years, there were no instances of non-compliance.

BSE Limited had, on June 28, 2024, imposed a fine of ₹ 5000/- under Regulation 23(9) of SEBI Listing Regulations for Non-compliance with timely disclosure of related party transactions on consolidated basis. The Company had made representation and filed application for waiver of fine. However, the Company did not hear anything from BSE Limited on the application. The Company later made payment of fine under protest.

No other penalty or strictures were imposed on the Company by the Stock Exchanges or SEBI or any other statutory authority, on any matter related to capital markets.

There has been no non-compliance of any requirements of corporate governance report prescribed under Schedule V of SEBI Listing Regulations.

(h) Compliance

Mandatory requirements:

The Company has complied with all the applicable mandatory requirements specified in regulation(s) 17 to 27 and clauses (b) to (i) of sub-regulation (2) of regulation 46 of SEBI Listing Regulations.

Discretionary requirements:

The discretionary/non-mandatory requirements, as stipulated in Regulation 27(1) read with Part E of Schedule II of the SEBI Listing Regulations, other than requirement of sending half-yearly declaration of financial performance to shareholders and holding two meetings of Independent Directors in a financial year without the presence of non-independent directors and members of the management, have been adopted by the Company.

In compliance with the SEBI Listing Regulations, a compliance certificate from Vikas Gera & Associates, Company Secretaries, regarding compliance of conditions of Corporate Governance is attached and marked as Annexure D and forms part of this report.

(i) Details of utilization of funds raised through preferential allotment or qualified institutions placement

No funds have been raised by the Company through preferential allotment or qualified institutions placement in the last three years.

(j) Total fees for all services paid by the Company and its subsidiaries, on a consolidated basis, to the Statutory Auditors and all entities in the network firm / network entity of which Statutory Auditor is a part

The total fees paid by the Company, excluding reimbursement of expenses for carrying out the audit, to NSBP & Co., Chartered Accountants, the Statutory Auditors of the Company, during the year was ₹ 40.85 Lakh.

(k) Unclaimed Suspense Account

As on March 31, 2025, there are no shares in the unclaimed suspense account.

(l) Disclosure of certain types of agreements binding listed entities

There are no agreements entered into by the shareholders, promoters, promoter group entities, related parties, directors, key managerial personnel, employees of the Company or of its holding, subsidiary or associate company, among themselves or with the Company or with a third party, solely or jointly, which, either directly or indirectly or potentially or whose purpose and effect is to impact the management or control of the Company or impose any restriction or create any liability upon the Company.

(m) Smart Online Dispute Resolution Mechanism

In terms of SEBI master circular dated July 31, 2023, investors can opt for arbitration with Stock Exchanges in case of any dispute against the Company or its RTA on delay or default in processing any investor services related request. In compliance with the said circular, the Company has disseminated the said circular and has also displayed link to the ODR Portal on its website.

"Annexure A"

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
Dalmia Bharat Sugar and Industries Limited
Dalmiapuram, Tiruchirapalli Distt.
Tamil Nadu

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Dalmia Bharat Sugar and Industries Limited having CIN: L15100TN1951PLC000640 and having registered office at Dalmiapuram, Tiruchirapalli Distt., Tamil Nadu (hereinafter referred to as 'the Company'), produced before me/us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub 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 verification (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, we hereby certify that none of the Directors on the Board of the Company for the Financial Year ended on 31st March, 2025 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Ensuring the eligibility of for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company, our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Vikas Gera & Associates
Company Secretaries

Vikas Gera
C. P. No. 4500
M. No. F5248

Dated: April 30, 2025
Place: Delhi
UDIN - F005248G000236039

Annexure B

Declaration

It is hereby declared, in terms of Regulation 34(3) read with Schedule V of Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations, 2015, that the members of the Board of Directors and the Senior Management Personnel have affirmed compliance with the Code of Conduct for Directors and Senior Management of the Company.

Dated: May 13, 2025
Place: New Delhi
DIN: 10452835

Pankaj Rastogi
Whole Time Director & CEO

"Annexure C"

To,
The Board of Directors
Dalmia Bharat Sugar and Industries Limited
Sub: - Compliance Certificate.

Dear Sir(s)/ Madam,

In accordance with Regulation 17(8) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we certify that:

1. We have reviewed the financial statements and the cash flow statement for the financial year ended March 31, 2025 and that to the best of our knowledge and belief:
   a) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
   b) these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
2. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the financial year ended March 31, 2025 which are fraudulent, illegal or violative of the Company's code of conduct.
3. We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting. We have not come across any reportable deficiencies in the design or operation of such internal controls.
4. We have indicated to the auditors and the Audit Committee:
   a) that there are no significant changes in internal control over financial reporting during the financial year ended March 31, 2025;
   b) that there are no significant changes in accounting policies during the financial year ended March 31, 2025; and
   c) that there are no instances of significant fraud of which we have become aware.

Yours Sincerely,

For **Dalmia Bharat Sugar and Industries Limited**

Dated: May 13, 2025
Place: New Delhi

Sd/-
Piyush Gupta
(Chief Financial Officer)
PAN: AEOPG5294C

Sd/-
Pankaj Rastogi
(Whole-time Director & CEO)
DIN: 10452835

"Annexure D"

Practicing Company Secretaries' Certificate on Corporate Governance

To
The Members of
Dalmia Bharat Sugar and Industries Limited

We have examined the compliance of conditions of Corporate Governance by Dalmia Bharat Sugar and Industries Limited ("the Company") for the financial year ended 31st March 2025, as stipulated in Regulations 17-27, clause (b) to (i) of Regulation 46 (2) and para C, D and E of Schedule V of the Securities and Exchange Board of India (Listing and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations").

Management's Responsibility for compliance with the conditions of Listing Regulations

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

Opinion

In our opinion and to the best of our information and according to 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.

Restriction on use

The certificate is addressed and provided to the members of the Company solely for the purpose to enable the Company to comply with the requirement of Listing Regulations, and it should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

For Vikas Gera & Associates,
Company Secretaries

Sd/-
(Vikas Gera)
M.No. - F5248
CP- 4500
UDIN: F005248G000236083

Date: April 30, 2025
Place: Delhi

Business Repsonsibility & Sustainability Report

CONTENTS

Business Repsonsibility & Sustainability Report
Contd...

Section A : GENERAL DISCLOSURES

I. Details of the listed entity

1	**Corporate Identity Number (CIN) of the listed entity**	L15100TN1951PLC000640
2	**Name of the listed entity**	Dalmia Bharat Sugar and Industries Limited
3	**Year of incorporation**	1951
4	**Registered office address**	Dalmiapuram, District Tiruchirapalli, Tamil Nadu - 621651
5	**Corporate address**	4th Floor, Corporate Office, Hansalaya building, 15, Barakhamba Road, New Delhi - 110001
6	**E-mail**	Sec.corp@dalmiasugar.com
7	**Telephone**	011-23465100
8	**Website**	www.dalmiasugar.com
9	**Financial year for which reporting is being done**	2024-2025
10	**Name of the stock exchange(s) where shares are listed**	BSE Limited and National Stock Exchange of India Limited
11	**Paid-up capital**	₹ 16.19 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**	Rachna Goria, 011-23465100 Sec.corp@dalmiasugar.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).**	Standalone Basis
14	**Name of assurance provider**	NA
15	**Type of assurance obtained**	NA

II. Products/services

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of the main activity	Description of the business activity	% Turnover of the entity
1	Manufacturing	Food, beverages and tobacco products and power	68%
2	Manufacturing	Chemical and chemical products, pharmaceuticals, medicinal chemical and botanical products	32%

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	Sugar	10721	65%
2	Industrial alcohol	11011	32%
3	Power	35106	3%

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

The Company's headquarters are in Delhi and manufacturing facilities are situated in the States of Uttar Pradesh and Maharashtra. Dalmia Bharat Sugar is amongst the handful sugar companies with sugar operations in these two non-contiguous states in India.

Location	Number of plants	Number of offices	Total
National	6	8	14
International	-	-	-

19. Markets served by the entity:

a. Number of locations

Locations	Number
National (Number of States)	During FY24-25, Sugar got supplied to 22 states across India with over 88% among four major states Uttar Pradesh, Maharashtra, West Bengal followed by Bihar.
International (Number of countries)	During FY24-25, Sugar got exported to 9 countries (Djibouti, Nepal, Srilanka, Tajikistan, Singapore, Afganistan, UAE, Somalia & Bahrain)

b. What is the contribution of exports as a percentage of the total turnover of the entity?

Sugar exports contributed to 1.47% of the Company's total turnover.

c. A brief on types of customers

The Company has established itself as the strategic supplier to the prominent brand-enhancing Chocolate, Bakery, Beverages institutions and others in the alcohol industry. The Company has stupendously emerged as one of the leading Third-Party Manufacture for the retail chains and selling its retail products in various platforms. The Company markets specialty sugar (brown, white, breakfast and icing sugar) packets of 1 kg, 2 kg, & 5 kg under Dalmia Utsav and Dalmia Utsav Lite Brand. The Company is also involved in third party sugar sachets manufacturing for majority of the coffee chains in India.

The Company sells power to the Uttar Pradesh and Maharashtra grid and ethanol to Oil Marketing Companies.

Business Repsonsibility & Sustainability Report

Contd...

IV. Employees

20. Details as at the end of Financial Year: 2024-25

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)	537	527	98.1%	10	1.9%
2	Other than permanent (E)	0	0		0	
3	**Total employees (D+E)**	**537**	**527**	**98.1%**	**10**	**1.9%**
	Workers					
4	Permanent (F)	1777	1773	99.8%	4	0.2%
5	Other than permanent (G)	1345	1315	97.8%	30	2.2%
6	**Total employees (F+G)**	**3122**	**3088**	**98.9%**	**34**	**1.1%**

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)	-	-	-	-	-
2	Other than permanent (E)					
3	**Total differently abled employees (D+E)**	-	-	-	-	-
	Differently abled workers					
4	Permanent (F)	1	1	100.0%	0	0.0%
5	Other than permanent (G)	0	0	0.0%	0	0.0%
6	**Total differently abled employees (F+G)**	**1**	**1**	**100%**	**0**	**0**

21. Participation/inclusion/representation of women

	Total (A)	Number and percentage of females	
		No. (B)	% (B/A)
Board of Directors	7	1	14%
Key Management Personnel	2	1	50%

22. Turnover rate for permanent employees and workers

(Disclose trends for the past 3 years)

	FY 2024-25 (Turnover rate in current FY)			FY 2023-24 (Turnover rate in previous FY)			FY 2022-23 (Turnover rate in the year prior to the previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent employees	18.5%	30.0%	14.9%	17.2%	27.3%	13.8%	9.5%	30.8%	6.7%
Permanent workers	4.2%	2.9%	3.6%	4.4%	4.3%	3.2%	3.2%	0%	2.1%

V. Holding, subsidiary and associate companies (including joint ventures)

23. (a) Names of holding / subsidiary / associate companies / joint ventures RACHNA GORIA

S. No.	Name of the holding / subsidiary /associate/ companies /joint ventures (A)	Indicate whether 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	Baghauli Sugar and Distillery Limited*	Subsidiary	100%	Yes

* Merged with the Company pursuant to Hon'ble NCLT Chennai Bench dated April 25, 2025 with effect from Appointed Date, i.e., April 01, 2024.

VI. CSR Details

24. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No) – Yes

(ii) Turnover (in ₹) – ₹ 3,746 Crore

(iii) Net worth (in ₹) -₹ 3,235 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 redressal policy)	FY 2024- 2025 Current Financial Year			FY 2023-2024 Previous Financial Year		
		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, for all stakeholders. Link: https://www.dalmiasugar.com/wp-content/uploads/2025/02/Whistleblower-Policy-and-Vigil-Mechanism-17.08.22.pdf	2	0		0	0	
Investors (other than shareholders)		0	0		0	0	
Shareholders		9	0		130	0	
Employees and workers		6	0		1	0	
Customers		32	0		25	0	
Value chain partners		4	0		1	0	
Others (please specify)		0	0		0	0	

Business Repsonsibility & Sustainability Report

Contd...

26. Overview of the entity's material responsible business conduct issues

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	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)
1	Government policies	Risk	Policies on Sugar exports , diversion of sugar towards ethanol , ethanol price etc are big levers effecting the industry.	Through representations via various forums like- IMSA, UPSMA, WISMA, Uttar Pradesh Cogen association etc.	Substantial Impact on profitability and production strategy of the company.
2	Cane yield and recovery	Risk	Substantial varietal changes coupled with erratic agroclimatic conditions adversely affecting the cane yield & sugar recovery.	Robust cane development plan and changes in the varietal mix.	Substantial Impact on profitability of the company.
3	Area Under Cane	Risk	Competing crops being more remunerative than earlier years giving tough competition to cane crop.	Best Ratoon Management practices and use of Information Technology for engagement with farmers.	Impact on Profitability as well as sustainability.
4	Increase in Ethanol Blending % beyond 20%	Opportunity	Special impetus of the government on ethanol blending through various feedstocks	Not Applicable	Higher profitability along with the increased proportion of ethanol in its revenue mix.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity's policy/ policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
b. Has the policy been approved by the Board? (Yes/No)	Policies that are not mandated under the Companies Act, 2013/SEBI Regulations are approved / reviewed by the Senior Management of the Company.								
c. Web Link of the Policies, if available	The policies have been uploaded on the website of the Company in accordance with the provisions contained in the Companies Act, 2013 and Listing Regulations at https://www.dalmiasugar.com/investors/								
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)	No	No	No	No	No	No	No	No	No
4. Name of the national and international codes/certifications/ labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	The policies are based on the "National Voluntary Guidelines on Social, Environmental & Economic Responsibilities of Business"								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	DBSIL is executing the strategy of becoming water positive and improve soil carbon content. Currently, half of the land in the Company's catchment area has low organic carbon content (< 0.5%). The Company aims to increase and maintain the soil organic carbon in medium range (0.5% - 0.75%) by 2030. The Company aims to increase the soil carbon content through recommended doses in organic manures / compost and intervention through animal husbandry programme for domestic animals. The Company plans to use green manure crops, undertake crop rotation, and eliminate the burning of crop residue. The water table in the Company's catchment area in Uttar Pradesh has depleted by 2 metres in ten years. To address this concern, the Company aims to become 10x water positive by 2030. The Company will work with 200,000 sugarcane cultivators in reducing their annual ground water consumption by 500 KL per hectare by 2030, with annual conservation potential of 25 billion litres. Soil carbon content and water are the two most critical elements for sustainable sugarcane cultivation. By addressing both critical elements, DBSIL is also ensuring sustainable livelihoods and income for farmers.								

Business Repsonsibility & Sustainability Report

Contd...

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	With concentrated effort, we have been able to achieve carbon content in soil from <0.55% to >0.56% till date. With the saving in water consumption and recharge effort with pond/ defunct borewell/recharge structure in water bodies, we nearly achieved target of 2.5X water positive.								
Governance, leadership and oversight									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)	The Company's core objective is to ensure the sustainable production of sugar, fostering value for both farmers, local communities, and the broader business network. Sustainability is at the forefront of the Company's ethos, marked by initiatives spanning water conservation, energy efficiency, resource optimization, waste reduction, and a focus on social and corporate responsibility. In line with its commitment to sustainability, DBSIL is actively promoting a circular economy model, often referred to as the non-financial balance sheet. This entails a continual exploration of innovative technologies with reduced carbon footprints and greenhouse gas emissions. With sustainability as a guiding principle, the Company has identified 34 key areas of focus categorized under pillars such as responsible consumption, ethical growth, sustainable agricultural practices, and community empowerment. In response to the evolving landscape of Environmental, Social, and Governance (ESG) considerations, the Company has crafted an ESG policy centered on sustainable sugarcane production. This policy seeks to enrich the lives of farmers and communities while safeguarding the ecosystem. Additionally, plans are underway to establish a comprehensive monitoring framework to track performance across all ESG dimensions.								
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy(ies).	Mr. Bharat Bhushan Mehta, 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.	The business responsibility performance of the Company is assessed by Mr. Pankaj Rastogi, the Whole Time Director and Chief Executive Officer together with Mr. Bharat Bhushan Mehta, Director. Overall performance is assessed annually by the Board. The targets related to environmental key performance indicators such as water reduction in operations, usage of alternative fuels and raw materials as well as the mitigation and management of climate change impacts are part of the key responsibility areas of the senior management.								

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)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Whole Time Director & CEO and Business Responsibility Head reviews the performance during regular monthly meetings.																	
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Board relevant committees reviews the compliance with statutory requirements of relevance to the principles, and need for rectification of any non-compliances on a quarterly basis.																	

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.	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
NO									

12. If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:

Questions	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 in a position to formulate and implement the policies on specified principles (Yes/No)	Not Applicable								
The entity does not have the financial or/ human and technical resources available for the task (Yes/No)	Not Applicable								
It is planned to be done in the next financial year (Yes/No)	Not Applicable								
Any other reason (please specify)	Not Applicable								

Business Repsonsibility & Sustainability Report

Contd...

SECTION C. PRINCIPLE-WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as "Essential" and "Leadership". While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.

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	4	P1, P2, P4, P6, P7	100%
Key Managerial Personnel	4	P1, P2, P4, P6, P7	100%
Employees other than BoD and KMPs	28	P3, P5	48%
Workers	68	P3, P5	22%

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, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):**

MONETARY

	NGRBC Principle	Name of the regulatory / enforcement agencies / judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes / No)
Penalty / Fine			Nil		
Settlement			Nil		
Compounding fee			Nil		

NON-MONETARY

	NGRBC Principle	Name of the regulatory / enforcement agencies / judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes / No)
Imprisonment		Nil		
Punishment		Nil		

3. **Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.**

Case Details	Name of the regulatory / enforcement agencies / judicial institutions
Not Applicable	

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, the Company has Anti-Bribery & Corruption Directive. Same is available at https://www.dalmiasugar.com/wp-content/uploads/2025/03/Anti-Bribery-Corruption-Policy.pdf

The 'Anti-Bribery & Corruption Directive' ('ABCD') of the Company has been developed in alignment with the Code of conduct for Directors and Senior Management Personnel, Code of Conduct for employees, various policies such as Whistleblower Policy, rules, and regulations in conformance with legal and statutory framework of anti-bribery and anti-corruption legislation prevalent in India. This Directive is applicable to all the employees, associates working for and on behalf of the Company, including third parties. Third parties include but are not limited to consultants, subcontractors, sales agents, accounting or law firms and other agents / representatives of the Company.

The Company prohibits any act of offer, promise, grant, authorization, demand, or acceptance of any promise, bribe, kickback, illegal payment or providing any unauthorized and improper goods and services directly or indirectly, to or from any person, organization, or government representative as quid pro quo.

5. **Number of Directors / KMPs /employees / workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery / corruption**

	FY 2024-25 (Current FY)	FY 2023-24 (Previous FY)
Directors	Nil	Nil
KMPs		
Employees		
Workers		

6. **Details of complaints with regard to conflict of interest:**

	FY 2024 -25 (Current FY)	FY 2023-24 (Previous FY)
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	Nil
Number of complaints received in relation to issues of conflict of interest of the Key Management Persons	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

Business Repsonsibility & Sustainability Report

Contd...

8. Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured) in the following format:

	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Number of days of accounts payables	**27**	**52**

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:

Parameter	Metrics	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	0	0
	b. Number of trading houses where purchases are made from	0	0
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	0	0
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	75.2%	73.3%
	b. Number of dealers / distributors to whom sales are made	15	12
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	98.38%	99.97%
Share of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	0	0.90%
	b. Sales (Sales to related parties / Total Sales)	0	0.87%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	0	0
	d. Investments (Investments in related parties / Total Investments made)	99%	100%

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
NIL *	NIL	NIL

* The Company is in B2B business; hence no awareness programs are organized.

2. Does the entity have processes in place to avoid / manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.

Yes, the Company has the Code of Conduct for the Board and Senior Management Personnel pursuant to Regulation 17(5) (a) of SEBI Listing Regulations.

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

	Current financial year 2024-25	Previous financial year 2023-24	Details of improvements in environmental and social impacts
R&D	100%	100%	Increase in sugarcane yield, sugar recovery, soil fertility and farmer's income. A Bio-Lab has been established for the in-house production of Trichoderma, promoting sustainable and organic farming practices
Capex	100%	100%	The Company has successfully commissioned the Electrified Gravel Bed (EGB) – a state-of-the-art pollution control system aimed at reducing emissions from our operations. With the EGB now fully operational, we are witnessing a notable reduction in greenhouse gas (GHG) emissions and fine particulate matter.

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?

Almost 100% raw materials are procured sustainably. Sugarcane constitutes around 95% of the total input cost. Sugarcane is sourced sustainably from local farmers.

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.

The Company is registered as brand owners with the Central Pollution Control Board (CPCB) under the Extended Producer's Responsibility (EPR) obligation as part of the compliance with Plastic Waste Management Rules. EPR targets are met and closed on CPCB online portal with over all tallied nos.

All other wastes including e-waste, Hazardous waste and Other waste are sold to Pollution Board authorised partners.

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.

Extended Producer Responsibility is applicable on the Company and the action plan is derived on the basis of standard operating procedures provided by the Central Pollution Control Board (CPCB). The Company is registered with CPCB as per the guidelines. The Company is in compliance with the requirements of Plastic waste Management Rules, 2016 and subsequent amendments thereto.

Business Repsonsibility & Sustainability Report

Contd...

LEADERSHIP INDICATORS

1. **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

NIC code	Name of the 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 the web-link
During 2024-25, no Life Cycle Assessment has been conducted. Products are biodegradable.					

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 Product / Service	Description of the risk / concern	Action Taken
-	-	-
Products of the Company are agriculture based and biodegradable, there are no significant social or environmental concerns and/or risks arising from the production or disposal of the same.		

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).**

Indicate input material	Recycled or re-used input material to total material	
	FY 2024-25 (Current FY)	FY 2023-24 (Previous FY)
-	-	-
Almost 100% of the molasses generated through cane crushing operation is utilized to manufacture ethanol. Almost 100% of the bagasse, generated from cane crushing operations, and spent wash, generated from distillery operations, are used as fuels for generating clean and green energy.		

4. **Of the products and packaging reclaimed at end of life of products, amount (in metric tones) reused, recycled, and safely disposed, as per the following format:**

	FY 2024-25 (Current Financial Year)			FY 2023-24 Previous Financial Year		
	Re-Used	Recycled	Safely disposed	Re-Used	Recycled	Safely disposed
Plastics (including packaging)	As per Extended Producer Responsibility compliance.			As per Extended Producer Responsibility compliance.		
E-waste	0	0	0	0	0	1
Hazardous waste (Used Oil) (KL)	0	0	3	9	0	0
Other waste	0	0	0	0	0	0

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	
	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous financial year)
Reprocessed sugar (MT)	989	865
Reprocessed sugar (%)	0.16%	0.14%

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	% of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	527	527	100%	527	100%	N.A.	N.A.	527	100%	0	0
Female	10	10	100%	10	100%	10	100%	N.A.	N.A.	10	100%
Total	**537**	**537**	**100%**	**537**	**100%**	**10**	**2%**	**527**	**98%**	**0**	**0**
Other than permanent employees											
Male	0	0	-	-	-	-	-	-	-	-	-
Female	0	0	-	-	-	-	-	-	-	-	-
Total	**0**	**0**	-	-	-	-	-	-	-	-	-

b. Details of measures for the well-being of workers:

Category	% of workers covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent workers											
Male	1773	439	25%	1773	100%	N.A.	N.A.	0	0%		
Female	4	0	0%	4	100%	4	100%	N.A.	N.A.	N.A.	N.A.
Total	**1777**	**439**	**25%**	**1777**	**100%**	**4**	**0%**	**0**	**0%**		
Other than permanent workers											
Male	1315	0	0%	1315	100%		0%		0%		
Female	30	0	0%	30	100%	30	100%		0%	N.A.	N.A.
Total	**1345**	**0**	**0%**	**1345**	**100%**	**30**	**2%**	**0**	**0%**		

Business Repsonsibility & Sustainability Report

Contd...

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format –

	FY 2024-25 Current Financial Year	FY 2023-24 Previous Financial Year
Cost incurred on well- being measures as a % of total revenue of the company	0.13%	0.2%

2. Details of retirement benefits, for the current financial year and previous financial year.

Benefits	FY 2024-25 Current financial year			FY 2023-24 Previous financial year		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100	100	Y	100	100	Y
Gratuity	100	100	Y	100	100	Y
ESI	0	0	0	0	0	0
Others – Please Specify	None	-	-	None	-	-

The Company, being in Sugar Industry, is not covered under ESI Act.

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

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.

The Company ensures diversity in the workplace, provides equal opportunity and fair treatment to all employees including eligible applicants for employment without any bias towards caste, creed, religion, origin, gender, marital status, age, and nationality – starting from recruitment to closure of full and final settlement. All decisions with respect to employee acquisition, learning and development, promotion, compensation and benefits, transfer and termination are objective and based on facts. The Human Rights Policy is available at the website at https://www.dalmiasugar.com/wp-content/uploads/2025/03/Human-Rights-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%	100%	100%	100%
Female	100%	100%	100%	100%
Total	**100%**	**100%**	**100%**	**100%**

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

	Yes / No (If yes, then give details of the mechanism in brief)
Permanent workers	Yes. We have Works committee in Uttar Pradesh Units and Union in Maharshtra Units.
Other than permanent workers	Union and Works committee develops the measures for securing and preserving amity and good relations between the management and workers, looks after the matters of their common interest or concern and endeavour to compose any material difference of opinion in respect of such matters. Further, to provide a platform to all stakeholders to voice genuine concerns about any breach of the Code of Conduct or the Company's guidelines or values, we have Whistle Blower Policy and Vigil Mechanism. The platform ensures that all complaints are heard, recorded and registered with the ethics committee for further action with transparency and confidentiality so that it improves confidence in the organisation and also acts as a deterrent against deviations from guidelines, values and the DNA. The whistle blower complaints/disclosures are recorded and tracked through an independent third party-monitored 'Ethics help line'.
Permanent Employees	Yes, the Company has a Whistle Blower Policy and Vigil Mechanism for all the stakeholders including employees.
Other than Permanent Employees	

7. Membership of employees and worker in association(s) or Unions recognized by the listed entity:

The Company recognizes employee need to form trade unions so that they can put forward aspirations better to the senior management. The Company has trade unions in its Maharashtra facility. There are no unions in its Uttar Pradesh facility. Interactions between the senior management and trade unions are conducted periodically to maintain cordial relations.

Category	FY 2024-25 (Current FY)			FY 2023-24 (Previous FY)		
	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)
Total permanent employees						
Male	527	0	0	524	0	0
Female	10	0	0	11	0	0
Total Workers						
Male	1773	617	35%	1817	585	32%
Female	4	4	100%	5	5	100%

Business Repsonsibility & Sustainability Report

Contd...

8. Details of training given to employees and workers

Category	FY 2024-25 Current financial year					FY 2023-24 Previous financial year				
	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	527	260	49%	46	9%	524	335	64%	123	23%
Female	10	0	0%	0	0%	11	11	100%	10	91%
Total	**537**	**260**	**48%**	**46**	**9%**	**535**	**346**	**65%**	**133**	**25%**
Workers										
Male	3088	670	22%	149	5%	2996	1133	38%	728	24%
Female	34	3	9%	0	0%	23	25	109%	25	109%
Total	**3122**	**673**	**22%**	**149**	**5%**	**3019**	**1158**	**38%**	**753**	**25%**

9. Details of performance and career development reviews of employees and worker:

Category	FY 2024-25 (Current FY)			FY 2023-24 (Previous FY)		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	444	444	100%	475	475	100%
Female	10	10	100%	11	11	100%
Total	**454**	**454**	**100%**	**486**	**486**	**100%**
Workers						
Male	3090	3090	100%	2996	2996	100%
Female	34	34	100%	23	23	100%
Total	**3124**	**3124**	**100%**	**3019**	**3019**	**100%**

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?

No.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

Daily plant monitoring is done by the safety officer while camera monitoring is undertaken to identify unsafe acts/ unsafe conditions to enhance safety. The Company provide PPE kits to employees and make wearing them a mandate. Due diligence to identify work hazards and identification of repeated injuries helped develop effective countermeasures. Periodic Safety Audits are conducted by independent auditors.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)

Yes, the Company encourages employees to report near-miss incidents identified through digital platforms, which are analyzed from a central repository. The employees who report the highest number of instances are felicitated, which acts as an incentive for employees to report near-miss incidents.

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 2024-25 Current financial year	FY 2023-24 Previous financial year
Lost time injury frequency rate (LTIFR) (per one million-person hours worked)	Employee	0	0
	Workers	8.49%	4.53%
Total recordable work-related injuries	Employee	0	0
	Workers	0	0
No. of fatalities	Employee	0	0
	Workers	0	3
High consequence work-related injury or ill-health (excluding fatalities)	Employee	0	0
	Workers	0	0

*Including in the contract workforce

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

- The Company has in place a safety, health and environment policy which is approved by the Risk Management Committee and the Board of Directors. The following measures are taken to ensure a safe and healthy environment:
  - o Checking the use of PPEs
  - o Displaying safety signages and boards to create the safety culture.
  - o Issuing notices to employees and contractor workers for the non-use of PPEs.
  - o Safety Audits were conducted through independent agency, National Safety Council and Elion Technologies and Consulting P. Ltd.

13. Number of complaints on the following made by employees and workers:

	FY 2024-25 (Current FY)			FY 2023-24 (Previous FY)		
	Filed during the year	Pending resolution at the end of the year	Remarks	Filed during the year	Pending resolution at the end of the year	Remarks
Working conditions	0	0	-	0	0	-
Health & safety	0	0	-	0	0	-

Business Repsonsibility & Sustainability Report

Contd...

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 the assessments of health and safety practices and working conditions.

a) Each employee entering the plant premises is imparted safety induction training.

b) Permit to work system is religiously followed by each sections of the unit.

c) Tool Box Talk (TBT) is imparted to the working crew by job supervisor/engineer prior to the deployment of the workforce.

d) A safety committee is formed with equal participation of the workforce from executives as well as workmen. Along with their jobs, they act as sectional safety members for the improvement of safety culture and working conditions. A Safety Committee meeting is conducted quarterly.

e) Regular training is imparted to the working crew.

f) Mock drills are conducted at regular intervals to enhance awareness and check the effectiveness of the existing emergency response.

g) All lifting tools and tackles/ pressure vessels are tested and inspected by approved parties.

h) All equipment / portable machineries are physically inspected prior to use.

i) Joint walkthroughs (participation of representatives from each department) were also conducted from time to time.

j) The welding machine is tested for being in a good condition through bullet points during the plant inspection and related training is provided for safe operations through on-the-job training and posters. All welding machines are in good condition at present.

k) Fire generated from bagasse, coal and rectified spirit /ethanol might create major safety related incidents in the plant.

l) The Company provided fire hydrant systems and fire extinguishers in plants to mitigate fire hazards.

m) Fire drills /mock drills are conducted

n) Continuous trainings are conducted on firefighting ,first aid and safety related topics.

o) Old rusted plate forms were upgraded.

p) SOPs are framed.

q) Safety Audits are conducted through independent agency(ies).

r) Safety Audit Report and detailed presentation on corrective actions is presented to the Risk Management Committee and Audit Committee.

LEADERSHIP INDICATORS

1. Does the entity extend any life insurance or any compensatory package in the event of death of

(A) Employees (Y/N)

Yes, all the employees of the Company are covered under the life insurance policy in the event of death.

(B) Workers (Y/N)

Yes, the Company provides compensation in the event of the workers.

Hospitalization insurance mitigates the financial burden in case of hospitalization of the employee or his/her dependents and covers all the employees who are in permanent roles of the Company. The family floater insurance coverage is as per the designation and the premium amount which is to be borne by the employee for self and the declared dependents.

Further, all employees are covered under a group level accident insurance scheme as part of the Company's effort to safeguard the future of its employees and their family members in the unfortunate event of a mishap. It covers all executive member claims in cases of permanent total disablement, permanent partial disablement, temporary total disablement, death and carriage of dead body.

The Company caters to unforeseen circumstances like early death and debilitating diseases not covered by regular policies of personal accident insurance and medical claim etc. All employees are covered under the life Insurance guidelines and the benefit is in the form of monetary relief to the nominee of the participant in case of death.

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

Specific contractual obligations with respect to deduction and deposit of statutory dues by value chain partners are provided for such adherence. Also, regular cross checks of documents are conducted.

3. Provide the number of employees / workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total number of affected employees / workers		Number of employees / workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2024-25 (Current FY)	FY 2023-24 (Previous FY)	FY 2024-25 (Current FY)	FY 2023-24 (Previous FY)
Employees	0	0	0	0
Workers	0	3	0	0

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

Business Repsonsibility & Sustainability Report
Contd...

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	Not available
Working conditions	Not available

6. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments of health and safety practices and working conditions of value chain partners.**

None

Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders –

ESSENTIAL INDICATORS

1. **Describe the process for identifying key stakeholder groups of the entity.**

We define our stakeholders as individuals, groups or organizations who have a material influence or are materially influenced by the way we perform our activities. At DBSIL, we engage with our stakeholders periodically through various channels and proactively communicate relevant information to our stakeholders through meetings, annual report, corporate social responsibility report, integrated report, press releases, social media, etc. We strive to ensure that it is a two-way communication process. Feedback from our stakeholders is welcome so that we can learn the improvement areas. The Stakeholder Engagement Policy of the Company is on the Company's website at https://www.dalmiasugar.com/wp-content/uploads/2025/03/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 and 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
Investor	No	Quarterly financial reports, Annual general meeting, Press releases, Website, Stock exchanges, Advertisement, Emails, Annual Reports	Quarterly	**Purpose and scope:** For stakeholders to know the financial standing of the company; Majorly finance related matters, including any new developments like expansions, new product launches, new markets, etc. Concerns – Transmission of shares; Investor Protection Fund (IPF) matters
Industrial association	No	Tie up with industrial associations through membership and being part of various committees and active participation	Monthly	**Purpose and scope:** Coordination for sugar industry; advocacy to create a common platform for conducive government policies owing to the nature of sugar industry in India Concerns – Changing government policies; excess crop conditions.
Community	No	Meetings, CSR Reports, pamphlets, websites, SMSs, events and functions	All the year around	**Purpose and scope:** Social license to operate, inclusive growth and community participation, Concerns: Growth and development related concerns.
Supplier	No	Farmers – SMS, meetings, notice boards, IT enabled apps, websites, roadshows, display boards, announcements	All the year around	Farmers and other suppliers Purpose and scope: Business continuity, enhancing the awareness on best agricultural practices, education on new techniques and varieties for the sustainability of the cane crop; water harvesting techniques; automatic payment systems Concerns: Ensure better crop cultivation and ways to save the crops from pests and animals, reduce the cut to crush time
Customers	No	B2B: Emails, phone no. on the bag of products, regular interaction through meetings, suppliers meet regular feedback from customers, customer satisfaction survey	All the year around	B2B Purpose and scope – To increase institutional sales, better product development, obtain customer feedback on existing supplies Concerns: Price volatility, government policies, progress of sugarcane crop, global scenario of sugar, product quality

Business Repsonsibility & Sustainability Report

Contd...

Stakeholder group	Whether identified as vulnerable and 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 and regulatory bodies	No	Regulatory compliance – through ISMA, Grain and Ethanol Manufacturers Association (GEMA) and All India Distillery Association (AIDA)	All the year around	Purpose and scope: Coordination for sugar industry; advocacy to create a common platform for conducive government policies owing to the nature of sugar industry in India Concerns – Changing government policies; excess crop conditions, compliance to laws and regulations, advocacy.
Employees	No	Emails; floor visits, morning meetings, training sessions, helpdesk options on employee portals;	All the year around	Purpose and scope: Trust and loyalty, work life balance, employee retention; query handling, reduce bottlenecks for employee efficiency, enhance employee engagement Concerns: Payroll, leaves related concern, self-development related concerns, performance related complaints.
Competitor	No	Analysis of the best practices adopted by peers		Sectorial performance of peers, Healthy competition

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.**

   In this rapidly changing environment, the Company is adapting and responding to issues that matter the most to business and stakeholders. It is constantly working on understanding these issues as they help us define strategic priorities and report issues of interest to stakeholders. To identify and subsequently validate the material issues, the Company first creates a bucket list of potential material aspects by analysing the material issues of peer companies through the Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI). Furthermore, the Company engages with stakeholder groups to understand views and concerns on identified material issues. This helps the Company in defining these material aspects and fabricating a path for long-term value creation. The assessment makes it possible to shortlist and prioritize material elements and group them under four pillars: empowering people, responsible consumption, responsible growth and business ethics and sustainable business practices.

   Board is apprised on feedback from consultation with stakeholders through presentations during quarterly meetings.

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, the stakeholder consultation is important to identify the areas of concern in environment and social sectors. The Company's major stakeholder is the farmers/suppliers/community around us. The main concern is soil health and water conservation, being an agrarian community. Hence, the Company is working extensively on soil health management and efficient water usage with water conservation, while promoting better agricultural practices for superior yield through the cane department and corporate social responsibility initiative. The Company considers unemployment as a concern and operates skill training centres that provide placement-linked, short-term skill training programs to the youth.

3. **Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.**

   The Company undertakes cane development activities and provides necessary guidance to marginalized cane growers with regards to the selection of the right variety of propagation materials, agri-inputs and agronomical practices, support in setting-up farmyard manure units, vermicomposting units, provide solar operated sprayers, among others. The promotion of energy-efficient cooking methods and the installation of solar lighting has particularly benefited the women and children of the communities. Women Self Help Groups are promoted and skills development training sessions (stitching and weaving, Moonj craft, among others) are conducted to create additional avenues of income generation for them. Also maternal, neonatal and adolescent health camps are run periodically. Many school intervention programmes have been implemented and remedial education centres have been established for children. The construction of individual sanitary latrines in line with 'Swachh Bharat Abhiyaan' and 'Swachh Vidyalaya Abhiyaan' benefitted the local community. Skill training centers (ITI and DIKSHa) are being run to ensure skill development, enhancing the employability of the local youth.

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 2024-25 Current financial year			FY 2023-24 Previous financial year		
	Total (A)	No. of employees / workers covered (B)	% (B / A)	Total (C)	No. of employees / workers covered (D)	% (D / C)
Employees						
Permanent	537	395	74%	535	395	74%
Other than permanent	0	0	-	0	0	-
Total employees	**537**	**395**	**74%**	**535**	**395**	**74%**
Workers						
Permanent	1777	1346	76%	1822	1346	74%
Other than permanent	1345	1071	80%	1197	1071	89%
Total workers	**3122**	**2417**	**77%**	**3019**	**2417**	**80%**

Business Repsonsibility & Sustainability Report

Contd...

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2024-25 Current financial year					FY 2023-24 previous financial year				
	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)
Employees										
Permanent										
Male	527	0	0	527	100%	524	0	0	524	100%
Female	10	0	0	10	100%	11	0	0	11	100%
Other than permanent										
Male	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Workers										
Permanent										
Male	1773	32	2%	1741	98%	1817	0	0	1741	96%
Female	4	0	0	4	100%	5	0	0	5	100%
Other than permanent										
Male	1315	204	16%	1111	84%	1179	68	6%	1111	94%
Female	30	27	90%	3	10%	18	15	83%	3	17%

3. Details of remuneration/salary/wages, in the following format:

a. Median remuneration/wages:

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category (PA)	Number	Median remuneration/ salary/ wages of respective category (PA)
Board of Directors (BoD)	6	19,00,000	1	16,00,000
Key Managerial Personnel (other than Board members)	1	1,33,83,111	1	14,80,502
Employees other than BoD and KMP	526	7,83,513	9	5,47,152
Workers	1773	3,59,290	4	3,26,260

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2024-25 Current Financial Year	FY 2023-24 Previous Financial Year
Gross wages paid to females as % of total wages	0.52%	0.59%

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, HR Head at Corporate Office and Unit Heads at different Units are responsible for addressing human rights impacts or issues caused or contributed to by the business.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

At DBSIL, we have Safety Committee, Works Committee(s), Union(s), Whistle Blower Policy and Vigil Mechanism, Anti sexual harassment Guidelines and ethics helpline to ensure the redressal of grievances related to human rights. The human relations, legal and compliance department, in collaboration with other functions, ensure that the human rights are upheld and reinforced from time to time at the operational level.

6. Number of Complaints on the following made by employees and workers:

	FY 2024-25 Current financial year			FY 2023-24 Previous financial year		
	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	0	0	0	0	0	
Discrimination at workplace	0	0	0	0	0	
Child labor	0	0	0	0	0	
Forced labour/involuntary labour	0	0	0	0	0	
Wages	0	0	0	1	0	
Other human rights related issues	0	0	0	0	0	

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2024-25 Current Financial Year	FY 2023-24 Previous Financial Year
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	None	None
Complaints on POSH as a % of female employees / workers	None	None
Complaints on POSH upheld	None	None

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

Protection of Whistle Blowers

No unfair treatment is met out to a whistle blower by virtue of him / her having made a protected disclosure under the policy. The Company condemns any kind of discrimination, harassment, victimization or any other unfair employment practice being adopted against whistle blowers. Complete protection is given to whistle blowers against any unfair practice like retaliation, threat or intimidation of termination/suspension of service, disciplinary action, transfer, demotion, refusal of promotion, or the like including any direct or indirect use of authority to obstruct the whistle blower's right to continue to perform his / her duties / functions including making further Protected Disclosures. The identity of the whistle blower is kept confidential to the extent possible and permitted under law. Any other employee or director assisting in the said investigation is also protected to the same extent as the whistle blower.

Business Repsonsibility & Sustainability Report

Contd...

Protection against Victimization

The Company has Anti-Harassment and Non-Discrimination Policy in place which is in line with internationally recognized frameworks including, United Nations Global Compact Principles (UNGC), United Nations Guiding Principles on Business and Human Rights (UNGP), International Labour Organization (ILO) and its associated international standards. All employees whether permanent, temporary, contractual, trainees as well as visitors are covered under this Policy. The Company has a zero- tolerance approach towards any form of harassment including but not limited to insulting comments, intimidation, bullying or hostile work environment.

Further, Anti-Sexual Harassment Guideline ensures a safe and secure workplace free from threats, harassment, discrimination or other intimidating behaviours of all kinds. No person is victimized for anything said or done in relation to any complaints or proceedings under these guidelines. It is the responsibility of the Internal Complaints Committee (ICC) to protect or safeguard the person (s) who:

(a) Has brought proceedings under the said guidelines against any person.

(b) The other person associated with the complaint.

(c) Has given evidence or information or produced a document, in connection with any proceedings under the guidelines.

(d) Has otherwise done anything in accordance with these guidelines in relation to any person.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes, the Company has strict guidelines on human rights issues in all external contracts. In addition, internal control mechanisms exist to ensure the human rights due diligence. All contracts are monitored constantly in compliance to the guidelines.

10. Assessment for the year

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100% of our plants and offices were assessed internally and by statutory authorities under the applicable laws.
Forced/involuntary labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others- Please Specify	-

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 ensures that there are no individuals below 18 years of age /or forced/involuntary labour are engaged. The Company strives to be discrimination free and does not allow discrimination and harassment based on religion, gender, caste, disability, nationality, sexual orientation, race and age. It is also ensured that all employees and permanent workers are paid more than minimum wage requirements. However, in view of the existing policies/guidelines to safeguard human rights, no further corrective actions were required to be taken pursuant to assessments.

LEADERSHIP INDICATORS

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

No business process was required to be modified.

2. Details of the scope and coverage of any Human rights due-diligence conducted.

DBSIL is one of the most respected sugar manufacturers in the country due to its consistent investments in integrity, safety, health and environment. These attributes have been validated by certifications like Environment Management System (EMS), Bonsucro, Food, Safety and Quality (FSQ).

As a member of the Bonsucro Production Standard (voluntary global sustainability standard for sugarcane), the Company follows seven principles: obey the law, respect human rights and labour standards, manage efficiency to improve sustainability, manage bio-diversity and the ecosystem, continuously improve the organization of farmers, adhere to European Union directives and the organization of farmers.

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
Child labour	The premises/office locations of the value chain partners have not been assessed. However, all contracts with value chain partners (wherever applicable) having strict guidelines on human rights are monitored constantly for compliance.
Forced/involuntary labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others- Please specify	

5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

Not applicable

Principle 6: Businesses should respect and make efforts to protect and restore the environment

ESSENTIAL INDICATORS

1. Details of total energy consumption (in joules or multiples) and energy intensity, in the following format:

Parameter	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
From renewable sources		
Total electricity consumption (A) (million KJ)	1138991	1066
Total fuel consumption (B) (million KJ)	14477896	846308

Business Repsonsibility & Sustainability Report

Contd...

Parameter	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Energy consumption through Other sources (C) (million KJ)	8395167	8929164
Total energy consumed from renewable sources (A+B+C) (million KJ)	24012054	9776538
From non-renewable sources		
Total electricity consumption (D) (million KJ)	0	0
Total fuel consumption (E) (million KJ)	0	0
Energy consumption through other sources (F) (million KJ)	0	0
Total energy consumed from non-renewable sources (D+E+F) (million KJ)	0	0
Total energy consumed (A+B+C+D+E+F) (million KJ)	24012054	9776538
Energy intensity per rupee of turnover (million KJ/million ₹) (Total energy consumed / Revenue from operations)	629	323
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	Not applicable	Not applicable
Energy intensity in terms of physical output	Not applicable	Not applicable
Energy intensity (optional) – the relevant metric may be selected by the entity		

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. – Not done.

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**

Not Applicable

3. **Provide details of the following disclosures related to water, in the following format:**

Parameter	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Water withdrawal by source (in kiloliters)		
(i) Surface water **(KL)**	310436	405755
(ii) Groundwater **(KL)**	804125	999510
(iii) Third party water **(KL)**	0	0
(iv) Seawater / desalinated water **(KL)**	0	0
(v) Others **(KL)**	0	0
Total volume of water withdrawal (in liters) (i + ii + iii + iv + v)	1114561100	140526500
Total volume of water consumption (in kiloliters)	1114561	1405265
Water intensity per rupee of turnover (Total water consumption / Revenue from operations) **(Liter/Million ₹)**	0.029	0.046
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)	Not applicable	Not applicable
Water intensity in terms of physical output	Not applicable	Not applicable
Water intensity (optional) – the relevant metric may be selected by the entity		

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

No independent assessment has been carried out by an external agency during the year. However, we are in the process to engage with the government authorized agency.

4. **Provide the following details related to water discharged:**

Parameter	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Water discharge by destination and level of treatment (in kiloliters)		
(i) To Surface water		
– No treatment	0	0
– With treatment – please specify level of treatment	0	0
(ii) To Groundwater		
– No treatment	0	0
– With treatment – please specify level of treatment	0	0
(iii) To Seawater		
– No treatment	0	0
– With treatment – please specify level of treatment	0	0
(iv) Sent to third-parties		
– No treatment	0	0
– With treatment – please specify level of treatment	417912	860720
(v) Others		
– No treatment	0	0
– With treatment – please specify level of treatment	0	0
Total water discharged (in kiloliters)	**417912**	**860720**

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.

No independent assessment has been carried out by an external agency during the year.

5. **Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation –**

Yes, the entity has implemented a comprehensive **Zero Liquid Discharge (ZLD)** mechanism across all operational units.

Business Repsonsibility & Sustainability Report

Contd...

- **Coverage:** All sugar manufacturing units and distilleries are equipped with advanced effluent treatment systems to ensure complete recycling and reuse of wastewater.
- **Implementation Highlights:**
    - o Treated water is reused in cooling towers, ash handling, and greenbelt development.
    - o Concentrated effluents from distilleries are processed via bio-methanation and evaporation, ensuring no discharge into external water bodies.
    - o Continuous online monitoring systems are in place to track water quality and compliance in real-time.

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify unit	FY 24-25 (Current financial year)	FY 23-24 (Previous financial year)
NOx		0	0
Sox		0	0
Particulate matter (PM)	MT	445	473
Persistent organic pollutants (POP)		0	0
Volatile organic compounds (VOC)		0	0
Hazardous air pollutants (HAP)		0	0
Others – please specify		0	0

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.

Not done

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tons of CO2 equivalent	120492	140511
Total Scope 2 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tones of CO2 equivalent	1053	1339
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (MT/Million ₹) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)		3.18	4.68
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)		Not applicable	Not applicable
Total Scope 1 and Scope 2 emission intensity in terms of physical output		Not applicable	Not applicable
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity			

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. Not done.

8. Does the entity have any project related to reducing greenhouse gas emission? If Yes, then provide details.

At Dalmia Bharat Sugar, we are committed to sustainable practices that mitigate our environmental impact. In line with this commitment, we have undertaken several projects aimed at reducing greenhouse gas emissions across our operations.

DBSIL has undertaken several focused initiatives in FY 2024-25 aimed at reducing greenhouse gas emissions and enhancing environmental performance:

- **ESP Enhancement:** A new field was added to the Electrostatic Precipitator (ESP) and significantly improving the capture of fine particulates and reducing emissions.
- **Electrified Gravel Bed (EGB):** successfully commissioned after the ESP to further reduce emission levels and enhance air quality control.
- **100% Renewable:** The Company is, using **bagasse**—a sugar industry byproduct—as the primary fuel, thereby reducing carbon intensity and we are 100 % renewable
- **Energy Optimization:** Boiler operations and power generation systems have been optimized through automation, reducing steam and energy consumption per unit output.
- **Steam efficiency** – steam efficiency technology MVR is introduced and working efficiently

Carbon Conscious Operations: All initiatives are aligned with the Company's sustainability roadmap to reduce scope 1 emissions and transition towards low-carbon

Expansion of Green Initiatives: In the fiscal year (FY), we have significantly expanded our green initiatives by intensifying our efforts in afforestation. Recognizing the critical role of trees in carbon sequestration, we have substantially increased the number of trees planted across our operational areas.

These initiatives underscore our steadfast commitment to environmental stewardship and align with our broader sustainability objectives. Moving forward, we remain dedicated to exploring innovative solutions that foster environmental sustainability and contribute to a greener future.

Business Repsonsibility & Sustainability Report

Contd...

9. **Provide details related to waste management by the entity, in the following format:**

Parameter	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Total Waste generated (in metric tons)		
Plastic waste **(A)**	Taken care in EPR compliance	(17) Max Taken care in EPR compliance
E-waste **(B)**	0	0
Bio-medical waste **(C)**	0	0
Construction and demolition waste **(D)**	0	0
Battery waste **(E)**	0	0
Radioactive waste **(F)**	0	0
Other Hazardous waste. Please specify, if any. **(G) Spent wash - Disposed in Incineration**	206735	237410
Other Non-hazardous waste generated **(H). (i+ii+iii)** Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	1566160	1675460
Bagasse-internal generation	1527730	1621845
Ash to farmer	16413	18735
K ash	22017	34880
Total (A+B + C + D + E + F + G + H)	**1772952**	**1912887**
Waste intensity per rupee of turnover (MT per Million ₹) (Total waste generated / Revenue from operations)	46	63
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	Not applicable	Not applicable
Waste intensity in terms of physical output	Not applicable	Not applicable
Waste intensity (optional) - the relevant metric may be selected by the entity		
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tons)		
Category of waste		
(i) Recycled (Lubrication oil)	9	5
(ii) Re-used Bagasse a fuel	1378887	1390673
(iii) Slop - as a fuel	206735	237410
(iv) Other recovery operations	0	0
Total	**1585631**	**1628087**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tons)		
Category of waste		
(i) Incineration K ash (used as manure)	22017	34880
(ii) Cogen ash (Cogen ash Used as fly ash bricks manufacturing)	16413	18735
(iii) Other disposal operations (Sludge - Used Bio gas generation with Third party)	4284	836
Total	**42714**	**54451**

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.

Not done

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.**

Our company follows a circular economy approach by ensuring effective utilization and treatment of all major waste streams.

Fly ash generated from our boilers is repurposed in the manufacturing of fly ash bricks. Press mud, rich in organic matter, is distributed to farmers as an effective natural manure.

Spent wash from the distillery is utilized as a fuel in incineration boilers, ensuring energy recovery and safe disposal.

Distillers' dried grains with solubles (DDGS), a by-product of ethanol production, are used as high-protein feed for animals.

The environment component ensures that the Company consumes environmentally responsible resources, utilizes an optimal quantum of finite fossil fuels, recycles waste, moderates carbon footprint, and builds resistance to climate change.

DBSIL's Waste Management Practices:

In FY 2024-25, DBSIL improved process efficiency, further reducing raw material waste. Byproducts from sugar production continued to generate value through distilleries, co-gen units, and new circular economy initiatives.

Recycling Focus: Higher reuse of process water and packaging waste.

Boiler Fly ash - making fly ash brick to promote circular economy

- **Resource Efficiency:** The company prioritizes efficient conversion of raw materials into products, minimizing waste generation. Distilleries and co-generation units generate additional revenue by transforming sugar production byproducts into valuable products.
    - **Zero Liquid Discharge:** Reusing liquid waste after treatment. Extended Producer Responsibility: Complying with regulations regarding end-of-life product management.

Waste-to-Wealth Programs: Developing projects to convert waste into usable products like bio-compressed natural gas (bio-CNG), ash bricks, and bio-manure.

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		

12. **Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:**

No environmental impact assessments undertaken by DBSIL has been done in FY 24-25

Business Repsonsibility & Sustainability Report

Contd...

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:

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
	Yes, the Company is compliant with the applicable environmental law/ regulations/ guidelines in India.			

LEADERSHIP INDICATORS

1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):

   For each facility / plant located in areas of water stress, provide the following information:

   (i) Name of the area – None

   (ii) Nature of operations – Not Applicable

   (iii) Water withdrawal, consumption and discharge in the following format: – Not Applicable

Parameter	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Water withdrawal by source (in kilolitres)		
(i) Surface water (KL)	0	0
(ii) Groundwater (KL)	0	0
(iii) Third party water (KL)	0	0
(iv) Seawater / desalinated water (KL)	0	0
(v) Others (KL)	0	0
Total volume of water withdrawal (in liters)	0	0
Total volume of water consumption (in kiloliters)	0	0
Water intensity per rupee of turnover (Liter/ ₹) (Water consumed / turnover)	0	0
Water intensity (optional) –the relevant metric may be selected by the entity	0	0
Water discharge by destination and level of treatment (in kiloliters)		
(i) Into Surface water		
– No treatment	0	0
– With treatment – please specify level of treatment	0	0
(ii) Into Groundwater		
– No treatment	0	0
– With treatment – please specify level of treatment	0	0
(iii) Into Seawater		
– No treatment	0	0
– With treatment – please specify level of treatment	0	0
(iv) Sent to third-parties		
– No treatment	0	0
– With treatment – please specify level of treatment	0	0
(v) Others		
– No treatment	0	0
– With treatment – please specify level of treatment	0	0
Total water discharged (in kilolitres)	0	0

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. – Not Done

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2024-25 (Current Financial Year)	FY 2023-24 (Previous Financial Year)
Total Scope 3 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	We educate and encourage our suppliers to generate and share data with respect to emission related to our supply	
Total Scope 3 emissions per rupee of turnover		Not Applicable	
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity			

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. Not DONE

3. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

NA

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:

Company has embarked upon fuel saving technology implementation year on year.

No	Initiative Undertaken	Details	Outcome of the Initiative / Achievement	Plant
1	Steam consumption optimization	Reduced in steam consumption by installing steam saving device FFE	Significant reduction in steam consumption	Nigohi
2	Steam reduction at full crush	Average steam consumption improved through process optimization	Improved process efficiency	Ninaidevi

Business Repsonsibility & Sustainability Report

Contd...

No	Initiative Undertaken	Details	Outcome of the Initiative / Achievement	Plant
3	Chemical consumption reduction	Process optimization led to cost savings and better COD control	Savings of cost COD load maintained below of limitation	Nigohi & Jawaharpur
4	High capacity utilization	Operated above of capacity	Enhanced productivity	Ninaidevi
5	Digital packaging upgrade	Installed online printing machines on multitrack packaging	Improved packaging efficiency and minimize ink use	Nigohi
6	Electrified Graved Bed installation	Installed after ESP for 21 TPH boiler	Reduction in fine dust emissions	Kolhapur
7	Advanced ESP for boiler	Corona effect 4-field ESP on 21 TPH incineration boiler	Reduction in PM level and GHG EMISSION	Kolhapur
8	Land development for cane	10 acres rocky land cultivated in-house	Expanded cane sourcing	Kolhapur
9	Water reuse & savings	CPU integration, 100% reject water for ash & bricks	Reduced groundwater use	Kolhapur
10	Fly ash brick unit	Operational under waste-to-wealth project	Value from waste	Kolhapur & Ramgarh
11	Reuse of treated water	250 KLD treated ETP water reused in distillery	Efficient water recycling	Ramgarh
12	ETP sludge as manure	Given to farmers for entire season	Promoted circular farming and sustainable agriculture	Jawaharpur

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

The company maintains a robust disaster preparedness framework across all its business units. Each site is equipped with a tailored disaster management and onsite emergency response plan, aligned with local regulatory requirements. These plans outline structured standard operating procedures (SOPs), clearly defined responsibilities, and actionable steps for effective and timely response to any potential disruptions.

The approach emphasizes risk identification, mitigation, and operational restoration in a safe and structured manner. Key aspects include evacuation protocols, emergency communication systems, first responder training, and recovery planning. Regular mock drills and employee awareness programs are conducted to ensure readiness and minimize response time during crises.

Additionally, all manufacturing locations operate under valid licenses and regulatory approvals, further reinforcing operational resilience and compliance.

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

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

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.

Fourteen (14)

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	Indian Sugar Mills Association (ISMA)	National, https://www.ismaindia.org/
2	Uttar Pradesh Sugar Mills Association	State
3	West Indian Sugar Mills Association (WISMA)	Regional, https://wisma.in/
4	Co-generation Association of India	National, http://www.cogenindia.org/
5	Federation of Indian Chambers of Commerce & Industry(FICCI)	National, https://ficci.in/api/home
6	The Sugar Technologists' Association of India(STAI)	National, http://staionline.org/About_stai.aspx
7	Bonsucro	International
8	All India Distillers' Association	National
9	CII	National
10	Indian Chamber of Commerce	National
11	UP Sugar Mills Co Gen Association	State
12	UP Distillery Association	State
13	Indian Bio Gas Association	National
14	Grain Ethanol Manufacturers Association	National; https://gemabharat.org/

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

Name of authority	Brief of the case	Corrective action taken
Not Applicable		

LEADERSHIP INDICATORS

1. Details of public policy positions advocated by the entity:

S. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes / No)	Frequency of Review by Board (Annually / Half yearly / Quarterly / Others – please specify)	Web Link, if available
The Company prefers to be a part of broader policy development process, taking into account the Company's, national and stakeholders' interests. However, it does not lobby any specific issue. The Company however has membership of various committees of Industrial Associations and it takes active participation in advocacy to create common platform for conducive government policies owing to the nature of sugar industry.					

Business Repsonsibility & Sustainability Report

Contd...

DBSIL: A Responsible Industry Leader

Engaging with Stakeholders: DBSIL actively engages with government bodies, regulators, and industry associations, demonstrating its commitment to operating within India's democratic framework and upholding the constitution.

Championing the Sugar Industry: As a leading Indian sugar manufacturer, DBSIL strives for membership in key industry chambers and associations. Through this participation, DBSIL advocates for the advancement and improvement of the sugar business in India.

Collaborative Approach: DBSIL representatives actively participate in associations dedicated to the development of the sugar industry. They prioritize collaboration, consensus building, and adherence to regulations over conflict. The company fosters open communication and transparency, ensuring its public disclosures and actions align with established codes of conduct and regulatory frameworks.

Promoting Public Good: DBSIL recognizes that effective policy advocacy requires considering the broader public interest. The company prioritizes measures that not only benefit the industry but also contribute to the overall well-being of the nation.

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 and brief details of project	SIA notification No.	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant web link
-	-	-	-	-	-

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:**

S. No.	Name of project for which R&R is ongoing	State	District	Number of project affected families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the financial year (In INR)
	-	-	-	-	-	-

3. **Describe the mechanisms to receive and redress grievances of the community.**

The Company has various mechanisms to receive and redress grievances of the communities. We have a complaint register in each of the plants. The communities also follow formal channel and informal channels through corporate social responsibility teams, external stakeholder groups and many more.

4. **Percentage of input material (inputs to total inputs by value) sourced from suppliers**

	FY 2024-25 Current financial year	FY 2023-24 Previous financial year
Directly sourced from MSMEs/ small producers	2.22%	9.7%
Directly from within India	100%	100%

All plants of the Company are proximate to cane growing areas. Almost all the raw materials are procured sustainably. Since the raw materials are procured from sources close to the units, the Company minimizes transportation costs. A significant proportion of the cane is supplied by small and medium-scale farmers through bullock-driven carts, reducing pollution.

The Company strives to procure materials and services from local suppliers. Majority of the sugarcane is purchased from local farmers (including small and medium scale-farmers) based in the units allotted to the respective areas by the cane commissioner. All transportation services and stationery items, printing materials, electrical goods, sanitizers, and civil items are procured from the local markets.

5. **Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost**

Location	FY 2024-25 Current Financial Year	FY 2023-24 Previous Financial Year
Rural	6.01%	4.14%
Semi-urban		
Urban		
Metropolitan	0.25%	0.24%

(Place to be categorized as per RBI Classification System – rural / semi-urban / urban / metropolitan)

LEADERSHIP INDICATORS

1. **Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

Details of negative social impact identified	Corrective action taken
Not applicable	

2. **Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

S. No.	State	Aspirational district	Amount spent (In INR)
Not applicable		-	-

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No)

No

Business Repsonsibility & Sustainability Report
Contd...

(b) From which marginalized /vulnerable groups do you procure?

Not applicable

(c) What percentage of total procurement (by value) does it constitute?

Not Applicable

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 benefit share
	Not applicable	-	-	-

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of the case	Corrective action taken
Not applicable	-	-

6. Details of beneficiaries of CSR Projects:

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1	**Livelihood**		
	A total of 1827 trainees were trained across four DIKSHA centers—Sitapur, Shahjahanpur, Ninaidevi, and Kolhapur—with 51% being female. All trainees were offered 100% job offered. Of these, **1313 youth** secured employment (wage/self-employment), earning annual salaries between ₹ 1.00 lakh and ₹ 2.4 lakhs.	1,827	100
	Under the Gram Parivartan Program, **20,204 households** benefited through 34,511 interventions across farm, off-farm, and non-farm sectors. As a result, 18,975 households started earning additional income via agriculture, horticulture, livestock, IGAs, and micro-enterprises.	20,204	100
	Under the Sarayan Craft at Ramgarh, an FPO was formed consisting of 250 shareholders. In FY 24-25 ₹ 6.88 lakh of sales was done and members were trained for skilling and upskilling on Moonj Craft. The Project also received the prestigious **"Revolution Nari Award 2024"** for Economic Empowerment through FPOs. The award was presented in New Delhi at a ceremony organized by NITI Aayog, in the presence of Dr. Raj Bhushan Choudhary and Smt. Smriti Irani.	250	100
	On Dalmia Founders' Day, **sewing machines** were distributed to trained women beneficiaries from core villages across five locations under the Gram Parivartan Program.	542	100
	Over **45 new enterprises** were set up across five locations, benefiting an equal number of households. These include vegetable shops, tailoring units, food stalls, cloth shops, flour mills, beauty parlours, and fast-food outlets. Beneficiaries are expected to earn ₹ 1,20,000-₹ 1,80,000 annually based on the enterprise type.	45	100
	In Ramgarh and Jawaharpur, farmers benefited from the use of **press mud**, improving soil health and moisture while reducing cultivation costs by up to ₹ 3,250 per acre. The initiative is expected to generate an annual income of ₹ 19,650 per acre per farmer.	977	100
2.	A MoU has been signed with the **Jaipur Rugs Foundation** to establish two training centres in the core villages of Ramgarh. Through this initiative, women will be trained in rug weaving in two batches, equipping them with enhanced skills and access to market opportunities. This is expected to enable each individual to earn a sustainable annual income of ₹ 60,000.	64	100
	The **Breed Improvement Project**, implemented by BAIF Institute, benefiting farmers across in three locations of Uttar Pradesh—Jawaharpur, Ramgarh, and Nigohi—aims to enhance milk production through livestock improvement, breed enhancement, and farmer capacity building. Numerous awareness sessions and animal health camps have been conducted.	769	100
	In Nigohi, a **Bhungroo** was constructed to enable the recharge of 1.2 kilolitres of rainwater into the ground, significantly improving groundwater levels in the area.	35	100
	TOTAL	**24,713**	**100**
	Social Infrastructure		
	The HP WOW/CSL Project focuses on digital literacy, entrepreneurship, and agricultural best practices for rural communities. Currently, one bus and one Community Service Lab (CSL) are operational in two states, offering hands-on training. In FY 25, 3,097 students and youth were trained in digital literacy and basic computer skills, while 460 farmers, youth, and SHG members received training in entrepreneurship and sustainable agricultural practices.	3557	100
	As part of the Pradhan Mantri TB Mukt Bharat Abhiyan, tuberculosis patients in Jawaharpur and Nigohi received nutrition kits over a six-month period. These kits play a vital role in boosting immunity, improving treatment adherence, and reducing malnutrition, thereby supporting the broader effort to eliminate tuberculosis and enhance patient recovery.	100	100

Business Repsonsibility & Sustainability Report

Contd...

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
	In Kolhapur, a general health check-up camp was organized, providing essential medical assessments and free medicines to community members.	354	100
	Key drinking water initiatives were undertaken in Jawaharpur, Nigohi, and Ninaidevi to ensure access to clean and safe water. Water coolers were installed in Jawaharpur and Nigohi, benefiting farmers and transport workers. In Jawaharpur, four handpumps were installed, significantly improving access to clean water for the local community. In Ninaidevi, **a piped water supply** was extended to three Gram Panchayats, benefiting 27 villagers, and a **community-owned RO plant** was set up, providing safe drinking water to 1,500 villagers.	9700	100
	Blankets were distributed in Ramgarh and Jawaharpur to support needy and underprivileged families, providing essential warmth during the cold season and helping vulnerable communities stay safe and healthy.	390	100
	A desktop computer was provided to the ZP school in Ninaidevi, benefiting 60 students by assisting with research, homework, and projects.	60	100
	BaLA (Building as a Learning Aid) paintings were carried out in 3 Anganwadis in Ninaidevi, creating a child-friendly and engaging learning environment that enhances early education experiences for young children.	37	100
	Students at Sri Shivaji Rao Deshmukh Agriculture College in Sangli received lab equipment and library books, supporting their studies and enhancing their learning resources.	120	100
	In Nigohi, students from Primary School Girgicha received stationery materials, while individuals at Kusth Aasram were provided with blankets to protect them from cold winds.	123	100
	TOTAL	**14,441**	**100**
	A total of 1827 trainees were trained across four DIKSHA centers—Sitapur, Shahjahanpur, Ninaidevi, and Kolhapur—with 51% being female. All trainees were offered 100% job offered. Of these, **1313 youth** secured employment (wage/self-employment), earning annual salaries between ₹ 1.00 lakh and ₹ 2.4 lakhs.	1,827	100
	Under the Gram Parivartan Program, **20,204 households** benefited through 34,511 interventions across farm, off-farm, and non-farm sectors. As a result, **18,975 households** started earning additional income via agriculture, horticulture, livestock, IGAs, and micro-enterprises.	20,204	100

Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner –

ESSENTIAL INDICATORS

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

- Raised by the customer to company officials like sales officer or tech service engineer.
- Raised to the channel partner with whom the customer is dealing
- Directly from customer to the company helpline number
- By sending e-mail or on company website.

The complaint is gathered from the customer in a specific format that captures all details of complaint, including the date of receipt, product type, brand, manufacturing date, week number, quantity supplied, quantity used, date of supply, invoice number, dealer details, location, district name, nature of the complaint, application area, detailed explanation of the complaint, assistance provided in the past like strength test or mix design, whether sample collected, third party or plant testing requirement.

The Company has a response mechanism for consumer complaints, which begins from formal receipt of the complaint, attending to the complaint within a stipulated time (48 to 72 hours), identifying the root cause of the problem, sample testing at the plant or third-party facility, findings shared with the customer and the complaint brought to closure. There is also an escalation matrix in place for handling complaints.

2. Turnover of products and/or services as a percentage of turnover from all products/service that carry information about:

	As a percentage to total turnover
Environmental and social parameters relevant to the product	All the necessary information as per the regulatory requirements are disclosed on all our products. Information about FSSAI certification is disclosed on all the packaged products.
Safe and responsible usage	
Recycling and/or safe disposal	

3. Number of consumer complaints in respect of the following:

	FY 2024-25 (Current financial year)		Remarks	FY 2023-24 (Previous financial year)		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	0	0	0	0	0	0
Advertising	0	0	0	0	0	0
Cyber-security	0	0	0	0	0	0
Delivery of essential services	0	0	0	0	0	0
Restrictive Trade practices	0	0	0	0	0	0
Unfair trade practices	0	0	0	0	0	0
Other	0	0	0	0	0	0

Business Repsonsibility & Sustainability Report

Contd...

4. **Details of instances of product recalls on account of safety issues:**

	Number	Reasons for recall
Voluntary recalls	None	Not applicable
Forced recalls	None	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.**

   DBSIL has framework/policy on cyber security and risks related to data privacy. There is proper mechanism for IT relevant risk management. Presentation on IT risks and management thereof is made to the Risk Management Committee. IT risk register is being maintained. The policy on cyber security is part of the internal IM policies of the Company.

6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**

   No such complaint received during financial year. We are in continuous touch with concern stakeholders. The Company always strives to ensure that the best quality products are delivered to customers and all feedback from stakeholders is considered in business processes.

7. **Provide the following information relating to data breaches:**

   a. Number of instances of data breaches – Nil

   b. Percentage of data breaches involving personally identifiable information of customers – Not Applicable as data breach is nil.

   c. Impact, if any, of the data breaches – Nil

LEADERSHIP INDICATORS

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

   www.dalmiasugar.com, www.facebook.com/dalmiautsav, www.instagram.com/dalmiautsav

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

   Some steps followed by the company to educate consumers about our products and its content are:

   - Nutritional Value added over label of Dalmia Utsav sugar packs.
   - On ground promotion activity for educating consumers
   - Trade and consumer exhibitions to interact and educate consumers

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

   Not applicable

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)**

   The Company follows Bureau of Indian Standards (BIS) regulation for product packaging and information to be contained in the product packaging.

Achieving a Net Debt-Free status alongside record revenue and PAT in FY2025 underscores our robust financial health and efficient capital management.

Financial Strength: Record Performance, Debt-Free Position.

Financials

Independent Auditor's Report

To the Members of
DALMIA BHARAT SUGAR AND INDUSTRIES LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying Financial Statements of **Dalmia Bharat Sugar and Industries Limited** ("the Company"), which comprise the Balance Sheet as at March 31, 2025, the Statement of Profit and Loss including Other Comprehensive Income, the Statement of Changes in Equity and the Statement of Cash Flows for the year ended on that date, and notes to the Financial Statements including a summary of material accounting policies and other explanatory information (hereinafter referred to as "the Financial Statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Financial Statements give the information required by the Companies Act, 2013, ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards ("Ind AS") prescribed under section 133 of the Act and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2025 and its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit of the Financial Statements in accordance with the Standards on Auditing ("SAs") specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the Financial Statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the Financial Statements.

Emphasis of Matter

Attention is drawn to Note No.46 regarding merger of Baghauli Sugar and Distillery Limited (100% Subsidiary of the company) by the Company. As per National Company Law Tribunal "NCLT", Chennai order dated April 25th 2025, Baghauli Sugar and Distillery limited gets merged with Dalmia Bharat Sugar and Industries Limited with effect from April 01st 2024 i.e. the appointed date as per the scheme. The same is considered as "adjusting event" as per Ind AS-10 and accordingly financials for the year ended March 31st 2025 have been given effect to the above scheme.

Our opinion is not modified in respect of above matter.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Financial Statements of the current period. These matters were addressed in the context of our audit of the Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Key Audit Matter	Auditor's Response
(1) Determination of net realizable value of inventory of sugar as at the year ended March 31, 2025 (Refer note 8 & 35 to the Financial Statements) As on March 31, 2025, the Company has inventory of sugar with the carrying value ₹ 1286.10 Crores. The inventory of sugar is valued at the lower of cost and net realizable value. We considered the inventory valuation of sugar as a key audit matter given the relative size of the balance in the Financial Statements and significant judgment involved in the consideration of factors such as minimum sale price, monthly quota, fluctuation in selling prices and the related notifications of the Government in determination of net realizable value.	Our procedures included the following: • We understood and tested the design and operating effectiveness of controls as established by the management in determination of net realizable value of inventory of sugar. • Assessing the appropriateness of Company's accounting policy for valuation of finished goods and compliance of the policy with the requirements of the prevailing accounting standards. • We considered various factors including the actual selling price prevailing around and subsequent to the year-end, minimum selling price, monthly quota and other notifications of the Government of India, initiatives taken by the Government with respect to sugar industries. • Compared the cost of the finished goods with the estimated net realizable value and checked if the finished goods were recorded at net realizable value where the cost was higher than the net realizable value.
(2) **Litigations Matters & Contingent Liabilities (Refer note 31 of the Financial Statements)** The Company is subject to claims and litigations. Major risks identified by the Company in that area relate to claims against the Company and taxation matters. The amounts of claims and litigations may be significant and estimates of the amounts of provisions or contingent liabilities are subject to significant management judgment. Due to complexity involved in these litigation matters, management's judgment regarding recognition and measurement of provisions for these legal proceedings is inherently uncertain and might change over time as the outcomes of the legal cases are determined and it has been considered as a key audit matter.	**Our procedures included the following:** • Assessing the procedures implemented by the Company to identify and gather the risks it is exposed to. • Discussion with the management on the evelopment in these litigations during the year ended March 31, 2025. • Obtaining an understanding of the risk analysis performed by the Company, with the relating supporting documentation and studying written statements from internal/ external legal experts, when applicable. • Verification that the accounting and/ or disclosures as the case may be in the Financial Statements is in accordance with the assessment of legal counsel/ management. • Obtaining representation letter from the management on the assessment of those matters as per SA 580 (revised)-written representations.

Information Other than the Financial Statements and Auditor's Report Thereon

The Company's Board of Directors are responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Business Responsibility & Sustainability Report and Report on Corporate Governance and Shareholder's information, but does not include the Financial Statements and our auditor's report thereon.

Our opinion on the Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Financial Statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. There is no material misstatement observed during the audit by us, therefore we have nothing to report in this matter.

Independent Auditor's Report

Contd...

Responsibilities of the Management and Those Charged with Governance for the Financial Statements

The Company's Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Financial Statements that give a true and fair view of the financial position, financial performance including other comprehensive loss, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Ind AS specified under Section 133 of the Act.

This responsibility also includes 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 frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Financial Statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Company's Board of Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these Financial Statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to the financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order.

2. As required by Section 143(3) of the Act, we report that:

a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.

c) The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, Statement of Changes in Equity and the Statement of Cash Flow dealt with by this Report are in agreement with the relevant books of account.

d) In our opinion, the aforesaid Financial Statements comply with the Ind AS specified under Section 133 of the Act.

e) On the basis of the written representations received from the directors as on March 31, 2025 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2025, from being appointed as a director in terms of Section 164 (2) of the Act.

f) With respect to the adequacy of the internal financial controls with reference to the financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to the financial statements.

g) With respect to the Other Matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended in our opinion and to the best of our information and according to the explanation given to us, the remuneration paid / payable by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.

h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

i. The Company has disclosed the impact of pending litigations as at March 31, 2025 on its financial position in its Financial Statements. Refer note 31 to the Financial Statements.

ii. The Company has made provisions, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long term contracts including derivatives contracts.

iii. There has been no delay in transferring amounts required to be transferred to the Investor Education and Protection Fund by the Company.

iv. (a) The Management has represented to us that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or

Independent Auditor's Report

Contd...

any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

(b) The Management has represented to us that, to the best of its knowledge and belief no funds have been received by the Company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

(c) Based on our audit procedure conducted that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that cause us to believe that the representation under sub-clause (i) and (ii) of Rule 11 (e), as provided under (a) & (b) above, contain any material misstatement.

(v) As states in note 12 to the Financial Statements:

(a) The final dividend proposed in the previous year, declared and paid by the Company during the year is in accordance with section 123, as applicable.

(b) The interim dividend declared and paid by the Company during the year and until the date of this audit report is in accordance with section 123.

(c) The Board of Director of the Company have proposed final dividend for the year, which is subject to the approval of the members at the ensuing Annual General Meeting. The amount of dividend proposed is in accordance with Section 123 of the Act, as applicable.

(vi) Based on our examination, which included test checks, the Company has used accounting software for maintaining its books of account for the financial year ended March 31, 2025, which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all the transactions recorded in the accounting software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with and the audit trail has been preserved by the Company as per the statutory requirements for record retention.

For NSBP & Co.
Chartered Accountants
Firm's Registration Number: 001075N

Ram Niwas Jalan
Partner
Membership Number: 082389
UDIN: 25082389BMMJSM2738

Place: New Delhi
Date: May 13, 2025

Annexure "A" to the Independent Auditor's Report

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report to the Members of Dalmia Bharat Sugar and Industries Limited of even date)

i. (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) According to the information and explanation given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all Property, Plant and Equipment are verified in a phased manner over a period of two years which is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification conducted in last year.

(c) According to the information and explanation given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) disclosed in the Financial Statements are held in the name of the Company except for the following:

Description of Property	Gross Carrying Value (₹ In Crores)	Held in the name of	Whether promoter, director or their relative or employee	Period held-Indicate the range, where appropriate	Reasons for not being held in name of Company
Property, Plant & Equipment-Land	0.13	Govt. of Tamil Nadu	No	FY 2003	The Company has paid money and took the possession but the land is still not registered in the name of the Company because the documentation is pending at government level.

(d) According to the information and explanation given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment or Intangible Assets or both during the year.

(e) There are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

ii. (a) The inventory has been physically verified by the management during the year. In our opinion, the frequency of verification by the management is reasonable and the coverage and procedure for such verification is appropriate. Discrepancies of 10% or more in aggregate for each class of inventory were not noticed in respect of such conducted in last year verifications.

(b) According to the information and explanation given to us and on the basis of our examination of the records of the Company, the Company has been sanctioned working capital limits in excess of rupees five crores, in aggregate, from banks on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the Company with such banks are in agreement with the books of accounts of the Company. The Company has not been sanctioned any working capital limit from the financial institutions.

Annexure "A"

Contd...

iii (a) During the year, the Company has not provided loans, advances in the nature of loans, stood guarantee and provided security to companies, firms, limited liability partnership and any other parties except interest free loans given to employees which are as follows:

(₹ in crores)

Particulars	Guarantees	Securities	Loan	Advances in the nature of loans
Aggregate amount granted/ provided during the year	-	-	0.31	-
- Other (employees of the Company)				
Balance outstanding as at balance sheet date in respect of above cases (net of impairment provision)	-	-	0.46	-
- Other (employees of the Company)				

(b) During the year, the Company has not made investments, provided guarantees, provided security and granted loans and advances in the nature of loans to companies, firms, limited liability partnerships or any other parties except interest free loans given to employees which are prima facie not prejudicial to the interest of the Company.

(c) The Company has not granted loans and advances in the nature of loans to companies, firms, limited liability partnerships or any other parties except interest free loans given to employees. In our opinion the repayment of principal has been stipulated and the repayment or receipt are regular.

(d) The Company has not granted loans and advances in the nature of loans to companies, firms, limited liability partnerships or any other parties except interest free loans given to employees. There are no amounts of loans which are overdue for more than ninety days.

(e) The Company has not granted loans and advances in the nature of loans to companies, firms, limited liability partnerships or any other parties except interest free loans given to employees. There were no loans or advance in the nature of loan granted to employees which was fallen due during the year, that have been renewed or extended or fresh loans granted to settle the overdue of existing loans given to the same employee.

(f) The Company has not granted any loans or advances in the nature of loans, either repayable on demand or without specifying any terms or period of repayment to companies, firms, Limited Liabilities Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii)(f) of the Order is not applicable to the Company.

iv. The Company has complied with the provisions of Sections 185 and 186 of the Companies Act, 2013 in respect of loans, investment, guarantee and securities, as applicable.

v. The Company has neither accepted any deposits from the public nor accepted any amounts which are deemed to be deposits within the meaning of sections 73 to 76 of the Companies Act and the rules made thereunder, to the extent applicable. Accordingly, the requirement to report on clause 3(v) of the Order is not applicable to the Company.

vi. We have broadly reviewed the books of account maintained by the Company pursuant to the rules made by the Central Government for the maintenance of cost records under section 148(1) of the Companies Act, 2013, related to the manufacture of sugar and sugar products, spirits & alcohol and Power, and are of the opinion that prima facie, the specified accounts and records have been made and maintained. We have not, however, made a detailed examination of the same.

vii. a) Undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of custom, duty of excise, value added tax, cess and other statutory dues have generally been regularly deposited with the appropriate authorities though there has been a slight delay in a few cases.

According to the information and explanations given to us and based on audit procedures performed by us, no undisputed amounts payable in respect of these statutory dues were outstanding, at the year end, for a period of more than six months from the date they became payable.

(b) The dues of goods and services tax, provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of custom, duty of excise, value added tax, cess, and other statutory dues which have not been deposited on account of any dispute, are as follows:

Name of the statute	Nature of the dues	Gross Amount in dispute (in ₹ crores)	Amount paid under protest (in ₹ crores)	Period to which the amount relates	Forum where dispute is pending
Central Excise Act, 1944	Demand of differential duty reversed under Rule 6 (3) (A)	0.32	0.03	2012 to 2015	CESTAT, Delhi
Central Excise Act, 1944	Demand of duty on sale of Electricity	1.64	-	April 2010 to June 2010	CESTAT, Delhi
Central Excise Act, 1944	Demand of duty on storage loss of R.S. and ENA	0.01	-	December 2009 to March 2010	CESTAT, Delhi
Central Excise Act, 1944	Denial of Cenvat Credit on M.S. Pipes, MS Angles, Steel, Channels, Aluminium Sheets, Bars & Rods, etc.	0.04	-	June 2005 to September 2005	High Court, Allahabad
Finance Act, 1994	Denial of credit on Service tax paid by Sugar selling agent	0.19	-	April 2011 to July 2014	Commissioner (A), LTU
Central Excise Act, 1944	Demand of Interest on reversal of credit taken on Cement	0.06	0.00	March 2006 to March 2007	Dy. Commissioner
Central Excise Act, 1944	Denial of credit on Welding Electrodes	0.01	-	December 2009 to March 2010	Commissioner (A)
Finance Act, 1994	Denial of credit on Service tax paid by Sugar selling agent	0.48	-	April 2010 to July 2014	Commissioner (A)
Finance Act, 1994	Demand of Service tax on Commissioning & Installation charges	0.03	-	2006-07 & 2007-08	Dy. Commissioner
Central Excise Act, 1944	Demand of differential duty reversed under Rule 6 (3) (A)	0.36	-	2012 to 2015	CESTAT, Delhi
Finance Act, 1994	Demand of Service tax on the Commission paid by Galilio on their system	0.02	-	December 2008 to September 2009	Dy. Commissioner

Annexure "A"

Contd...

Name of the statute	Nature of the dues	Gross Amount in dispute (in ₹ crores)	Amount paid under protest (in ₹ crores)	Period to which the amount relates	Forum where dispute is pending
Central Excise Act, 1944	Denial of Cenvat Credit to erstwhile SDSSKL	0.13	-	2004-2005	CESTAT, Delhi
Finance Act, 1994	Demand of Service tax on reimbursement of expenses received from various banks for the dividend a/c under Reverse charge mechanism	0.05	-	2013-14	Commissioner (A)
Central Sales Tax	Entry tax demand	0.03	0.03	2000-2001	Additional Commissioner (Appeal)
Central Sales Tax	Entry tax demand	0.12	-	2012-13	Additional Commissioner (Appeal) Lucknow
Central Sales Tax	Sales tax demand	0.22	-	2001-02	Maharashtra Sales Tax Tribunal
Central Sales Tax	Sales tax demand	0.01	-	2002-03	Maharashtra Sales Tax Tribunal
Central Sales Tax	CST demand	0.18	-	2015-16	1st Appeal, Lucknow
Central Sales Tax	Entry tax demand	0.08	-	2013-14	Additional Commissioner (Appeal) Lucknow
Income Tax Act, 1961	Income Tax	0.95	-	2003-04	Assessing Officer
Income Tax Act, 1961	Income Tax	4.07	-	2007-08 to 2017-18	CIT (Appeals)
Income Tax Act, 1961	Income Tax	4.62	-	2015-16	Assessing Officer
Income Tax Act, 1961	Income Tax	36.23	-	2016-17 and 2017-18	CIT Appeals
Income Tax Act, 1961	Income Tax	32.75	-	2019-20	CIT Appeals
Income Tax Act, 1961	Income Tax	34.48	-	2020-21	CIT Appeals

Name of the statute	Nature of the dues	Gross Amount in dispute (in ₹ crores)	Amount paid under protest (in ₹ crores)	Period to which the amount relates	Forum where dispute is pending
Income Tax Act, 1961	Income Tax	26.64	-	2011-12	CIT Appeals
Labour Laws	Workmen Compensation	0.10	-	2007-08	Collector, Sitapur, UP
Labour Laws	Labour Compensation	0.12		2013-14	Dist Court, Beed, Maharashtra
Employees' Provident Fund and Miscellaneous Provision Act, 1952	Employees' Provident Fund	0.13	0.06	Jan 2011 to Aug 2014	Employees' Provident Fund Appellate Tribunal
Mineral concession Rules, 1960	Mining Compensation	222.07	-	Aug 1966 to Oct 2017	Madras, High Court
Mineral concession Rules, 1960	Dunite compensation	11.44	-	2000-2018	Mining Tribunal
Mineral concession Rules, 1960	Magnesite compensation	68.25	-	2000-2018	Mining Tribunal
Goods and Service Tax Act, 2017	Short Reversal of ITC Credit	18.38	1.55	2017-18 to 2021-22	Commissioner Appeal Pune
Goods and Service Tax Act, 2017	Availment of Ineligible ITC	0.21	0.02	2019-20	Commissioner Appeal
Payment of Gratuity Act, 1972	Payment of Gratuity	0.11	0.11	2013-14	Mumbai, High Court
UPZA&LR Act, 1950	Possession of Land	0.03	0.03	2007-08	Allahabad, High Court
Purchase Tax Act, 1961	Payment of Purchase Tax on Cane	1.33	-	2016-17 and 2017-18	Allahabad, High Court

viii. The Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.

ix. (a) The Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender.

(b) The Company has not been declared willful defaulter by any bank or financial institution or government or any government authority.

(c) Term loans were applied for the purpose for which the loans were obtained.

(d) On an overall examination of the Financial Statements of the Company, no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) The Company does not have any subsidiary, associate or joint venture. Accordingly, the requirement to report on clause 3(ix)(e) of the Order is not applicable to the Company.

(f) The Company does not have any subsidiary, associate or joint venture. Accordingly, the

Annexure "A"

Contd...

requirement to report on clause 3(ix)(f) of the Order is not applicable to the Company.

x. (a) The Company has not raised any money during the year by way of initial public offer / further public offer (including debt instruments) hence, the requirement to report on clause 3(x)(a) of the Order is not applicable to the Company.

(b) The Company has not made any preferential allotment or private placement of shares /fully or partially or optionally convertible debentures during the year under audit and hence, the requirement to report on clause 3(x)(b) of the Order is not applicable to the Company.

xi. (a) No fraud by the Company or no material fraud on the Company has been noticed or reported during the year.

(b) During the year, no report under sub-section (12) of section 143 of the Companies Act, 2013 has been filed by cost auditor/ secretarial auditor or by us in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.

xii. The Company is not a Nidhi Company as per the provisions of the Companies Act, 2013. Therefore, the requirement to report on clause 3(xii)(a), 3(xii)(b) and 3(xii)(c) of the Order is not applicable to the Company.

xiii. Transactions with the related parties are in compliance with sections 177 and 188 of Companies Act, 2013 where applicable and the details have been disclosed in the notes to the Financial Statements, as required by the applicable accounting standards.

xiv. (a) The Company has an internal audit system commensurate with the size and nature of its business.

(b) The internal audit reports of the Company issued till the date of the audit report, for the period under audit have been considered by us.

xv. The Company has not entered into any non-cash transactions with its directors or persons connected with its directors and hence requirement to report on clause 3(xv) of the Order is not applicable to the Company.

xvi. (a) The provisions of section 45-IA of the Reserve Bank of India Act, 1934 (2 of 1934) are not applicable to the Company. Accordingly, the requirement to report on clause (xvi)(a) of the Order is not applicable to the Company.

(b) The Company is not engaged in any Non-Banking Financial or Housing Finance activities. Accordingly, the requirement to report on clause 3(xvi)(b) of the Order is not applicable to the Company.

(c) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi)(c) of the Order is not applicable to the Company.

(d) In our opinion and based on the representation received from the management, there is no Core Investment Company as a part of the Group as defined in the Core Investment Companies (Reserve Bank) Directions, 2016, hence, the requirement to report on clause 3(xvi)(d) of the Order is not applicable to the Company.

xvii. The Company has not incurred cash losses in the current and previous financial year.

xviii. There has been no resignation of the statutory auditors during the year and accordingly requirement to report on Clause 3(xviii) of the Order is not applicable to the Company.

xix. On the basis of the financial ratios disclosed in note 48(ix) to the Financial Statements, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the Financial Statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

xx. (a) In respect of other than ongoing projects, there are no unspent amounts that are required to be transferred to a fund specified in Schedule VII of the Act, in compliance with second proviso to sub section 5 of section 135 of the Act. This matter has been disclosed in note 45(e) to the Financial Statements.

(b) There are no unspent amounts in respect of ongoing projects, that are required to be transferred to a special account in compliance of provision of sub-section (6) of section 135 of the Act. This matter has been disclosed in note 45(e) to the Financial Statements.

For NSBP & Co.
Chartered Accountants
Firm's Registration Number: 001075N

Ram Niwas Jalan
Partner
Membership Number: 082389
UDIN: 25082389BMMJSM2738

Place: New Delhi
Date: May 13, 2025

Annexure "B" to the Independent Auditor's Report

(Referred to in paragraph 2(f) under 'Report on Other Legal and Regulatory Requirements' section of our report to the Members of Dalmia Bharat Sugar and Industries Limited of even date)

We have audited the internal financial controls with reference to the financial statements of Dalmia Bharat Sugar and Industries Limited ("the Company") as of March 31, 2025 in conjunction with our audit of the Financial Statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's Management is responsible for establishing and maintaining internal financial controls with reference to the financial statements based on the internal control over financial reporting criteria, established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to the financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the ICAI and the Standards on Auditing prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to the financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to the financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to the financial statements and their operating effectiveness. Our audit of internal financial controls with reference to the financial statements included obtaining an understanding of internal financial controls with reference to the financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the Financial Statements, whether due to fraud or error.

We believe that the audit evidence we have obtained, is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to the financial statements.

Meaning of Internal Financial Controls with reference to the Financial Statements

A company's internal financial control with reference to the financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the Financial Statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to the financial statements includes those policies and procedures that (1) Pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company: (2) Provide reasonable assurance that transactions are recorded as necessary to permit preparation of the Financial Statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorizations of management and directors of the Company; and (3) Provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the Company's assets that could have a material effect on the Financial Statements.

Inherent Limitations of Internal Financial Controls with reference to the Financial Statements

Because of the inherent limitations of internal financial controls over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to the financial statements to future periods are subject to the risk that the internal financial control with reference to the financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, to the best of our information and according to the explanations given to us, the Company has, in all material respects, an adequate internal financial controls with reference to the financial statements and such internal financial controls with reference to the financial statements were operating effectively as at March 31, 2025, based on the criteria for internal financial control with reference to the financial statements established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the ICAI.

For NSBP & Co.
Chartered Accountants
Firm's Registration Number: 001075N

Ram Niwas Jalan
Partner
Membership Number: 082389
UDIN: 25082389BMMJSM2738

Place: New Delhi
Date: May 13, 2025

Balance sheet
As at March 31, 2025
CIN No. L15100TN1951PLC000640

(₹ in crores)

Assets and Liabilities	Note No.	As at March 31, 2025	As at March 31, 2024
ASSETS			
A) Non-current assets			
a) Property, plant and equipment	4	1,783.95	1827.95
b) Capital work-in-progress	4	188.13	132.65
c) Goodwill	46 (ii)	18.68	18.68
d) Intangible assets	4	1.24	0.04
e) Financial assets	5		
i) Investments	(i)	582.79	628.97
ii) Trade receivables	(ii)	0.62	3.07
iii) Loans	(iii)	0.07	0.01
iv) Others	(iv)	5.25	5.04
f) Income tax assets (net)	6	38.01	36.60
g) Other non-current assets	7	16.53	21.38
Total Non-current assets		**2,635.27**	**2,674.39**
B) Current assets			
a) Inventories	8	1,656.77	1,773.02
b) Financial Assets	9		
i) Trade receivables	(i)	132.03	119.97
ii) Cash and cash equivalents	(ii)	333.34	470.64
iii) Bank Balances other than (ii) above	(iii)	24.02	59.55
iv) Loans	(iv)	0.82	0.61
v) Others	(v)	39.25	29.41
c) Other current assets	10	41.95	34.55
Total Current assets		**2,228.18**	**2,487.75**
Total Assets		**4,863.45**	**5,162.14**
EQUITY & LIABILITIES			
A) Equity			
a) Equity share capital	11	16.19	16.19
b) Other equity	12	3,218.32	2,915.97
Total Equity		**3,234.51**	**2932.16**
B) Liabilities			
Non- current liabilities			
a) Financial liabilities			
i) Borrowings	13	513.71	337.78
b) Provisions	14	42.64	43.31
c) Deferred tax liabilities (net)	15	210.86	247.85
d) Other non current liabilities	16	-	0.81
Total Non- current liabilities		**767.21**	**629.75**
Current liabilities			
a) Financial liabilities	17		
i) Borrowings	(i)	530.37	1,092.39
ii) Trade payables	(ii)		
Due to micro small and medium enterprises		0.78	1.50
Due to Others		198.64	381.78
iii) Others	(iii)	80.37	86.73
b) Other current liabilities	18	46.52	31.55
c) Provisions	19	5.05	6.28
Total Current liabilities		**861.73**	**1600.23**
Total equity & liabilities		**4,863.45**	**5162.14**
Corporate Information	1		
Basis of preparation of financial statement	2		
Material accounting policies	3		

The accompanying note 1 to 50 are integral part of these financial statements.
As per our report of even date

For NSBP & Co.
Chartered Accountants
Firm's Registration Number : 001075N

For and on behalf of the Board of Directors of
Dalmia Bharat Sugar and Industries Limited

Ram Niwas Jalan
Partner
Membership No.: 082389
UDIN: 25082389BMMJSM2738

Rachna Goria
Company Secretary
Membership No.: FCS6741

Piyush Gupta
Chief Finance Officer
PAN: AEOPG5294C

Pankaj Rastogi
Whole Time Director
DIN: 10452835

Gautam Dalmia
Managing Director
DIN: 00009758

Place: New Delhi
Date: May 13, 2025

Statement of profit and loss
for the year ended March 31, 2025
CIN No. L15100TN1951PLC000640

(₹ in crores)

Particulars	Note No.	For the year ended March 31, 2025	For the year ended March 31, 2024
I. Income			
Revenue from operations	20	3745.78	2899.37
Other income	21	74.71	128.61
Total Income (I)		**3820.49**	**3027.98**
II. Expenses			
Cost of raw materials consumed	22	2699.50	2635.10
Change in inventories of finished goods ,work in progress and stock in trade	23	29.37	(669.03)
Employee benefits expense	24	224.26	201.53
Finance costs	25	63.07	50.09
Depreciation and amortization expense	4 & 26	130.84	126.96
Other expenses	27	323.74	319.92
Total Expenses (II)		**3470.78**	**2664.57**
Profit/(loss) before exceptional items and tax		**349.71**	**363.41**
Exceptional items		-	-
Profit/(loss) before tax		**349.71**	**363.41**
Tax expense:	28		
Current tax		8.94	93.61
Deferred tax		(38.80)	(2.67)
Tax adjustment for earlier years		(7.18)	-
Total of tax expense		**(37.04)**	**90.94**
Profit/(Loss) for the year		**386.75**	**272.47**
Other comprehensive income	29		
a. i) Items that will not be reclassified to profit/(loss)		(38.51)	(7.83)
ii) Income tax relating to items that will not be reclassified to profit/(loss)		0.56	1.02
b. i) Items that will be reclassified to profit/(loss)			
Fair value changes on derivatives designated as cash flow hedge		0.13	-
ii) Income tax relating to items that will be reclassified to profit/(loss)		(0.03)	-
Total comprehensive income for the year (net of taxes)		**348.90**	**265.66**
Comprising profit/(loss) and other comprehensive income for the year)			
Earnings per share	30		
Basic & Diluted (in ₹)		47.78	33.66
[Face value of share ₹ 2 each]			
Corporate Information	1		
Basis of preparation of Financial Statement	2		
Material accounting policies	3		

The accompanying note 1 to 50 are integral part of these financial statements.
As per our report of even date

For NSBP & Co.
Chartered Accountants
Firm's Registration Number : 001075N

For and on behalf of the Board of Directors of
Dalmia Bharat Sugar and Industries Limited

Ram Niwas Jalan
Partner
Membership No.: 082389
UDIN: 25082389BMMJSM2738

Rachna Goria
Company Secretary
Membership No.: FCS6741

Piyush Gupta
Chief Finance Officer
PAN: AEOPG5294C

Pankaj Rastogi
Whole Time Director
DIN: 10452835

Gautam Dalmia
Managing Director
DIN: 00009758

Place: New Delhi
Date: May 13, 2025

Statement of cash flows

for the year ended March 31, 2025

CIN No. L15100TN1951PLC000640

(₹ in crores)

	Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
A.	**Cash Flow from Operating Activities**		
	Profit Before Tax	349.71	363.41
	Adjustments for Non-cash and Non-operating items:-		
	Add:-		
	Depreciation / Amortization	130.84	126.96
	Bad Debts/ Advances written off	0.00	0.11
	Finance Cost	63.07	50.09
	Less:-		
	Dividend Income	(2.88)	(2.88)
	Interest Income	(22.01)	(19.76)
	(Profit)/Loss on sale of Investments	(1.84)	(4.57)
	(Profit)/Loss on sale of property, plant & equipment and Assets written off	(1.34)	(39.77)
	Grant amortized	(16.82)	(16.35)
	Operating Profit before working Capital Changes	**498.73**	**457.24**
	Adjustments for working Capital changes :		
	Inventories	116.25	(735.74)
	Trade and Other Payables	(188.47)	150.86
	Trade and Other Receivables	24.77	(30.39)
	Cash Generated from Operations	**451.28**	**(158.03)**
	Direct Taxes (Paid)/Refund	(0.83)	(81.28)
	Net Cash generated from Operating activities	**450.45**	**(239.31)**
B.	**Cash Flow from Investing Activities**		
	Purchase of property, plant and equipment	(141.76)	(366.32)
	(Purchase)/Sale of Investments (net)	8.77	104.99
	Goodwill	-	(18.68)
	Interest Received	22.01	19.76
	Dividend Received from Non Current Investments	2.88	2.88
	Net Cash used in Investing Activities	**(108.10)**	**(257.37)**
C.	**Cash Flow from Financing Activities**		
	Proceeds/(Repayment) of Short term Borrowings (net)	(575.97)	963.97
	Proceeds/(Repayment) of Long term Borrowings (net)	189.88	12.13
	Finance Cost	(47.02)	(36.12)
	Dividend Paid	(46.54)	(38.45)
	Net cash used in financing activities	**(479.65)**	**901.53**
	Net increase/(decrease) in cash and cash equivalents (A+B+C)	**(137.30)**	**404.85**
	Cash and cash equivalents at the beginning of the year	470.64	65.79
	Cash and cash equivalents at the end of the year	**333.34**	**470.64**

Components of Cash & Cash Equivalents

(₹ in crores)

	As at March 31, 2025	As at March 31, 2024
Balances with banks		
Cash on hand	0.17	0.39
Balances with banks	333.17	470.25
Net Cash & Cash Equivalents	**333.34**	**470.64**

Changes in liabilities arising from financing activities:

Particulars	As at March 31, 2025	Cash flows	As at March 31, 2024
Current borrowings	530.37	(562.02)	1092.39
Non current borrowings	513.71	175.93	337.78

Particulars	As at March 31, 2024	Cash flows	As at March 31, 2023
Current borrowings	1092.39	963.97	128.42
Non current borrowings	337.78	12.13	325.65

Note:

1) Cash & cash equivalents components are as per Note 9 (ii).

2 Cash flow statement has been prepared in accordance with Ind AS 7- "Statement of Cash Flows".

3) Last year numbers are regrouped and reclassified, wherever considered necessary.

4) Figure in bracket denotes cash outflow during the period.

Corporate Information	1
Basis of preparation of Financial Statement	2
Material accounting policies	3

The accompanying note 1 to 50 are integral part of these financial statements.

As per our report of even date

For NSBP & Co.
Chartered Accountants
Firm's Registration Number : 001075N

For and on behalf of the Board of Directors of
Dalmia Bharat Sugar and Industries Limited

Ram Niwas Jalan
Partner
Membership No.: 082389
UDIN: 25082389BMMJSM2738

Rachna Goria
Company Secretary
Membership No.: FCS6741

Piyush Gupta
Chief Finance Officer
PAN: AEOPG5294C

Pankaj Rastogi
Whole Time Director
DIN: 10452835

Gautam Dalmia
Managing Director
DIN: 00009758

Place: New Delhi
Date: May 13, 2025

Statement of changes in Equity

for the year ended March 31, 2025

CIN No. L15100TN1951PLC000640

A. Equity Share Capital

(₹ in crores)

Particulars	As at March 31, 2025	Changes during the year	As at March 31, 2024	Changes during the year	As at March 31, 2023
Balance of Equity Share Capital	16.19	-	16.19	-	16.19

B. Other equity

(₹ in crores)

Particulars	Reserves and Surplus			Items of other comprehensive income			
	Capital reserve	Retained earnings	General Reserve	Equity instruments through other comprehensive income	Cash flow hedge	Actuarial Gain & Losses on Defined Benefits Plan	Total
Balances as at March 31, 2023	4.07	2178.25	52.54	464.29	-	(10.39)	2688.76
Movement during FY 23-24							
Dividend paid during the year	-	(38.45)	-	-	-	-	(38.45)
Profit for the year	-	272.47	-	-	-	-	272.47
Other comprehensive income				(7.65)	-	0.84	(6.81)
Balances as at March 31, 2024	**4.07**	**2412.27**	**52.54**	**456.64**	**-**	**(9.55)**	**2915.97**
Movement during FY 24-25							
Dividend paid during the year	-	(46.54)	-	-	-	-	(46.54)
Profit for the year	-	386.75	-	-	-	-	386.75
Other comprehensive income	-	-	-	(38.51)	0.10	0.56	(37.85)
Balances as at March 31, 2025	**4.07**	**2752.48**	**52.54**	**418.13**	**0.10**	**(8.99)**	**3218.32**

	Note No.
Corporate Information	1
Basis of preparation of Financial Statement	2
Material accounting policies	3

The accompanying note 1 to 50 are integral part of these financial statements.

As per our report of even date

For NSBP & Co.
Chartered Accountants
Firm's Registration Number : 001075N

For and on behalf of the Board of Directors of
Dalmia Bharat Sugar and Industries Limited

Ram Niwas Jalan
Partner
Membership No.: 082389
UDIN: 25082389BMMJSM2738

Rachna Goria
Company Secretary
Membership No.: FCS6741

Piyush Gupta
Chief Finance Officer
PAN: AEOPG5294C

Pankaj Rastogi
Whole Time Director
DIN: 10452835

Gautam Dalmia
Managing Director
DIN: 00009758

Place: New Delhi
Date: May 13, 2025

Notes to Financial Statements

for the year ended March 31, 2025

1. Corporate Information

The Company was incorporated as Dalmia Cement (Bharat) Limited. Name of the Company was changed from Dalmia Cement (Bharat) Limited to Dalmia Bharat Sugar and Industries Limited ('The Company') vide fresh certificate of incorporation dated 7th September, 2010 issued by registrar of companies, Tamilnadu.

The Company is mainly engaged in manufacturing of sugar, generation of power, manufacturing of Industrial alcohol and manufacturing of refractory products.

The Company is listed on the National Stock Exchange of India and Bombay Stock Exchange of India. These financial statements are presented in Indian Rupees (₹).

2. Basis of accounting and preparation of Financial Statements

A. Statement of Compliance with Ind AS

The Financial Statements have been prepared in accordance with Indian Accounting Standards (IND AS) as prescribed under Section 133 of the Companies Act, 2013 read with Companies (Indian Accounting Standards) Rules, 2015 and Companies (Indian Accounting Standards) (Amendment) Rules, 2016 and relevant provisions of the Companies Act, 2013. The Financial Statements comply with IND AS notified by Ministry of Company Affairs ("MCA"). The Company has consistently applied the accounting policies used in the preparation for all periods presented.

These financial statements are approved and adopted by board of directors of the Company in their meeting held on May 13, 2025.

B. Basis of preparation and presentation.

The financial statements have been prepared accrual basis on historical cost convention, except as stated otherwise.

Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or a revision to an existing accounting standard requires a change in the accounting policy hitherto in use.

C. Current/Non-current assets and liabilities:

A. Current Assets – An asset is classified as current when:

(a) The Company expects to realise the asset, or intends to sell or consume it, in its normal operating cycle;

(b) The Company holds the asset primarily for the purpose of trading;

(c) The Company expects to realise the asset within twelve months after the reporting period;

(d) The asset is cash or a cash equivalent unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current assets.

B. Current Liability – A liability is classified as current when:

(a) The Company expects to settle the liability in its normal operating cycle;

(b) The Company holds the liability primarily for the purpose of trading;

(c) The liability is due to be settled within twelve months after the reporting period; or

(d) The Company does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current liabilities.

D. Functional and presentation currency

The financial statements including notes thereon are presented in Indian rupees, which is the functional currency of the Company. All the financial information presented in Indian rupees has been rounded to the nearest crore as per the requirement of Schedule III to the Act, unless stated otherwise.

E. Use of judgment, estimates and assumptions

The preparation of financial statements in conformity with Ind AS requires the Management to make judgement, estimates and assumptions that affect the reported amounts of assets and liabilities and

Notes to Financial Statements
for the year ended March 31, 2025

Contd...

disclosure of contingent liabilities and contingent assets at the date of the financial statements and the results of operations during the reporting period. Although these estimates are based upon the Management's best knowledge of current events and actions, actual results could differ from these estimates. Difference between the actual results and estimates are recognized in the period in which the results are known / materialized.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods

a. Property, plant and equipment and intangible assets

The useful life and residual value of plant, property equipment and intangible assets are determined based on technical evaluation made by the management of the expected usage of the asset, the physical wear and tear and technical or commercial obsolescence of the asset. Due to the judgements involved in such estimations, the useful life and residual value are sensitive to the actual usage in future period. The management evaluates and reviews the pattern of expected economic benefits from the asset along with commensurate method of depreciation on periodic basis and decides to follow suitable method of charging depreciation.

b. Recognition and measurement of defined benefit obligations

The cost of the leave encashment, defined benefit plan and other post-employment benefits and the present value of such obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and attrition rate. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are periodically reviewed at each reporting date.

c. Fair value measurement of financial instruments

When the fair value of the financial assets and liabilities recorded in the balance sheet cannot be measured based on the quoted market price in active markets, their fair value is measured using valuation technique. The input to these models are taken from the observable market wherever possible, but where this is not feasible, a review of judgment is required in establishing fair values. Changes in assumption relating to these assumptions could affect the fair value of financial instrument.

d. Provision for litigations and contingencies

The provision for litigations and contingencies are determined based on evaluation made by the management of the present obligation arising from past events the settlement of which is expected to result in outflow of resources embodying economic benefits, which involves judgements around estimating the ultimate outcome of such past events and measurement of the obligation amount.

e. Impairment of financial and non-financial assets

The impairment provision for financial assets is based on assumptions about risk of default and expected losses. The Company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on Company's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

The Company assesses at each reporting date whether there is an indication that a Non-financial asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount which is higher of an asset's or Cash generating unit (CGU) fair value less costs of disposal and its value in use. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

F. Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Company has determined classes of assets & liabilities on the basis of the nature, characteristics and the risks of the asset or liability and the level of the fair value hierarchy as explained above.

Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis as explained above, except for share-based payment transactions that are within the scope of Ind AS 102, leasing transactions that are within the scope of Ind AS 17, and measurements that have some similarities to fair value but are not fair value, such as net realizable value in Ind AS 2 or value in use in Ind AS 36.

G. Recent Pronouncement

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. During the year ended March 31, 2025, MCA has notified Ind AS 117- Insurance Contracts and amendments to Ind AS 116-Leases, relating to sale and lease back transactions, applicable from April 1, 2024. The Company has assessed that there is no significant impact on its financial statements.

On May 9, 2025, MCA notified the amendments to Ind AS 21- Effects of changes in Foreign Exchange Rates. These amendments aim to provide clearer guidance on assessing currency exchangeability and estimating exchange rates when currencies are not readily exchangeable. The amendments are effective for annual periods beginning on or after April 1, 2025. The company is currently assessing the probable impact of these amendments on its financial statements.

3. Material accounting policies

A. Property, plant and equipment and Capital work-in-progress

Property, plant and equipment are stated at original cost net of tax/ duty credit availed, less accumulated depreciation and accumulated impairment losses. The cost of an asset includes the purchase cost of materials including import duties and non-refundable taxes, and any directly attributable costs of bringing an asset to the location and condition of its intended use. Interest on borrowings used to finance the construction of qualifying assets are capitalized as part of cost of the asset until such time that the asset is ready for its intended use. The present value of the expected cost for the decommissioning of the asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

When significant part of the property, plant and equipment are required to be replaced at intervals, the Company derecognized the replaced part and recognized the new parts with its own associated useful life and it is depreciated accordingly. Likewise when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance cost are recognized in the statement of the profit and loss as incurred.

Internally manufactured property, plant and equipment are capitalised at factory cost.

Capital work in progress include property plant & equipment under installation/under development as at the balance sheet date and are carried at cost, comprising direct cost, related incidental expenses and attributable borrowing cost.

Property, plant and equipment are derecognised from the financial statement, either on disposal or when no economic benefits are expected from its use or disposal. Losses arising in the case of retirement of property, plant and equipment and gain or losses arising from disposal of property, plant and equipment are a recognized in the statement of profit and loss in the year of occurrence.

For transition to Ind AS, the Company has elected to continue with the carrying value of all of its property, plant and equipment, except Land, recognised as of April 1, 2016 (transition date) measured as per the previous GAAP and use that carrying value as its deemed cost as of the transition date. For Land the Company has elected to use Fair Value at the transition to Ind AS and use this value as its deemed cost.

B. Investment Property

Investment properties are properties, either land or building or both, held to earn rentals and/ or for capital appreciation (including property under construction for such purposes). Investment properties are measured initially at cost including transactions costs. Subsequent to initial recognition, investment properties are measured in accordance with requirement for cost model.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from the disposal. Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is de-recognised.

C. Intangible assets

Intangible asset are recognised when it is probable that the future economic benefits that are attributable to the asset will flow to the entity and the cost of asset can be measured reliably.

Capital expenditure on purchase and development of identifiable assets without physical substance is recognized as intangible assets in accordance with principles given under Ind AS-38 - Intangible Assets.

Internally generated intangible asset, excluding capitalized development cost, are not capitalized and the related expenditure is reflected in statement of profit & loss in the period in which the expenditure is incurred.

The useful lives of intangible asset are assed as either finite or indefinite. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the assets are considered to modify the amortization period or method, as appropriate, and are treated as changes in accounting estimates.

Intangible assets with indefinite useful lives, are not amortised, but are tested for impairment either individually or at the cash generating unit level. The assessment of indefinite useful life is reviewed annually to determine whether the indefinite life continues to be supportable. Currently there are no intangible assets with indefinite useful life.

Gain or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of profit & loss when the asset is derecognised.

D. Depreciation and amortization

Depreciation on Property, Plant and Equipment (PPE) and Intangible assets is calculated on the basis of useful lives as prescribed under Schedule II to the Companies Act, 2013. The following methods of depreciation are used for PPE and Intangible assets:

A. Plant and machinery	
Sugar, Cogeneration and Distillery Segment (Excluding Sanitizer)	Written down value method
Sanitizer	100% depreciation charged in the year of purchase
Situated at Salem (excluding earth moving machinery) Wind Farm and MLCC division	Straight line method
B. Leasehold land	Amortised over the period of lease, i.e., 99 years
C. Computer software	Amortised over a period of 3-5 years on a Straight line basis.
D. Other intangible assets	Amortised over a period of maximum 10 years on a straight line basis.
E. Capital Spares	Based on technical estimates by the management depreciated on straight line method over a period of 10 years.
F. Remaining Property Plant and equipment	Straight Line Method

E. Leases

The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset or assets, even if that right is not explicitly specified in an arrangement.

Where the Company is the lessee

Finance leases are capitalized as assets at the commencement of the lease, at an amount equal to the fair value of leased asset or present value of the minimum lease payments, whichever is lower, valued at the inception date. Lease payments are apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognized as finance costs in the statement of profit and loss, unless they are directly attributable to qualifying assets, in which case they are capitalized in accordance with the Company's general policy on borrowing cost. A leased asset is depreciated over the useful life of the asset. However, if there is no reasonable certainty that the Company will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.

Payment made under operating leases are recognized as expense in the Statement of Profit and Loss on a straight line basis over the lease term, unless the receipts are structured to increase in line with expected general inflation to compensate for the lessor's expected inflationary cost increase.

Where the Company is the lessor

Leases in which the Company does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases. Where the escalation of lease rentals is in line with the expected general inflation so as to compensate the lessor for expected inflationary cost, the increases in the rentals is not straight lined.

F. Government grants

Government grants are recognised at fair value when there is reasonable assurance that the grant would be received and the Company would comply with all the conditions attached with them.

Government grants whose primary condition is that the Company should purchase, construct or otherwise acquire non-current assets are recognised as deferred revenue in the balance sheet and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Company with no future related costs are recognised in profit or loss in the period in which they become receivable.

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates.

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

G. Borrowing costs

Borrowing costs that are directly attributable to the acquisition or construction of a qualifying asset are capitalized as part of the cost of such asset till such time that is required to complete and prepare the asset to get ready for its intended use. A qualifying asset is one that necessarily takes a substantial period of time to get ready for its intended use. Borrowing costs consist of interest and other costs that the Company incurs in connection with the borrowing of funds. Borrowing costs also include exchange differences to the extent regarded as an adjustment to the borrowing costs.

All other borrowing costs are charged to the statement of profit and loss in the period in which they are incurred.

H. Segment accounting and reporting

The chief operational decision maker monitors the operating results of its business segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit and loss and is measured consistently with profit and loss in the financial statements.

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker (CODM).

The accounting policies adopted for segment reporting are in line with the accounting policies adopted for preparing and presenting the financial statements of the Company as a whole. In addition, the following specific accounting policies have been followed for segment reporting:

- Segment revenue includes sales and other income directly identifiable with / allocable to the segment including inter segment transfers.
- Inter segment transfers are accounted for based on the transaction price agreed to between the segments which is at cost in case of transfer of Company`s intermediate and final products and estimated realisable value in case of by-products.
- Revenue, expenses, assets and liabilities are identified to segments on the basis of their relationship to the operating activities of the segment. Revenue, expenses, assets and liabilities which relate to the Company as a whole and are not allocable to segments on direct and/or on a reasonable basis, have been disclosed as "Unallocable"

I. Employee benefits

Expenses and liabilities in respect of employee benefits are recorded in accordance with Indian Accounting Standard (Ind AS)-19 - 'Employee Benefits'.

a. Short-term employee benefits

Short-term employee benefits in respect of salaries and wages, including non-monetary benefits are recognised as an expense at the undiscounted amount in the statement of profit and loss for the year in which the related service is rendered.

b. Defined contribution plan

Retirement benefits in the form of provident fund, pension fund, superannuation fund and ESI are a defined contribution scheme and the contributions are charged to the statement of profit and loss of the year when the contributions to the respective funds are due. There are no other obligations other than the contribution payable to the provident fund/ trust.

c. Defined benefit plan

Retirement benefits in the form of gratuity and provident fund contribution to Dalmia Cement Provident Fund Trust are defined benefit plans. Gratuity is provided for on the basis of an actuarial valuation on projected unit credit method made at the end of each financial year. Contributions to Dalmia Cement Provident Fund Trust are charged to the Statement of Profit and Loss of the year when the contributions to the fund is due.

The Company's liabilities on account of gratuity and earned leaves on retirement of employees are determined at the end of each financial year on the basis of actuarial valuation certificates obtained from registered actuary in accordance with the measurement procedure as per Indian Accounting Standard 19 (Ind AS 19) 'Employee Benefits'. Gratuity liability is funded on year-to-year basis by contribution to respective fund. The costs of providing benefits under these plans are also determined on the basis of actuarial valuation at each year end.

Actuarial gains and losses for defined benefit plans are recognized through OCI in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

Accumulated leave, which is expected to be utilized within the next 12 months, is treated as short-term employee benefit. The Company measures the expected cost of such absenteeism as the additional amount that it expects to pay as a result of the unused entitlement that has accumulated at the reporting date. The Company treats accumulated leave expected to be carried forward beyond twelve months, as long-term employee benefit for measurement purposes. Such long term compensated absences are provided for based on actuarial valuation. The actuarial valuation is done as per projected unit credit method at the year-end.

J. Inventories

a. Finished goods are valued at lower of cost or net realisable value. In case of Dead Burnt Magnesite Dust Stocks to the extent these are considered saleable, valuation is done at raw materials cost plus packing charges or net realizable value, whichever is lower. By-products (including final molasses) are valued at net realisable value. B Heavy molasses is valued at derived values based on proportionate sugar content. Cost includes direct materials and labour and a proportion of manufacturing overheads based on normal operating capacity. Cost is determined on a weighted average basis.

b. Work in progress is valued at lower of cost or net realisable value. Cost is determined on a weighted average basis.

c. Stores, Spares and Raw Materials are valued at lower of cost or net realisable value. However materials & other items of inventories held for use in the production are not written below cost if the finished products in which they will be incorporated are expected to be sold at or above cost. Cost is determined on a weighted average basis.

d. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale.

K. Assets (or disposal group) held for sale and discontinued operation

Assets (or disposal group) are classified as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. Assets held for sale are measured at the lower of their carrying amount and the fair value less costs to sell.

An impairment loss is recognized for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognized for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognized. A gain or loss not previously recognized by the date of the sale of the non-current asset (or disposal group) is recognized at the date of de-recognition.

Assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from the other assets in the balance sheet. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the balance sheet.

A discontinued operation is a component of an entity that either has been disposed of, or is classified as held for sale, and:

- Represent as separate major line of business or geographical area of operations,
- Is part of a single co-ordinated plan to dispose of a separate major line of business or geographical area of operations.

Discontinued operations are excluded from the results of continuing operations and are presented as profit or loss before/ after tax from discontinued operations in the statement of profit and loss.

L. Financial Instruments

(a) Financial Assets

i. Classification

The Company classified financial assets as

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

subsequently measured at amortized cost, fair value though other comprehensive income (FVTOCI) or fair value through profit or loss (FVTPL) on the basis of its business model for managing the financial assets and contractual cash flow characteristics of the financial asset.

ii. Initial Recognition and Measurement

The financial assets include equity and debt securities, trade and other receivables, loans and advances, cash and bank balances and derivative financial instruments. All financial assets are recognized initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset.

iii. Subsequent Measurement

For the purpose of subsequent measurement the financial assets are classified in three categories:

- At amortised cost - For debt instruments only.
- At fair value through profit & loss account
- At fair value through other comprehensive income

iv. Debt instruments at amortized cost

A Financial Asset i.e. a debt instrument is measured at the amortized cost if both the following condition are met.

- The assets is held within a business model whose objective is to hold assets for collecting contractual cash flow (business model test), and
- Contractual terms of the assets give rise on specified dates to cash flows that are solely payments of principle and interest (SPPI) on the principle amount outstanding (contractual cash flow characteristics).

After initial measurement (at Fair value minus transaction cost), such financial assets are subsequently measurement at amortized cost using the effective interest rate (EIR) method. Amortized cost is calculated by taking into account any discount and premium and fee or costs that are an integral part of an EIR. The EIR amortization is included in finance income in the statement of profit and loss. The losses arising from impairment are recognized in the statement of profit and loss.

v. Debt instrument at Fair value through Profit or loss

Debt instruments included within the fair value through profit or loss (FVTPL) category are measured at fair value with all changes recognized in the statement of profit and loss.

vi. Debt instruments at Fair value through other comprehensive income

A financial asset should be measured at FVTOCI if both the following condition are met:

- The assets is held within a business model in which asset are managed both in order to collect contractual cash flows and for sale (business model test), and
- Contractual terms of the assets give rise on specified dates to cash flows that are solely payments of principle and interest (SPPI) on the principle amount outstanding (contractual cash flow characteristics).

After initial measurement (at Fair value minus transaction cost), such financial assets are measured at Fair value with changes in fair value recognized in OCI except for:

(a) Interest calculated using EIR

(b) Foreign exchange gain and losses; and

(c) Impairment losses and gains

vii. Equity investments

All equity investments other than investment in subsidiaries, joint venture and associates are measured at fair value. Equity instruments which are held for trading are classified as at FVTPL. For all other equity instruments, the Company decides to classify the same either as at fair value through other comprehensive income (FVTOCI) or FVTPL. The Company makes such election on an instrument-by- instrument basis. The classification is made on initial recognition and is irrevocable.

If the Company decides to classify an equity instrument at FVTOCI, then fair value change on the instrument, excluding dividends, are recognised in other compressive income (OCI). There is no recycling of the amounts from OCI to statement of profit or loss, even on sale of such investments.

Equity instrument includes within the FVTPL category are measured at fair value with all changes recognised in the Statement of profit or loss.

viii. Derecognition

A financial asset (or, where applicable, a part of a financial asset) is primarily derecognised when:

- The right to receive cash flows from the assets have expired or
- The Company has transferred substantially all the risks and rewards of the assets, or
- The Company has neither transferred nor retained substantially all the risks and rewards of the assets, but has transferred control of the assets.

(b) Financial liabilities & Equity

i. Classification

Debt and equity instruments issued by the Company are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

ii. Initial recognition and measurement of Financial Liability

The Company recognizes financial liability when it becomes a party to the contractual provisions of the instrument. All financial liability are recognized initially at fair value minus, for financial liability not subsequently measured at FVTPL, transaction costs that are directly attributable to the issue of financial liability.

iii. Subsequent Measurement of Financial Liability

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, financial guarantee contracts issued by the Company, and commitments issued by the Company to provide a loan at below-market interest rate are measured in accordance with the specific accounting policies.

iv. Financial Liability at amortised cost

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the Effective Interest Rate (EIR) Method. Gain and losses are recognised in statement of profit and loss when the liabilities are derecognised.

Amortised cost is calculated by taking into account any discount or premium on acquisition and transaction cost. The EIR amortization is included as finance cost in the statement of profit and loss.

This category generally applies to loans & Borrowings.

v. Financial Liability at FVTPL

Financial liabilities are classified as at FVTPL when the financial liability is either contingent consideration recognised by the Company as an acquirer in a business combination to which Ind AS 103 applies or is held for trading or it is designated as at FVTPL.

Financial liabilities at FVTPL are stated at fair value, with any gains or losses arising on re-measurement recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability

vi. Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by a Company entity are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

vii. Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are, substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amount recognised in the Statement of Profit and loss.

viii. Offsetting of financial instrument

Financial Assets and Financial Liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously.

ix. Derivative financial instruments

The Company uses derivative instruments as a part of its management of exposure to fluctuations in foreign currency exchange rates. The Company does not acquire or issue derivative instruments for trading or speculative purposes. The Company does not enter into complex derivative transactions to manage the treasury.

All derivative financial instruments are recognized as assets or liabilities on the balance sheet and measured at fair value, generally based on quotation obtained from banks/financial institutions. The accounting for changes in the fair value of a derivative instruments depends on the intended use of the derivatives and the resulting designation.

The fair values of all derivatives are separately recorded in the balance sheet within current and non-current assets and liabilities. Derivatives that are designated as hedges are classified as current and non-current depending upon the maturity of the derivatives.

The use of derivative can give rise to credit and market risk. The Company tries to control credit risk as far as possible by only entering into the contract with reputable banks/ financial institution. The use of derivative instrument is subject to limits, authorities and regular monitoring by appropriate levels of management. The limits, authorities and monitoring systems are periodically reviewed by the management and board. The market risk on derivatives are mitigated by changes in the valuation of the underlying assets, liabilities or transactions, as derivatives are used only for risk management purposes.

x. Cash flow hedge

The Company designates certain foreign exchange forward as cash flow hedges to mitigate the risk of foreign exchange exposure on highly probable forecast cash transactions.

When a derivative is designated as a cash flow hedge instrument, the effective portion of changes in the fair value of the derivative is recognized in other comprehensive income and accumulated in the cash flow hedge reserve. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in the net profit in the Statement of Profit and Loss. If the hedging instrument no longer meets the criteria for hedge accounting, then hedge accounting is discontinued prospectively. If the hedging instrument expires or is sold, terminated or exercised, the cumulative gain or loss on the hedging instrument recognized in cash flow hedge reserve till the period the hedge was effective remains in cash flow hedge reserve until the forecasted transaction occurs. The cumulative gain or loss previously recognized in the cash flow hedge reserve is transferred to the net profit in the Statement of Profit and Loss upon the occurrence of the related forecasted transaction. If the forecasted transaction is no longer expected to occur, then the amount accumulated in cash flow hedge reserve is reclassified to the Statement of Profit and Loss.

M. Investments in subsidiaries, Joint venture & Associate

Investments in equity shares of Subsidiaries, Joint Ventures & Associates are recorded at cost and reviewed for impairment at each balance sheet date.

N. Revenue recognition

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured.

Sale of goods

Sale is exclusive of goods and service tax (GST) and is accounted for upon dispatch of goods from the factory when the risks and rewards of ownership are transferred to the buyer. Gross sales and net sales are disclosed separately in Statement of Profit & Loss.

Ind AS 115 introduces a new framework of five step model for the analysis of Revenue transactions. The model specifies that revenue should be recognized when (or as) an entity transfer control of goods or services to a customer at the amount to which the entity expects to be entitled. Further the new standard requires enhanced disclosures about the nature, amount, timing, and uncertainty of revenue and cash flows arising from the entity's contracts with customers.

Revenue is recognized upon transfer of control of promised products or services to customers in an amount that reflects the consideration we expect to receive in exchange for those products or services.

The Company has evaluated the requirement of the amendment and the impact on the financial statements. The effect on adoption of Ind AS 115 was insignificant.

Sale of Power

Revenue from power has been recognized on transmission of electricity to Grid. Power generated at power plant is consumed at manufacturing units and excess power is sold to Grid, which is included in sales at power tariff prevailing as per the respective Power Purchase Agreements.

Inter-unit transfer of power is accounted at the rate at which the Company would have purchased power from grid. For consolidation purposes these transfers are eliminated from respective heads.

Revenue from sale of Certified Emission Reductions (CERs) and Renewable Energy Certificates (REC)

Entitlement to Renewable Energy Certificates (REC) owing to generation of power are recognized to the extent sold.

Dividends

Revenue is recognized when the shareholders' right to receive payment is established by the Balance Sheet date.

Insurance claim

Insurance claims are accounted for on the basis of claims admitted/ expected to be admitted and to the extent that the amount recoverable can be measured reliably and it is reasonable to expect ultimate collection.

Sale of services

The Company being a manufacturing entity does not generally provide services in the normal course of business except the travel related service.

Revenue from supply of services if any is recognized as and when the services has been provided and recoverability accrues.

O. Foreign currency translation/conversion

Financial statements have been presented in Indian Rupees (₹), which is the Company's functional and presentation currency.

- **Initial recognition**

  Foreign currency transactions are recorded on initial recognition in the functional currency, using the exchange rate at the date of the transaction.

- **Conversion**

  Foreign currency monetary items are retranslated using the exchange rate prevailing at the reporting date. Non-monetary items, which are measured in terms of historical cost denominated in a foreign currency, are reported using the exchange rate at the date of the transaction. Non-monetary items, which are measured at fair value or other similar valuation denominated in a foreign currency, are translated using the exchange rate at the date when such value was determined.

- **Exchange differences**

  The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognized in OCI or profit or loss are also recognized in OCI or profit or loss, respectively).

P. Taxes

Tax expense comprises current and deferred tax. Current income tax is measured at the amount

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

expected to be paid to the tax authorities in accordance with the Income-Tax Act, 1961 enacted in India. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date.

Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. Current income tax relating to items recognized directly in equity is recognised in equity and not in the statement of profit and loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is provided using the balance sheet approach on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purpose at reporting date. Deferred income tax assets and liabilities are measured using tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect of changes in tax rates on deferred income tax assets and liabilities is recognized as income or expense in the period that includes the enactment or the substantive enactment date. A deferred income tax asset is recognized to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilized.

The carrying amount of deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax assets to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow deferred tax assets to be recovered.

The Company offsets current tax assets and current tax liabilities, where it has a legally enforceable right to set off the recognized amounts and where it intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Q. Earnings per share

Basic earnings per share are calculated by dividing the net profit or loss for the year attributable to equity shareholders by the weighted average number of equity shares outstanding during the year.

For the purpose of calculating diluted earnings per share, the net profit or loss for the year attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

R. Provisions, contingent liabilities and contingent assets

Provisions

Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event and it is probable that the outflow of resources embodying economic benefits will be required to settled the obligation in respect of which reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, the expense relating to provision presented in the statement of profit & loss is net of any reimbursement.

If the effect of the time value of money is material, provisions are disclosed using a current pre-tax rate that reflects, when appropriate, the risk specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as finance cost.

Contingent liability is disclosed in the notes in case of:

- There is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company.
- A present obligation arising from past event, when it is not probable that as outflow of resources will be required to settle the obligation
- A present obligation arises from the past event, when no reliable estimate is possible
- A present obligation arises from the past event, unless the probability of outflow are remote.

Commitments include the amount of purchase order (net of advances) issued to parties for completion of assets.

Provisions, contingent liabilities, contingent assets and commitments are reviewed at each balance sheet date.

Onerous Contracts

A provision for onerous contracts is measured at the present value of the lower expected cost of terminating the contract and the expected cost of continuing with the contract. Before a provision is established, the Company recognizes the impairment on the assets with the contract.

Contingent assets

Contingent assets are not recognized in the financial statements.

S. Cash and cash equivalents

Cash and cash equivalents includes cash on hand and at bank, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

For the purpose of the Statement of Cash Flows, cash and cash equivalents consists of cash and short term deposits, as defined above, net of outstanding bank overdraft as they being considered as integral part of the Company's cash management.

T. Impairment

Non-financial assets

Property, plant and equipment, intangible assets and assets classified as investment property with finite life are evaluated for recoverability whenever there is any indication that their carrying amounts may not be recoverable. If any such indication exists, the recoverable amount (i.e. higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

If the recoverable amount of an asset or CGU is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. An impairment loss is recognized in the statement of profit or loss.

An impairment loss is reversed in the statement of profit and loss if there has been a change in the estimates used to determine the recoverable amount. The carrying amount of the asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortization or depreciation) had no impairment loss been recognized for the asset in prior years.

Impairment losses on continuing operations, including impairment on inventories are recognized in the statement of profit and loss, except for properties previously revalued with the revaluation taken to other comprehensive income. For such properties, the impairment is recognized in OCI up to the amount of any previous revaluation surplus.

Financial assets

The Company applies 'simplified approach' measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

- Financial assets that are debt instrument and are measured at amortized cost e.g. loans, debt securities, deposits, and bank balance.
- Trade receivables

The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognizes impairment loss allowance based on lifetime expected credit loss at each reporting date, right from its initial recognition.

Notes to Financial Statements
for the year ended March 31, 2025
Contd...

Note No. 4:- Property plant & equipment, intangible assets & capital work in progress.

(₹ in crores)

Particulars	Property Plant and Equipments								Intangible Assets			Total
	Land Freehold#	Land Lease hold	Buildings	Plant and equipment	Furniture and Fixtures	Vehicles	Office equipment	Total	Operating Rights	Computer Software	Total	
Cost or revalued amount												
as at 01 April,2023	**561.84**	**0.58**	**243.99**	**1,968.22**	**9.81**	**6.32**	**7.04**	**2,797.79**	**3.64**	**2.22**	**5.86**	**2,803.64**
Pursuant to merger*	2.81	1.03	17.92	154.33	0.31	0.39	1.41	178.21	-	-	-	178.21
Additions	42.67	-	10.27	232.08	2.09	1.02	0.89	289.02	-	-	-	289.02
Disposals	1.64	-	-	16.84	0.60	0.94	0.30	20.32	-	0.03	0.03	20.35
as at 31st March, 2024	**605.68**	**1.62**	**272.18**	**2,337.79**	**11.61**	**6.79**	**9.04**	**3,244.70**	**3.64**	**2.19**	**5.83**	**3,250.52**
Additions	7.65	-	2.80	79.37	0.37	0.50	1.57	92.26	-	0.97	0.97	93.23
Disposals	3.75	-	-	13.62	0.39	0.06	0.01	17.83	-	-	-	17.83
as at 31st March,2025	**609.58**	**1.62**	**274.98**	**2,403.54**	**11.59**	**7.23**	**10.60**	**3,319.13**	**3.64**	**3.16**	**6.80**	**3,325.92**
Depreciation and amortisation												
as at 01 April,2023	**0.01**	**0.17**	**93.42**	**1,036.16**	**7.26**	**4.20**	**4.62**	**1,145.88**	**3.64**	**2.14**	**5.78**	**1,151.66**
Pursuant to merger*	-	0.79	13.09	144.26	0.29	0.37	1.35	160.15			-	160.15
Charge for the year	-	0.07	6.89	116.15	2.13	0.53	1.15	126.92		0.04	0.04	126.96
Disposals	-	-	-	14.54	0.55	0.84	0.27	16.20		0.03	0.03	16.24
as at 31st March,2024	**0.01**	**1.03**	**113.40**	**1,282.03**	**9.13**	**4.26**	**6.85**	**1,416.75**	**3.64**	**2.15**	**5.79**	**1,422.53**
Charge for the year	-	0.00	3.47	126.16	0.36	0.30	0.78	131.07	(0.18)	(0.05)	(0.23)	130.84
Disposals	-	-	-	12.36	0.21	0.06	0.01	12.64	-	-		12.64
as at 31st March,2025	**0.01**	**1.03**	**116.87**	**1,395.83**	**9.28**	**4.50**	**7.62**	**1,535.18**	**3.46**	**2.10**	**5.56**	**1,540.73**
Net Block								-				
as at 31st March,2024	**605.67**	**0.59**	**158.78**	**1,055.76**	**2.48**	**2.53**	**2.19**	**1,827.95**	**0.00**	**0.04**	**0.04**	**1,827.99**
as at 31st March,2025	**609.57**	**0.59**	**158.11**	**1,007.71**	**2.31**	**2.73**	**2.98**	**1,783.95**	**0.18**	**1.06**	**1.24**	**1,785.19**
Capital Work in Progress												
as at 31st March,2024												**132.65**
as at 31st March,2025												**188.13**

Capital- Work-in progess - ageing schedule

Particulars	As at 31st March,2025					As at 31st March,2024				
	Amount in CWIP for a period of				Total	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years		Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress@	64.92	-	-	123.21	188.13	9.44	-	-	123.21	132.65
Projects temporarily suspended	-	-	-	-	-	-	-	-	-	-

Title deeds of Immovable Properties not held in name of the company

Relevant line item in the Balance sheet	Description of item of property	Gross carrying value	Title deeds held in the name of	Whether title deed holder is a promoter,director or relative of promoter/ director or employee of promoter/director	Property held since which date	Reason for not being held in the name of the company
Property Plant and Equipments	Freehold Land#	₹ 0.13 Cr (₹ 0.13 Cr)	Govt. of Tamil Nadu	No	FY2003	The company has made the payment and taken possession of the land; however, the registration is still pending due to incomplete documentation formalities at the department level.

2.79 acre (2.79 acre) land at salem unit.

1. * Refer note 46(i)

2. @ Included ₹ 123.21 crore of 100 KLPD distillery at Baghauli unit. Revamping of the same is under evaluation.

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

5. Non-current financial assets

5 (i). Investments

A. Quoted

(₹ in crores)

Particulars	**As at March 31, 2025**	**As at March 31, 2024**
Equity Shares Carried at Fair Value through OCI		
31,97,578 (31,97,578) equity shares of ₹ 10 each fully paid up in Dalmia Bharat Limited	581.79	621.03

B. Unquoted

(₹ in crores)

Particulars	**As at March 31, 2025**	**As at March 31, 2024**
(i) Investment in Bonds (Carried at amortised Cost)		
5 (20) units of Bank of Baroda Bonds - 8.50% to 8.99%	0.50	2.05
0 (54) units of Canara Bank (Perp.) Bonds - 9.55%	-	5.39
5 (5) units of SBI Perpetual Bonds - 7.74%	0.50	0.50

(₹ in crores)

Particulars	**As at March 31, 2025**	**As at March 31, 2024**
(ii) Others*		
Shares of Co-operative Societies (Unquoted)		
DMC Employees Co-op Stores Limited	((2500))	((2500))
Government or Trust Securities (Unquoted)		
National Saving Certificates	((2000))	((2000))
Equity shares		
305 (305) equity shares of ₹ 10 each fully paid up in Sarvapriya Healthcare Solutions Private Limited	((3050))	((3050))
	582.79	**628.97**
Fair Value Disclosure		
Investment carried at deemed cost (Net off Provision for Impairment)	1.00	7.94
Investment carried at fair value through FVTPL (Market Price)	-	-
Investment carried at fair value through OCI (Market Price)	581.79	621.03
Disclosure for Valuation method used		
Aggregate amount of quoted investments and market value thereof	581.79	621.03
Aggregate amount of unquoted investments	1.00	7.94
Aggregate amount of impairment in value of investments	-	-

* Figures less than ₹ Fifty thousand which are required to be shown separately have been shown at actual in double brackets.

5 (ii). Trade Receivable

(₹ in crores)

Particulars	**As at March 31, 2025**	**As at March 31, 2024**
Unsecured, considered good	0.62	3.07
	0.62	**3.07**

5 (iii). Loans

(₹ in crores)

Particulars	**As at March 31, 2025**	**As at March 31, 2024**
(Unsecured, considered good unless stated otherwise)		
Employee and other advances	0.07	0.01
	0.07	**0.01**

5 (iv). Others

(₹ in crores)

	As at March 31, 2025		**As at March 31, 2024**	
Fixed deposits with banks (earmarked) (with remaining maturity of more than 12 months)		0.92		0.84
Security deposits				
Considered good		4.33		4.20
Considered doubtful	0.01		0.01	
Less : Allowance for bad and doubtful advances	0.01	-	0.01	-
		5.25		**5.04**

6. Income Tax Assets (Net)

(₹ in crores)

Particulars	**As at March 31, 2025**	**As at March 31, 2024**
Pre paid Taxes	288.38	287.52
Less: Provision for taxes	(250.37)	(250.92)
	38.01	**36.60**

7. Other non current assets

(₹ in crores)

Particulars	**As at March 31, 2025**	**As at March 31, 2024**
(Unsecured, considered good unless stated otherwise)		
Capital advances	12.63	17.84
Advances other than capital advances	1.15	2.13
Balances with Government departments under protest	2.56	0.98
Unamortized expenses	0.19	0.43
	16.53	**21.38**

Notes to Financial Statements
for the year ended March 31, 2025
Contd...

8. Inventories

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
(Refer Note 3(J))(As taken, valued and certified by the management)		
Raw materials	80.98	167.38
Work in progress	7.68	14.94
Finished goods (including by- products and goods in transit) (Refer Note 35)@	1529.28	1553.26
Stores, spare & others#	38.83	37.44
	1,656.77	**1773.02**

Note: Inventory is hypothecated as first pari passu charge of bankers for working capital.
#net of provision for non moving inventory ₹ 5.09 Crores (₹ 3.33 Crores)
@includes material in transit ₹ 18.41 Crores (₹ 6.75 Crores)

9. Current financial assets
9 (i). Trade receivables

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Unsecured, considered good	132.03	119.97
	132.03	**119.97**

Trade Receivable ageing schedule as at March 31, 2025

Particulars	Outstanding for following periods from due date of payments						
	Not Due	Less than 6 months	6 month to 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) Undisputed Trade receivables- considered good	98.56	31.96	0.44	0.35	-	0.72	132.03
(ii) Undisputed Trade Receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
(iii) Undisputed Trade Receivables- credit impaired	-	-	-	-	-	-	-
(iv) Disputed Trade receivables- considered good	-	-	-	-	-	-	-
(v) Disputed Trade Receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
(vi) Disputed Trade Receivables- Credit impaired	-	-	-	-	-	-	-

Trade Receivable ageing schedule as at March 31, 2024

Particulars	Outstanding for following periods from due date of payments						
	Not Due	Less than 6 months	6 month to 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) Undisputed Trade receivables- considered good	65.95	47.60	5.15	0.47	0.72	0.08	119.97
(ii) Undisputed Trade Receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
(iii) Undisputed Trade Receivables- credit impaired	-	-	-	-	-	-	-
(iv) Disputed Trade receivables- considered good	-	-	-	-	-	-	-
(v) Disputed Trade Receivables - which have significant increase in credit risk	-	-	-	-	-	-	-
(vi) Disputed Trade Receivables- Credit impaired	-	-	-	-	-	-	-

Note: Trade Receivable is hypothecated as first pari passu charge of bankers for working capital.

9 (ii). Cash and cash equivalents

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Cash on hand	0.17	0.39
Balance with banks		
- Current Accounts	333.17	470.25
	333.34	**470.64**

9 (iii). Bank balances other than cash & cash equivalents

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
- Deposits with original maturity of more than 3 months but less than 12 months*	22.32	58.44
- Earmarked balances with banks (Unpaid dividend accounts)	1.70	1.11
	24.02	**59.55**

*including earmarked balances of ₹ 1.81 crore (₹ 1.41 crore) on account of molasses fund

9 (iv). Loans

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Loans to employees	0.82	0.61
	0.82	**0.61**
Loans Receivable sub-classified as below:		
a) Loans Receivable considered good-Secured	-	-
b) Loans Receivable considered good-Unsecured	0.82	0.61
c) Loans Receivable which have significant increase in Credit Risk	-	-
d) Loans Receivable -credit impaired	-	-

Notes to Financial Statements
for the year ended March 31, 2025

Contd...

9 (v). Others

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
(Unsecured, considered good)		
Interest receivable	8.59	0.61
Interest subvention and buffer subsidy receivable	13.94	13.10
Unbilled revenue*	16.05	15.25
Others	0.67	0.45
	39.25	**29.41**

* Represents bills for the last month of financial year which are subsequently billed in next month.

10. Other current assets

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
(Unsecured, considered good)		
Deposit and Balances with Government departments and other authorities	24.89	11.97
Other advances	17.06	22.58
	41.95	**34.55**

11. Equity Share capital

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Authorised :		
2,61,72,26,820 (11,72,26,820) Ordinary equity shares of ₹ 2 each	523.45	23.45
8,52,73,180 (8,52,73,180) Unclassified equity shares of ₹ 2 each	17.05	17.05
	540.50	**40.50**
Issued, Subscribed and Fully Paid Up :		
8,09,39,303 (8,09,39,303) Ordinary equity shares of ₹ 2 each	16.19	16.19
	16.19	**16.19**

(a) **Reconciliation of ordinary equity shares outstanding at the beginning and at the end of the reporting year.**

Particulars	As at March 31, 2025		As at March 31, 2024	
	No. of Shares	₹ crores	No. of Shares	₹ crores
At the beginning of the year	80,939,303	16.19	80,939,303	16.19
Changes during the year	-	-	-	-
At the end of the year	80,939,303	16.19	80,939,303	16.19

(b) **Terms/ rights attached to ordinary equity shares**

The Company has only one class of ordinary equity shares having a face value of ₹ 2 per share. Each ordinary equity shareholder is entitled to one vote per share.

In the event of winding-up of the Company, the ordinary equity shareholders shall be entitled to be repaid out of remaining assets of the Company, in the ratio of the amount of capital paid up on such ordinary equity shares.

(c) The authorized share capital of the Company has been increased by ₹ 500 crores (2,50,00,00,000 Equity share of face value ₹ 2/- each) due to merger of Baghauli Sugar and Distillery Limited with Dalmia Bharat Sugar and Industries Limited w.e.f. April 1, 2024. (Refer Note 46)

(d)

Particulars	As at March 31, 2025		As at March 31, 2024	
	No. of Shares	% Holding	No. of Shares	% Holding
Samagama Holdings and Commercial Private Limited	35,876,223	44.32%	35,876,223	44.32%
Dalmia Bharat Limited	14,829,764	18.32%	14,829,764	18.32%
Vanika Commercial and Holdings Private Limited	8,687,305	10.73%	8,687,305	10.73%

As per records of the Company, including it's register of shareholders/ members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownership of shares.

(e) Aggregate number of bonus shares issued, shares issued for consideration other than cash and shares bought back during the period of five years immediately preceding the reporting date.- Nil

(f) **Shareholding patterns of Promoters:-**

Name of Promoter	As at March 31, 2025		Change during the year		As at March 31, 2024	
	No. of shares	% Shareholding	No. of shares	% Change	No. of shares	% Shareholding
Shri Yadu Hari Dalmia C/O Y. H. Dalmia (Huf)	10	0.00%	-	-	10	0.00%
Smt Kavita Dalmia	5	0.00%	-	-	5	0.00%
Shri Gautam Dalmia	151,990	0.19%	-	-	151,990	0.19%
Smt. Anupama Dalmia	11,250	0.01%	-	-	11,250	0.01%
Smt. Sukeshi Dalmia	37,180	0.05%	-	-	37,180	0.05%
Smt. Bela Dalmia	10	0.00%	-	-	10	0.00%
Alirox Abrasives Limited	120,360	0.15%	-	-	120,360	0.15%
Himgiri Commercial Ltd	5	0.00%	-	-	5	0.00%
Valley Agro Industries Limited	5	0.00%	-	-	5	0.00%
Keshav Power Limited	5	0.00%	-	-	5	0.00%
Shree Nirman Limited	5	0.00%	-	-	5	0.00%
Vanika Commercial And Holdings Private Limited	8,687,305	10.73%	-	-	8,687,305	10.73%
Samagama Holdings And Commercial Private Limited	35,876,223	44.32%	-	-	35,876,223	44.32%
Dalmia Bharat Limited	14,829,764	18.32%	-	-	14,829,764	18.32%
Ku. Shrutipriya Dalmia C/O Shrutipriya Dalmia Trust	10	0.00%	-	-	10	0.00%
Shri Brahma Creation Trust	10	0.00%	-	-	10	0.00%
Y.H. Dalmia Parivar Trust	327,630	0.40%	-	-	327,630	0.40%
J.H. Dalmia Trust	555,175	0.69%	-	-	555,175	0.69%
Kavita Dalmia Parivar Trust	37,180	0.05%			37,180	0.05%
Total Promoter's shareholding	**60,634,122**	**74.91%**	**-**	**-**	**60,634,122**	**74.91%**

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

Name of Promoter	As at March 31, 2024		Change during the year		As at March 31, 2023	
	No. of shares	% Shareholding	No. of shares	% Change	No. of shares	% Shareholding
Shri Yadu Hari Dalmia C/O Y. H. Dalmia (Huf)	10	0.00%	-	-	10	0.00%
Smt Kavita Dalmia	5	0.00%	(37,180)	-0.05%	37,185	0.05%
Shri Gautam Dalmia	151,990	0.19%	-	-	151,990	0.19%
Smt. Anupama Dalmia	11,250	0.01%	-	-	11,250	0.01%
Smt. Sukeshi Dalmia	37,180	0.05%	-	-	37,180	0.05%
Smt. Bela Dalmia	10	0.00%	-	-	10	0.00%
Alirox Abrasives Limited	120,360	0.15%	-	-	120,360	0.15%
Himgiri Commercial Ltd	5	0.00%	-	-	5	0.00%
Valley Agro Industries Limited	5	0.00%	-	-	5	0.00%
Keshav Power Limited	5	0.00%	-	-	5	0.00%
Shree Nirman Limited	5	0.00%	-	-	5	0.00%
Vanika Commercial And Holdings Private Limited	8,687,305	10.73%	-	-	8,687,305	10.73%
Samagama Holdings And Commercial Private Limited	35,876,223	44.32%	-	-	35,876,223	44.32%
Dalmia Bharat Limited	14,829,764	18.32%	-	-	14,829,764	18.32%
Ku. Shrutipriya Dalmia C/O Shrutipriya Dalmia Trust	10	0.00%	-	-	10	0.00%
Shri Brahma Creation Trust	10	0.00%	-	-	10	0.00%
Y.H. Dalmia Parivar Trust	327,630	0.40%	-	-	327,630	0.40%
J.H. Dalmia Trust	555,175	0.69%	-	-	555,175	0.69%
Kavita Dalmia Parivar Trust	37,180	0.05%	37,180.00	0.05%	-	0.00%
Total Promoter's shareholding	**60,634,122**	**74.91%**	**-**	**-**	**60,634,122**	**74.91%**

12. Other Equity

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Reserve & Surplus		
Capital reserve		
Opening balance as per last financial statements	4.07	4.07
Changes during the year	-	-
Closing balance	**4.07**	**4.07**

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
General reserve		
Opening balance as per last financial statements	52.54	52.54
Add:- Amount transferred from surplus balance in statement of profit & loss	-	-
Closing balance	**52.54**	**52.54**

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Surplus in the statement of profit and loss		
Balance as per last financial statements	2412.27	2178.25
Profit for the year	386.75	272.47
Less: appropriations		
(i) Transfer to general reserve	-	-
(ii) Final/Interim dividend on ordinary shares*	(46.54)	(38.45)
Total Appropriations	**(46.54)**	**(38.45)**
Net surplus in the statement of profit and loss	2752.48	2412.27
Total reserves and surplus	**2809.09**	**2468.88**

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Other Comprehensive Income		
Opening Balance	447.09	453.90
Addition/(reduction) during the year	(37.85)	(6.81)
Closing Balance	**409.24**	**447.09**
Total Other Equity	**3218.32**	**2915.97**

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
***Dividend distribution made and proposed**		
Cash dividends on equity shares declared and paid :		
Final dividend for year ended March 31, 2024: ₹ 1.25 per share (March 31, 2023: ₹ 1 per share)	10.12	8.09
Interim dividends for the year ended on March 31, 2025: ₹ 4.50 per share (March 31, 2024: ₹ 3.75 per share)	36.42	30.35
Total	**46.54**	**38.45**
Proposed dividends on equity shares:		
Final dividend for the year ended on March 31, 2025: ₹ 1.50 per share (March 31, 2024: ₹ 1.25 per share) subject to approval of shareholders and not recognised as liability in the Financials	12.14	10.12
Total	**12.14**	**10.12**

1 Capital Reserve majorly comprises of reserve created consequent to slum purchase of plants in Ninaidevi & Kolhapur units.

2 Retained earnings represents undistributed profits of the Company which can be distributed to its equity shareholders in accordance with the requirement of the Companies Act, 2013.

3 Other Comprehensive Income represent the balance in equity for items to be accounted in Other Comprehensive Income. OCI is classified into (i) items that will not be reclassified to statement of profit and loss, and (ii) items that will be reclassified to statement of profit and loss.

4 General reserve represents the statutory reserve, this is in accordance with Indian Corporate Law wherein a portion of profit is apportioned to general reserve. Under Companies Act, 1956 it was mandatory to transfer the amount before a company can declare dividend. However under Companies Act , 2013, transfer of any amount to general reserve is at the discretion of the management.

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

5 Other Comprehensive Income includes fair valuation of equity instruments, retirement benefits and profits and losses on account of cash flow hedge for unexecuted contracts.

6 Pursuant to the order of the Hon'ble National Company Law Tribunal approving the amalgamation of Baghauli Sugar and Distillery Limited with the Company, retained earnings have been increased by ₹0.75 crore, while other comprehensive income has been reduced by ₹0.05 crore.(Refer Note 46)

7 There are no amounts as at the year end which are due and outstanding to be credited to the Investor Education and Protection Fund.

13. Non current financial liabilities

(₹ in crores)

		As at March 31, 2025		As at March 31, 2024	
Borrowings					
Term loans:					
i.	From banks	577.70		378.45	
	Less: Shown in current maturities of long term borrowings	63.99	513.71	41.83	336.62
ii.	From other parties	1.34		8.85	
	Less: Shown in current maturities of long term borrowings	1.34	-	7.69	1.16
(Refer note 17(i) for current maturities)			**513.71**		**337.78**

(₹ in crores)

S. No.	Particulars	As at March 31, 2025	As at March 31, 2024	Fixed/ Fluctuating interest rate	Rate of interest
Non Current Borrowings					
A)	From Bank				
a)	HDFC Term Loan for Jawaharpur Distillery Incineration Boiler	24.70	28.50	Fluctuating	1 M Tbill + 2.12% p.a. Presently 8.61% p.a.
b)	HDFC Term Loan for Ramgarh Distillery	74.85	86.37	Fluctuating	
c)	HDFC Term Loan for Jawaharpur Distillery Expansion-2	33.11	38.21	Fluctuating	
d)	HDFC Term Loan for Jawaharpur Grain Distillery Setup-1	71.24	81.42	Fluctuating	
e)	Axis Term Loan for Jawaharpur Grain Distillery Setup-2	98.85	104.00	Fluctuating	3 M Tbill + 1.30% p.a. Presently 7.76% p.a.
f)	HDFC Term Loan for Kolhapur Distillery Expansion	15.71	18.12	Fluctuating	1 M Tbill + 2.12% p.a. Presently 8.61% p.a.
g)	HDFC Term Loan for Nigohi Distillery Expansion	19.02	22.06	Fluctuating	
h)	Axis Bank Corporate Loan	208.41	-	Fluctuating	3 M Tbill + 1.73% p.a. Presently 8.21% p.a.
i)	Bandhan Bank Loan for Baghauli refurbishment	32.00	-	Fluctuating	Repo + 1.80% p.a. Presently 8.30% p.a.
	Notional reduction in loan balances due to IND AS adjustments	(0.19)	(0.23)		
	Total	**577.70**	**378.45**		
B)	From Others				
a)	Sugar Development Fund Loans	1.34	4.03	Fixed	5.75% p.a.
b)	Soft loan from UP Government (SEFASU 2018 Scheme)	-	5.00	Fixed	5.18% p.a.
	Notional reduction in loan balances due to IND AS adjustments	-	(0.18)		
	Total	**1.34**	**8.85**		
	Grand Total	**579.04**	**387.30**		

Nature of securities, Interest & repayment Terms.

A) Details of Loans taken from Banks:-

a) HDFC Bank Term Loan for Jawaharpur distillery incineration boiler is secured by first pari passu charge through hypothecation on movable & immovable fixed asset at Jawaharpur payable in 40 equal quarterly installments starting from Nov 2021.

b) HDFC Bank Term Loan for Ramgarh distillery is secured by first pari passu charge through hypothecation of movable fixed assets & mortgage of immovable fixed asset at Ramgarh payable in 36 equal quarterly installments starting from Dec 2022.

c) HDFC Bank Term Loan for Jawaharpur distillery expansion-2 is secured by first pari passu charge through hypothecation of movable fixed assets & mortgage immovable fixed asset at Jawaharpur payable in 36 equal quarterly installments starting from Dec 2022.

d) HDFC Bank Term Loan for Jawaharpur grain distillery setup-1 is secured by first pari passu charge through hypothecation of movable fixed assets & mortgage of immovable fixed asset at Jawaharpur payable in 36 equal quarterly installments starting from June 2023.

e) Axis Bank Term Loan for Jawaharpur grain distillery setup-2 is secured by first pari passu charge through hypothecation of movable fixed assets & mortgage of immovable fixed asset of Jawaharpur unit payable in 36 equal quarterly installments starting from Sept 2024.

f) HDFC Bank Term Loan for Kolhapur distillery expansion is secured by first pari passu charge through hypothecation of movable fixed assets & mortgage of immovable fixed asset at Kolhapur payable in 36 equal quarterly installments starting from Dec 2022.

g) HDFC Bank Term Loan for Nigohi distillery expansion is secured by first pari passu charge through hypothecation of movable fixed assets & mortgage of immovable fixed asset at Nigohi payable in 36 equal quarterly installments starting from Sep 2022.

h) Axis Bank Corporate Loan is secured by first pari passu charge through hypothecation of movable fixed assets & mortgage of immovable fixed asset of Ramgarh and Nigohi repayable in unequal structured quarterly installments starting from March 2025.

i) Bandhan Bank Loan is secured by first pari passu charge through hypothecation of movable fixed assets & mortgage of immovable fixed asset of Baghauli Sugar repayable in unequal structured 48 quarterly installments starting from Dec 2025.

B) Details of Loans taken from entities other than banks:-

a) Sugar Development Fund (SDF) loans is secured by guarantees given by banks on behalf of the Company and are repayable in unequal structured installments.

b) SEFASU 2018 term loan is secured by first pari passu charge on movable and immovable fixed assets of Ramgarh,Jawaharpur and Nigohi sugar units.

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

14. Non current provisions

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Provision for employee benefits		
- Gratuity	36.18	37.96
- Leave encashment	6.46	5.35
	42.64	**43.31**

15. Deferred tax liabilities (Net)

A) Major components of deferred tax liabilities as on March 31, 2025 and movement during the year 2024-25.

(₹ in crores)

Particulars	As at March 31, 2025	Profit & loss	Recognised in other comprehensive income	As at March 31, 2024
Property, plant & equipment including fair valuation of land	199.43	(34.44)	-	233.87
Others	26.56	-	(0.53)	27.09
Expenses allowed on payment basis	(15.13)	(2.02)		(13.11)
Net Deferred tax liability / (asset)	**210.86**	**(36.46)**	**(0.53)**	**247.85**

B) Major components of deferred tax liabilities as on March 31, 2024 and movement during the year 2023-24.

(₹ in crores)

Particulars	As at March 31, 2024	Profit & loss/ MAT credit utilized	Recognised in other comprehensive income	As at March 31, 2023
Property, plant & equipment including fair valuation of land	233.87	(2.87)	-	236.74
Others	27.09	0.57	(1.02)	27.54
Expenses allowed on payment basis	(13.11)	(0.37)	-	(12.74)
Defered tax liability	**247.85**	**(2.67)**	**(1.02)**	**251.54**
MAT Credit Entitlement	-	34.14	-	(34.14)
Net Deferred tax liability / (asset)	**247.85**	**31.47**	**(1.02)**	**217.40**

16. Other non current liabilities

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Government Grant		
(Refer note 39(b) for movement during the year)	-	0.81
	-	**0.81**

17. Current financial liabilities

17 (i). Borrowings

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Secured		
loans from banks		
Working capital/short term loans	462.73	1043.00
Cash credit limit	2.31	0.17
Current maturities of long term borrowings	65.33	49.22
	530.37	**1092.39**

(i) Working capital Loan/short term loan and cash credit are secured by hypothecation of current assets of the company in favour of the participating banks ranking pari passu on inter-se-basis, repayable during next one year and carrying interest of 7.20% p.a to 7.40% p.a.

(ii) There are no differences in the figures reported in the quarterly returns / statements filed with the banks vis-à-vis the books of accounts. For the determination of Drawing power for sugar stocks, the Company follow the guidance of the RBI prescribed for commodities covered under selective credit control.

17 (ii). Trade payables

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Trade Payables		
- Due to Micro and small enterprises *	0.78	1.50
- Due to Others	198.64	381.78
	199.42	**383.28**

Trade payables ageing schedule:-

Detail of Dues	Trade Payable ageing schedule as at March 31, 2025						
Particulars	Outstanding for following periods from due date of payment						
	Unbilled	Not Due	Less than 1year	1-2 Years	2-3 Years	More than 3 Years	Total
(i) MSME		0.78					0.78
(ii) Others		59.50	67.73	41.01	4.02	26.38	198.64
(iii) Disputed dues- MSME							-
(iv) Disputed dues- Others							-
Total		**60.28**	**67.73**	**41.01**	**4.02**	**26.38**	**199.42**

Detail of Dues	Trade Payable ageing schedule as at March 31, 2024						
Particulars	Outstanding for following periods from due date of payment						
	Unbilled	Not Due	Less than 1year	1-2 Years	2-3 Years	More than 3 Years	Total
(i) MSME	-	1.50					1.50
(ii) Others	-	209.97	137.30	9.27	0.63	24.61	381.78
(iii) Disputed dues- MSME	-	-	-	-	-	-	-
(iv) Disputed dues- Others	-	-	-	-	-	-	-
Total		**211.47**	**137.30**	**9.27**	**0.63**	**24.61**	**383.28**

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

Note:- Trade payable more than 3 years mainly includes liability provided for in books of account on account of society commission matter pending under litigation.

* There are no outstanding amounts payable beyond the agreed period to Micro, Small and Medium enterprises as required by MSMED Act, 2006 as on the balance sheet date to the extent such enterprises have been identified based on information available with the Company. In view of this there is no overdue interest payable. (refer note 34)

17 (iii). Other financial liabilities

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Interest accrued but not due on borrowings	3.82	4.59
Unclaimed dividend *	1.70	1.11
Accrued salaries & benefits	3.50	5.04
Capital Creditors	23.47	28.24
Security deposits received	2.86	2.15
Others	45.02	45.60
	80.37	**86.73**

* There are no amounts outstanding in respect of unpaid dividend for more than seven years to be transferred to Investor Education and Protection Fund.

18. Other current liabilities

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Advances from customers	11.20	2.77
Statutory dues	15.41	8.56
Government grant (Refer note 39(b) for movement during the year)	0.31	0.62
Others	19.60	19.60
	46.52	**31.55**

19. Current provision

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Provision for employee benefits	5.05	6.28
	5.05	**6.28**

20. Revenue from operations

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Sales of Product		
Sugar and allied products	2419.33	1665.83
Power	107.22	111.94
Distillery	1198.96	1093.48
Others	17.59	25.14
	3743.10	**2896.39**
Sales of services	2.68	2.31
Other operating revenue		
REC Sales & Script Sales	-	0.44
Others	-	0.23
	3745.78	**2899.37**

21. Other income

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Dividend income from non current investment	2.88	2.88
Interest Income from bank deposits and others	22.01	19.76
Profit on sale of investments (Including fair valuation changes)	1.84	4.57
Profit on sale of Fixed Assets (net of loss on sale of Fixed Assets)	2.10	39.33
Gain on foreign exchange fluctuation (net of losses)	-	0.02
Government Grant (refer note 39(a)	16.82	16.35
Balances & provisions written back	1.22	24.28
Scrap sales	9.68	8.70
Rent Received	2.06	1.94
Interest on income tax refund	0.46	1.00
Lease income	8.70	4.93
Miscellaneous receipts	6.94	4.85
	74.71	**128.61**

22. Cost of raw materials consumed

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Sugarcane & Molasses	2278.60	2432.86
Grain	411.32	189.54
Raw Magnesite	9.58	12.70
	2699.50	**2635.10**

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

23. Changes in inventories of finished goods, work in progress

(₹ in crores)

Particulars	For the year ended March 31, 2025		For the year ended March 31, 2024	
(Refer Note 3(j))				
Finished goods				
- Closing stock	1525.16		1547.27	
- Opening stock	1547.27		878.91	
		22.11		**(668.36)**
Work-in-process				
- Closing stock	7.68		14.94	
- Opening stock	14.94		14.27	
		7.26		**(0.67)**
		29.37		**(669.03)**

24. Employee benefits expense

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Salaries, wages, bonus and other payments	204.90	180.90
Contribution to provident fund and other funds	13.80	13.69
Workmen and staff welfare expenses	5.56	7.13
	224.26	201.72
Less:Employee cost captalised (Refer note 41)	-	0.19
	224.26	**201.53**

25. Finance Costs

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Interest		
- On short term and long term borrowings (including notional interest)	61.76	49.17
- On other borrowings from banks	0.02	0.02
Other borrowing costs	1.22	1.36
Interest on statutory dues	0.07	0.21
	63.07	**50.76**
Less: Interest cost capitalised (Refer note 41)	-	0.67
	63.07	**50.09**

26. Depreciation and amortization expenses

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Depreciation on property plant and equipment	130.77	126.92
Amortization of intangible assets	0.07	0.04
	130.84	**126.96**

27. Other Expenses

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Power and Fuel	17.58	26.12
Packing Materials	23.62	26.24
Consumption of Stores and Spares Parts	48.45	44.85
Repairs and Maintenance :		
- Plant & Machinery	55.75	80.61
- Buildings	3.14	3.42
- Others	0.32	0.93
Rent	4.41	2.34
Rates and Taxes	23.37	20.70
Insurance	7.70	6.30
Travelling	2.14	1.88
Advertisement and Publicity	0.42	0.55
Management Service Charges	11.11	11.73
Selling Expenses including freight	55.99	35.42
Loss on foreign exchange fluctuation (net of gains)	0.29	0.23
Rebates, Discount and Allowances	0.05	0.09
Director's Sitting Fees	0.18	0.27
Charity and Donation	0.05	0.14
Assets written off / Loss on sale of Fixed Assets	0.77	0.43
Bad Debts written Off	0.00	0.11
CSR Expenses (refer note 45 (e))	7.25	6.60
Vehicle Hire charges	4.37	4.05
Provision for doubtful debts	1.03	0.42
Provision for non moving inventory	2.14	1.04
House Keeping Expenses	2.12	1.62
Material Handling charges	17.69	10.21
Professional Service Charges	8.42	7.29
Subscription and Membership Fees	1.97	1.70
Molasses regulatory fees deposit under protest	3.62	4.68
Security Service Charges	6.71	5.49
Office Maintenance	0.65	0.52
Political contribution	-	3.50
Miscellaneous Expenses	12.76	11.31
	324.07	**320.79**
Less: Expenses Capitalised (refer note 41)	0.33	0.87
	323.74	**319.92**

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

28. Tax expense

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
(i) The major components of income tax expense for the financial year 2024-25 & 2023-24 are as follows:-		
Statement of profit and loss:		
Current income tax*	8.94	93.61
Deferred tax on timing differences#	(38.80)	(2.67)
Tax adjustment for earlier years	(7.18)	0.00
Total	**(37.04)**	**90.94**
Other comprehensive income:		
Income tax relating to items recognised in OCI during the year	0.53	1.02
	0.53	**1.02**
*Income tax adjustments are done in books of accounts on the basis of income tax assessments.		
# Due to reduction in long term capital gain tax rate from 20% to 12.50%, the company has booked reversal of deferred tax liability in FY 2024-25. Gain of Rs. 39.62 crores is included in deferred tax expenses for the year ended March 31, 2025.		
(ii) Reconciliation of deferred tax and accounting profit multiplied by India's domestic tax rate for the year:-		
Accounting profits before tax	349.71	363.41
Applicable tax rate (New Regime)#	25.168%	25.168%
Computed tax expense	**88.02**	**91.46**
Tax impact on additions of permanent nature	1.12	1.87
Adjustment of carried forward losses*	(77.77)	-
Changes in tax rates on long term capital gains- Land revaluation	(39.62)	-
Tax for earlier years	(7.18)	-
Others	(1.60)	(2.39)
	(37.03)	**90.94**

From the last year ended March 31,2024, the company has opted for new tax regime for computation of income tax provisions.

*Pertains to Baghauli Sugar and Distillery Limited merged with Dalmia Bharat Sugar and Industries Limited as per NCLT order dated April 25, 2025.

29. Other Comprehensive Income

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
(A) (i) Items that will not be reclassified to profit/(loss)		
Fair valuation of equity instruments	(39.25)	(8.38)
Retiral benefits component	0.74	0.55
(ii) Income tax relating to items that will not be reclassified to profit/(loss)	0.56	1.02
(B) (i) Items that will be reclassified to profit/(loss)		
Fair value changes on derivatives designated as cash flow hedge	0.13	-
(ii) Income tax relating to items that will be reclassified to profit/(loss)	(0.03)	-
	(37.85)	**(6.81)**

30. Earning Per Share

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Net profit/(loss) attributable to equity shareholders (₹ in crores)	386.75	272.47
Number of equity shares outstanding during the year (weighted average)	80,939,303	80,939,303
Face value of equity shares (₹ per share)	2.00	2.00
Earning per share (Amount in ₹)		
Basic & Diluted	47.78	33.66

31. Contingent Liabilities (not provided for) in respect of:

(₹ in crores)

S.N.	Particulars	As at March 31, 2025	As at March 31, 2024
a)	Claims against the Company not acknowledged as debts*	284.88	204.79
b)	Indirect Tax Matters	20.58	3.55
c)	Income Tax Matters	104.89	104.86
d)	Guarantee & LC issued by the Company's banker on behalf of the company#	85.90	60.69

* Includes demand of ₹ 79.88 crore (alongwith estimated interest of ₹ 142.19 crore) raised by District Collector Salem in respect of mines, against which the Company has filed a writ petition and the Hon'ble High Court has stayed the recovery of demand & the writ is pending for final disposal.

#Excludes bank guarantees issued by banks on behalf of the Company against financial liabilities recognised in the books of account.

i) The Company assesses it's obligation arising in the normal course of business including pending litigations, proceedings with tax authorities and other contracts including derivative & long-term contracts. A provision for material foreseeable losses is recognised in accordance with the applicable accounting standards. Disclosure of contingent liabilities is made as applicable.

ii) Based on favourable decisions in similar cases, legal opinion taken by the company, discussions with the solicitors etc, the Company believes that there is a fair chance of favourable decisions in respect of the items listed above and hence no provision is considered necessary against the same.

32. Capital and other commitments:

(₹ in crores)

S.N.	Particulars	As at March 31, 2025	As at March 31, 2024
a)	Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	6.69	35.10
b)	Other Commitments	-	-

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

33. Remuneration paid to Auditors (included in Miscellaneous Expenses) :

(₹ in crores)

S.N.	Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
	Statutory Auditor		
i	Audit Fee (Including Limited Reviews)	0.40	0.34
ii	For reimbursement of expenses	0.06	0.03
	Tax Auditor		
i	Audit Fee and others	0.06	0.06

34. Details of Dues to Micro and Small Enterprises as per MSMED Act, 2006 to the extent of information available with the Company

(₹ in crores)

S.N.	Particulars	As at March 31, 2025	As at March 31, 2024
a)	Principal amount and Interest due thereon remaining unpaid to any supplier as at end of each accounting year	0.78	1.50
b)	Interest paid by the Company in terms of Section 16 of the MSMED Act along with the amounts of the payment made to the supplier beyond the appointed day during the accounting year.	-	-
c)	The amount of interest due and payable for the year of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under this Act	-	-
d)	The amount of interest accrued and remaining unpaid	-	-
e)	The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of this Act.	-	-
	Total	**0.78**	**1.50**

35. Details of Opening and Closing Inventory of Finished Goods:

(₹ in crores)

S.N.	Particulars	As at March 31, 2025	As at March 31, 2024
a)	**Opening stock**		
	Refractory products	7.04	10.18
	Sugar	1,366.06	671.85
	Power-Banked	1.59	0.54
	Industrial Alcohol	72.51	57.62
	Others	106.06	140.27
	Total	**1,553.26**	**880.46**
b)	**Closing stock**		
	Refractory products	5.50	7.04
	Sugar	1,286.10	1,366.06
	Power-Banked	2.41	1.59
	Industrial Alcohol	65.57	72.51
	Others	169.70	106.06
	Total	**1,529.28**	**1,553.26**

36. Disclosure as required by Ind AS 108, Operating Segments

(i) Identification of Segments

The chief operational decision maker monitors the operating results of its business segments seperately for the purpose of making decision about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the financial statements. Operating segments have been identified on the nature of products and services and have been identified as per the quantitative criteria specified in the Ind AS.

(ii) Operating segments identified as follows:

a) The "Own Manufactured Sugar Segment" includes manufacture and marketing of Sugar.

b) The "Distillery Segment" includes Production and sale of Ethanol and ENA.

c) The 'Others' segment' includes Magnesite, Travel, and Electronics activities of the Company.

(iii) Segment revenue and results

The expense or incomes which are not directly attributable to any business segment are shown as unallocable expenditure (net of unallocable income)

(iv) Segment assets and liabilities

Segment assets include all operating assets used by the operating segments and mainly consists of property plant and equipment, trade receivables, cash and cash equivalents and inventories. Segment liabilities primarily include trade payables and other liabilities. Common assets and liabilities which cannot be allocated to any other segments are shown as part of unallocable assets/liabilities.

(v) Segment revenue and segment profit

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Revenue				
Gross Revenue				
For the year 2024-25	3,038.29	1,201.73	26.84	4,266.86
For the year 2023-24	2,333.77	1,098.34	34.42	3,466.53
Less: Inter/ Intra Segment Revenue				
For the year 2024-25	300.39	220.69	-	521.08
For the year 2023-24	300.37	266.79	-	567.16
Net Revenue from operation				
For the year 2024-25	2,737.90	981.04	26.84	3,745.78
For the year 2023-24	2,033.40	831.55	34.42	2,899.37
Profit before interest and tax from operations				
For the year 2024-25	-	-	-	412.78
For the year 2023-24	-	-	-	413.50
Less: Finance Cost				
For the year 2024-25				63.07
For the year 2023-24				50.09
Less: Exceptional Items				
For the year 2024-25				-
For the year 2023-24				-

Notes to Financial Statements
for the year ended March 31, 2025

Contd...

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Profit before tax from operation				
For the year 2024-25				**349.71**
For the year 2023-24				363.41
Tax expenses from operation				
For the year 2024-25				**(37.04)**
For the year 2023-24				90.94
Profit after tax from operation				
For the year 2024-25				**386.75**
For the year 2023-24				272.47

(vi) Segment Assets & Liabilities

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Segment Assets				
Assets from operations				
As at 31st March 2025	**2,795.97**	**892.67**	**525.54**	**4,214.18**
As at 31st March 2024	2,670.32	975.35	532.59	4,178.26
Unallocable Asset				
As at 31st March 2025				**649.27**
As at 31st March 2024				983.88
Total Asset from operations				
As at 31st March 2025				**4863.45**
As at 31st March 2024				5162.14
Segment Liability				
Liabilities from operations				
As at 31st March 2025	1,074.18	371.00	23.20	**1,468.38**
As at 31st March 2024	1,545.64	421.77	31.98	1,999.39
Unallocable Liability				
As at 31st March 2025				**160.56**
As at 31st March 2024				230.59
Total Liability from operations				
As at 31st March 2025				**1,628.94**
As at 31st March 2024				2,229.98

(vii) Other Information

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Depreciation / Amortisation from operations				
For the year 2024-25	**70.64**	**59.72**	**0.48**	**130.84**
For the year 2023-24	76.50	49.92	0.54	126.96
Capital Expenditure				
For the year 2024-25	**81.65**	**9.87**	**1.71**	**93.23**
For the year 2023-24	146.35	141.95	0.72	289.02

(viii) Geographical Location

The geographical segments have been considered for disclosure as the secondary segment, under which the domestic segment includes sales to customers located in India and overseas segment includes sales to customer located outside India.

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Revenue from operation		
Domestic	3,690.59	2,898.85
Overseas	55.19	0.52
Total	**3,745.78**	**2,899.37**

Note: There are no non-current assets located outside India.

(ix) Significant clients

There is no single customer who has contributed 10% or more to the company's revenue for both the years ended March 31, 2025 and March 31, 2024.

Notes:-

a) The accounting policies of the reportable segments are the same as the Company's accounting policies described in note no. 2 & 3.

b) All assets are allocated to reportable segments other than investments, loans, certain financial assets and current and deferred tax assets. Segment assets include all assets directly attributable to the segments and portion of the enterprise assets that can be allocated on a reasonable basis to the segments.

c) All liabilities are allocated to reportable segments other than borrowings, certain financial liabilities, current and deferred tax liabilities. Segment liabilities include all liabilities directly attributable to the segments and portion of the enterprise liabilities that can be allocated on a reasonable basis to the segments.

37 Employee Benefits - Gratuity & Post employement benefits

37.1 Gratuity

Gratuity is computed as 15 days salary, for every recognized retirement / termination / resignation. The Gratuity plan for the company is a defined benefit scheme where annual contributions as per actuarial valuation are charged to the Statement of profit and loss.

For summarizing the components of net benefit expense recognized in the statement of profit and loss and the funded status and amounts recognized in the balance sheet for the respective plans, the details are as under

A. Statement of profit and loss

Net employee benefit expense

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
	Gratuity	Gratuity
Current Service cost	3.68	3.58
Net Interest cost	2.71	2.55
Expenses Recognized in the statement of Profit & Loss	6.39	6.13

Notes to Financial Statements
for the year ended March 31, 2025
Contd...

Amounts to be recognized in Other Comprehensive Income

(₹ in crores)

Particulars	For the year ended March 31, 2025 Gratuity	For the year ended March 31, 2024 Gratuity
Actuarial (gain)/loss on assets	-	-
Actuarial (gain)/loss on liabilities	(0.58)	0.91
Net (gain)/loss to be recognized in Other Comprehensive Income	(0.58)	0.91

B. Balance Sheet

(i) Details of Plan assets/ (liabilities) for gratuity

(₹ in crores)

Particulars	For the year ended March 31, 2025 Gratuity	For the year ended March 31, 2024 Gratuity
Defined benefit obligation	58.07	59.55
Fair value of plan assets	21.89	21.59
Net Asset/(Liability) recognized in the Balance Sheet	(36.18)	(37.96)

(ii) Changes in the present value of the defined benefit obligation are as follows:

(₹ in crores)

Particulars	For the year ended March 31, 2025 Gratuity	For the year ended March 31, 2024 Gratuity
Opening defined benefit obligation	59.55	55.74
Interest cost	4.25	4.13
Current service cost	3.68	3.59
Benefit paid	(8.83)	(4.83)
Actuarial (gains)/losses on obligation	(0.58)	0.91
Closing defined benefit obligation	58.07	59.55

(iii) Changes in the fair value of plan assets (gratuity) are as follows:

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Opening fair value of plan assets	21.59	21.22
Actual return on Plan Assets	1.54	1.57
Contribution during the year	7.50	3.70
Benefit paid	(8.76)	(4.76)
Return on plan assets, excluding amount recognised in net interest expense	0.01	(0.14)
Closing fair value of plan assets	21.89	21.59

(iv) The principal assumptions used in determining gratuity obligations for the Company's plans are shown below:

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Discount rate (%)	6.75%	7.15%
Expected salary increase (%)	7.00%	7.00%
Demographic Assumptions	100% Indian Assured Lives (2012-14)	100% Indian Assured Lives (2012-14)
Retirement Age (year)	60 Years	60 Years

The estimates of future salary increases considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market. The above information is certified by Actuary.

v. Contribution to defined contribution plans:

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Pension Fund/Superannuation funds/ESI/EPF	7.03	6.90

vi. Sensitivity analysis of the defined benefit obligation:

(₹ in crores)

Assumption	Discount rate			
Sensitivity Level	1% Decrease		1% Increase	
	As at March 31, 2025	As at March 31, 2024	As at March 31, 2025	As at March 31, 2024
Impact on defined benefit obligation	61.88	63.34	54.70	56.16
Impact on defined benefit obligation (change in %)	6.55%	6.38%	-5.80%	-5.68%

(₹ in crores)

Assumption	Future salary increases			
Sensitivity Level	1% Decrease		1% Increase	
	As at March 31, 2025	As at March 31, 2024	As at March 31, 2025	As at March 31, 2024
Impact on defined benefit obligation	54.68	56.13	61.83	63.31
Impact on defined benefit obligation (change in %)	-5.84%	-5.74%	6.47%	6.32%

Sensitivities due to mortality & withdrawals are insignificant & hence ignored.

Notes to Financial Statements
for the year ended March 31, 2025

Contd...

37.2 Leave Encashment

(₹ in crores)

Particulars	Leave Obligation	
	For the year ended March 31, 2025	For the year ended March 31, 2024
Present Value of unfunded obligation	-	-
Expeses recognised in Statement of Profit and Loss	1.44	1.51
Discount rate (p.a)	6.75%	7.15%
Salary increase rate (p.a)	7.00%	7.00%

38 Related party transaction

a) List of related parties (as certified by the management)

i. Key Management Personnel of the Company

Executive Directors -

Shri Gautam Dalmia - Managing Director

Shri B B Mehta - Whole Time Director & CEO (Upto September 30, 2024)

Shri Pankaj Rastogi -Whole Time Director & CEO (W.e.f. October 01, 2024)

Independent Directors -

Shri Rajeev Bakshi

Ms. Amita Misra

Shri P. Kannan (Upto July 10, 2024)

Shri Neeraj Chandra (W.e.f May 14, 2024)

Non-Executive Directors -

Shri B B Mehta (W.e.f. October 01, 2024)

Shri T. Venkatesan

Cheif Finance Officer -

Shri Anil Kataria (Upto September 30, 2024)

Shri Piyush Gupta (W.e.f. October 01, 2024)

Company Secratroy -

Ms. Aashhima V Khanna (Upto January 6, 2025)

Ms. Rachna Goria (W.e.f. February 11, 2025)

Relatives of Key Management Personnel

Shri Yadu Hari Dalmia

Shri Abhishek Dua

ii. Enterprises having Shareholder/ Key Managerial Personnel in common with the Company (including its subsidiaries)

Dalmia Bharat Limited

Dalmia Cement (Bharat) Limited

Dalmia Bharat Refractories Limited

Dalmia Cement (North East) Limited (formerly known as Calcom Cement India Limited)

Rama Investment Company Limited

Alsthom Industries Limited

Cosmos Cement Limited

Hippostores Technology Private limited

OCL Global Ltd- Mauritius

OCL China Ltd

Dalmia Bharat Green Vision limited

Dalmia Bharat Foundation

Dalmia Vidya Mandir - Dalmiapuram

b) The following transactions were carried out with related parties in the ordinary course of business:

(₹ in crores)

	Nature of transaction	Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
A.	**Sale of goods and services**			
a)	Dalmia Cement (Bharat) Limited		**9.05**	**9.05**
			(9.83)	(9.83)
b)	Dalmia Bharat Limited		**1.28**	**1.28**
			(0.57)	(0.57)
c)	Dalmia Cement (North East) Limited		**0.88**	**0.88**
			(0.19)	(0.19)
d)	Dalmia Bharat Foundation		**0.06**	**0.06**
			(0.07)	(0.07)
e)	Alsthom Industries Limited		**0.03**	**0.03**
			(0.06)	(0.06)
f)	Dalmia Bharat Refractories Limited		**13.03**	**13.03**
			(12.42)	(12.42)
g)	Hippostores Technology Private limited		**0.00**	**0.00**
			(0.01)	(0.01)
h)	Dalmia Bharat Green Vision limited		**0.16**	**0.16**
			(0.10)	(0.10)
i)	Rama Investment Company Limited		**0.00**	**0.00**
			(0.02)	(0.02)
j)	Cosmos Cement Ltd		**0.01**	**0.01**
			(0.05)	(0.05)
k)	OCL Global Ltd- Mauritius		**2.32**	**2.32**
			(1.77)	(1.77)
l)	Dalmia Vidya Mandir, Dalmiapuram		**0.00**	**0.00**
			-	-

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

(₹ in crores)

Nature of transaction		Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
B.	**Reimbursement of expenses – payable**			
a)	Dalmia Bharat Foundation (For CSR Expenditure)		**7.20**	**7.20**
			(6.60)	(6.60)
b)	Dalmia Cement Bharat Ltd		**0.08**	**0.08**
			(0.05)	(0.05)
C.	**Purchase of goods and services**			
a)	Dalmia Bharat Limited		**8.48**	**8.48**
			(8.22)	(8.22)
b)	Dalmia Cement (Bharat) Limited		**6.41**	**6.41**
			(6.61)	(6.61)
c)	Dalmia Bharat Refractories Limited		**9.76**	**9.76**
			(4.09)	(4.09)
d)	OCL China Ltd		**0.89**	**0.89**
			(3.40)	(3.40)
e)	Hippostores Technology pvt ltd		-	-
			(1.27)	(1.27)
f)	Shri B B Mehta		**1.38**	**1.38**
			(0.04)	(0.04)
D.	**Salary and Perquisites**			
a)	Shri Gautam Dalmia	**15.39**		**15.39**
		(15.50)		(15.50)
b)	Shri B B Mehta	**10.04**		**10.04**
		(4.31)		(4.31)
c)	Shri Pankaj Rastogi	**3.09**		**3.09**
		-		-
d)	Shri Anil Kataria	**1.17**		**1.17**
		(1.30)		(1.30)
e)	Shri Piyush Gupta	**0.77**		**0.77**
		-		-
f)	Ms. Aashhima V Khanna	**0.19**		**0.19**
		(0.15)		(0.15)
g)	Rachna Goria	**0.12**		**0.12**
		-		-
h)	Shri Abhishek Dua	**0.12**		**0.12**
		(0.14)		(0.14)
E.	**Dividend Received**			
a)	Dalmia Bharat Limited		**2.88**	**2.88**
			(2.88)	(2.88)
F.	**Dividend paid**			
a)	Dalmia Bharat Limited		**8.53**	**8.53**
			(7.04)	(7.04)

(₹ in crores)

Nature of transaction		Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
G.	**Sitting fees to directors**			
a)	Shri P. Kannan	**0.01**		**0.01**
		(0.08)		(0.08)
b)	Shri T. Venkatesan	**0.03**		**0.03**
		(0.05)		(0.05)
c)	Ms. Amita Misra	**0.06**		**0.06**
		(0.09)		(0.09)
d)	Shri Rajeev Bakshi	**0.04**		**0.04**
		(0.05)		(0.05)
e)	Shri Neeraj Chandra	**0.04**		**0.04**
		-		-
H.	**Commission to independent directors**			
a)	Shri P. Kannan	**0.03**		**0.03**
		(0.10)		(0.10)
b)	Ms. Amita Misra	**0.10**		**0.10**
		(0.10)		(0.10)
c)	Shri Rajeev Bakshi	**0.15**		**0.15**
		(0.15)		(0.15)
e)	Shri Neeraj Chandra	**0.08**		**0.08**
		-		-

Notes:-

i) Above transactions are exclusive of recoverable taxes, wherever applicable.

ii) Remuneration is excluding provision of gratuity and leave encashment, where the actuarial valuation is done on overall Company basis.

iii) The Transactions with related parties have been entered at arm's length prices.

C. Balances Outstanding at Year End:

(₹ in crores)

Nature of transaction		Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
A.	**Amounts payable**			
a)	Dalmia Bharat Limited		**0.43**	**0.43**
			-	-
b)	Dalmia Cement (Bharat) Limited		**0.17**	**0.17**
			(0.16)	(0.16)
c)	Dalmia Bharat Refractories limited		**0.13**	**0.13**
			(0.07)	(0.07)
B.	**Amounts Receivable**			
a)	Dalmia Bharat Limited		-	-
			(0.03)	(0.03)

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

(₹ in crores)

Nature of transaction	Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
b) Dalmia Cement (Bharat) Limited		-	-
		(1.03)	(1.03)
c) Dalmia Refractories Limited		**6.12**	**6.12**
		(8.06)	(8.06)
d) Dalmia Cement (North East) Limited		**0.15**	**0.15**
		(0.01)	(0.01)
e) Dalmia Bharat Green Vision limited		**0.02**	**0.02**
		(0.01)	(0.01)
f) Alsthom Industries Limited		**0.00**	**0.00**
		(0.16)	(0.16)
g) Cosmos Cement Ltd		-	-
		(0.01)	(0.01)
h) OCL Global Ltd-Mauritius		**0.94**	**0.94**
		(0.21)	(0.21)

39. Government Grant

a) Government grants recognised in the financial statements

The Company is eligible to receive various government grants by way of reimbursement of cane price, production subsidy, buffer stock subsidy and interest subvention on certain term loans. Accordingly, the Company has recognised these government grants in the following manner:-

(₹ in crores)

Particulars	Treatment in accounts	For the year ended March 31, 2025	For the year ended March 31, 2024
Revenue related government grant			
Interest subvention on Ethanol capacity loan	Shown under Government Grant under Other Income	15.71	12.83
Deffered government grant			
Deferred income relating to interest on term loans	Shown under Government Grant under Other Income	1.12	3.52

b) Movement of deferred government grants is provided here below:

(₹ in crores)

Particulars	As at March 31,2025	As at March 31,2024
Opening balance	1.43	4.95
Add: Increase during the year	-	-
Less: Released to the Statement of Profit & Loss	1.12	3.52
Closing balance	0.31	1.43
Current	0.31	0.62
Non-current	-	0.81

40. Leases

(i) Operating lease arrangements

Office premises are taken on operating lease. There is no escalation clause in the lease agreement.

Payments recognised as expense

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Minimum lease payment	4.81	2.34

41. Pre operative expenditure included in capital work in progress

The Company had incurred some expenditure related to acquisition/construction of fixed assets and therefore accounted for the same under Capital work in progress. Details of the expenses capitalised and carried forward as capital work in progress are given below:

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
Carried forward as part of Capital Work in Progress (A)	**0.59**	0.23
Expenditure incurred during the year		
Power & Fuel	**0.09**	-
Employee Cost	-	0.19
Finance Cost	-	0.67
Consultancy Charges	-	0.34
Miscellaneous Expenses	**0.23**	0.53
Total Expenditure incurred during the year (B)	**0.33**	1.73
Total Pre-operative Expenditure (A + B)	**0.92**	1.96
Less : Capitalised as Property, plant and equipment	**0.59**	1.37
Carried forward as part of Capital Work in Progress	**0.33**	0.59

42 Financial Risk Management

Financial risk management objectives and policies:

Sugar industry being an industry which is cyclical in nature, the Company's operational activities are exposed to various financial & operational risks, such as economical & political risk, market risk, credit risk and risk of liquidity. The Company realizes that risks are inherent and integral aspect of any business. The primary focus is to foresee the unpredictability of markets and seek to minimize potential adverse effects on its financial performance. The Company's senior management oversees the management of these risks and devise appropriate risk management framework for the Company. The senior management provides assurance that the Company's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Company's policies and risk objectives.

A Market Risk:-

The Company operates internationally and is transacted in foreign currencies and consequently the Company is exposed to foreign exchange risk through its sales in overseas. The Company holds derivative financial instruments such as foreign exchange forward to mitigate the risk of changes in exchange rates on foreign currency exposures.

Notes to Financial Statements
for the year ended March 31, 2025
Contd...

The details in respect of outstanding foreign currency forward contracts are as follows :

Particulars	Amount (USD in Crores)	(₹ in crores)	Amount (USD in Crores)	(₹ in crores)
	As at 31-Mar-25	As at 31-Mar-25	As at 31-Mar-24	As at 31-Mar-24
Forward Contracts	0.09	7.89	-	-

The foreign exchange forward contracts mature within twelve months. The table below analyzes the derivative financial instruments into relevant maturity groupings based on the remaining period as at the balance sheet date:

Particulars	Amount (USD in Crores)	(₹ in crores)	Amount (USD in Crores)	(₹ in crores)
	As at 31-Mar-25	As at 31-Mar-25	As at 31-Mar-24	As at 31-Mar-24
Not Later than one months	0.09	7.89	-	-
Later than one month and not later than three months	-	-	-	-
Later than three months and not later than One year	-	-	-	-

During the year ended March 31, 2025, the Company has designated certain foreign exchange forward contracts as cash flow hedges to mitigate the risk of foreign exchange exposure on highly probable forecast cash transactions. The related hedge transactions for balance in other comprehensive income – cash flow hedge as at March 31, 2025 are expected to occur and reclassified to statement of profit and loss within 1 year.

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic prospective effectiveness assessments to ensure that an economic relationship exists between the hedged item and hedging instrument, including whether the hedging instrument is expected to offset changes in cash flows of hedged items.

If the hedge ratio for risk management purposes is no longer optimal but the risk management objective remains unchanged and the hedge continues to qualify for hedge accounting, the hedge relationship will be rebalanced by adjusting either the volume of the hedging instrument or the volume of the hedged item so that the hedge ratio aligns with the ratio used for risk management purposes. Any hedge ineffectiveness is calculated and accounted for in the Statement of Profit or Loss at the time of the hedge relationship rebalancing.

The following table provides the reconciliation of Other comprehensive income – cash flow hedge for the year ended:-

(₹ in crores)

Particulars	As at 31-Mar-25	As at 31-Mar-24
Gain / (Loss)		
Balance at the beginning of the year	-	-
Gain / (Loss) reversed in other comprehensive income during the period	-	-
Tax impact on above	-	-
Gain / (Loss) recognized in other comprehensive income during the period	0.13	-
Tax impact on above	(0.03)	-
Balance at the end of the year	0.10	-

The Company offsets a financial asset and a financial liability when it currently has a legally enforceable right to set off the recognized amounts and the Company intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

B Credit Risk:-

Credit risk arises when a counterparty defaults on its contractual obligations to pay, resulting in financial loss to the Company. The Company is exposed to credit risks from its operating activities, primarily trade receivables. Since there is a blend of institutional & non institutional buyers with the Company and also considering the fact that major sales gets effected after receipt of advance from the customers, the credit risks in respect of trade receivables is minimized.

Table hereunder provides the data with regard to trade receivables and it's ageing.

(₹ in crores)

Trade receivables	More than 6 Months	Less than 6 Months	Total
As at March 31, 2025	1.51	130.52	132.03
As at March 31, 2024	6.42	113.55	119.97

C Liquidity risk:

The Company's objective is to maintain a balance between continuity of funding and flexibility through the use of cash credit facilities, short term loans and commercial papers and to reduce debts to be able to meet the cyclicalities of the sugar business. Apart from cyclical sugar business, the Company has alternate revenue streams in the form of cogeneration and distillery, which, to a large extent, offset the impact of sugar cyclicalities.

Table hereunder provides the current ratios of the Company as at the year end

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Total current assets	2,228.18	2,487.75
Total current liabilities	861.73	1,600.23
Current ratio	**2.59**	**1.55**

In view of seasonal nature of sugar business, which is a dominant business of the Company, there is a peak build-up of sugar inventories at the year end, resulting in peak working capital requirement. With the liquidation of such inventories over the year, the working capital requirement is gradually reduced. Thus, the current ratio computed at the year end is not a reflection of average and realistic ratio for the year.

The table below summarises the maturity profile of the Company's financial liabilities :

(₹ in crores)

Particulars		Less than 1 year	1 to 5 years	> 5 years	Total
I	**As at 31st March, 2025**				
	(i) Borrowings*	530.41	308.78	204.89	1,044.08
	(ii) Other Financial Liability	80.37	-	-	80.37
	(iii) Trade and other payable	199.43	-	-	199.43
II	**As at 31st March, 2024**				
	(i) Borrowings*	1,092.39	142.11	195.67	1,430.17
	(ii) Other Financial Liability	86.73	-	-	86.73
	(iii) Trade and other payable	383.27	-	-	383.27

* Includes short term borrowings & Long term borrowings payable after 1 year.

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

D Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. In order to optimize the Company's position with regard to interest income and interest expenses to manage the interest rate risk, treasury performs a comprehensive corporate interest rate risk management by balancing the proportion of fixed rate and floating rate financial instruments in its total portfolio.

Table hereunder provides the sensitivity of interest rate changes:-

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Total long term borrowing on fluctuation rates	577.89	378.68
Increase in profit before tax with each 1% reduction in interest rates	5.78	3.79
Decrease in profit before tax with each 1% increase in interest rates	(5.78)	(3.79)

E Regulatory risk

Sugar industry is regulated both by Central Government as well as State Government. Central and State Governments policies and regulations affects the Sugar industry and the Company's operations and profitability. Distillery business is also dependent on the Government policy.

F Commodity price risk

Sugar industry being cyclical in nature, realizations get adversely affected during downturn. Higher cane price or higher production than the demand ultimately affect profitability. The Company has mitigated this risk by well integrated business model by diversifying into co-generation and distillation, thereby utilizing the by-products.

43 Capital Management

For the purpose of capital management, capital includes net debt and total equity of the Company. The primary objective of the capital management is to maximize shareholder value along with an objective to keep the leverage in check in view of cyclical capital intensive sugar business of the Company.

One of the major business of the Company is the sugar business, which is a seasonal industry, where the entire production is made in about five to six months and then sold throughout the year. Thus, it necessitates keeping high sugar inventory levels requiring high working capital funding. Sugar business being a cyclical business, it is prudent to avoid high leverage and the resultant high finance cost. It is the endeavor of the Company to prune down debts to acceptable levels based on its financial position.

The Company may resorts to further issue of capital when the funds are required to make the Company stronger financially or to invest in projects meeting the ROI expectations of the Company.

The Company monitors capital structure through gearing ratio represented by debt-equity ratio (debt/total equity). The gearing ratios for the Company as at the end of reporting period were as follows:

(₹ in crores)

Particulars	As at March 31, 2025	As at March 31, 2024
Non-current borrowings (note no.13)	513.71	337.78
Current borrowings Including current maturities (note no.17 (i))	530.37	1092.39
Total debt	**1044.08**	**1430.17**
Less: Cash and cash equivalents (note no. 9 (ii) &(iii))	(357.36)	(530.19)
Net debt	**686.72**	**899.98**
Total equity (note no.11 & 12)	**3234.51**	**2932.16**
Net debt to equity ratio	0.21	0.31
Long term debt equity ratio	0.16	0.12

In addition to the above gearing ratio, the Company also looks at operating profit to total debt ratio (EBIDTA/ Total Debts) which gives an indication of adequacy of earnings to service the debts. The Company carefully negotiates the terms and conditions of the loans and ensures adherence to all the financials covenants. With a view to arrive at the desired capital structure based on the financial condition of the Company, the Company normally incorporates a clause in loan agreements for prepayment of loans without any premium.

Further, no changes were made in the objectives, policies or process for managing capital during the period.

The Company is not subject to any externally imposed capital requirements.

44. Fair Value Measurement

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value. To provide an indication about the reliability of the inputs used in determining fair value, the Company has classified its financial instruments into the three levels prescribed under the Indian accounting standard.

Financial assets and liabilities measured at fair value - recurring fair value measurements

(₹ in crores)

Sl. No	Particulars	Fair Value hierarchy	As at March 31, 2025		As at March 31, 2024	
			Carrying Amount	Fair Value	Carrying Amount	Fair Value
1	**Financial assets designated at fair value through profit and loss**					
(i)	In Debt based mutual funds	Level 1	-	-	-	-
2	**Financial assets designated at fair value through other comprehensive income**					
(i)	Investment In Listed Equity shares	Level 1	581.79	581.79	621.03	621.03
3	**Financial assets designated at amortised cost**					
(i)	Investment in Bonds	Carried at amortised cost.	1.00	1.00	7.94	7.94
(ii)	Other Bank Balances	Level 2	24.02	24.02	59.55	59.55
(iii)	Cash & Cash Equivalents	Level 2	333.34	333.34	470.64	470.64
(iv)	Trade receivables	Carried at amortised cost.	132.65	132.65	123.04	123.04
(v)	Loans and other receivable (Non- Current)		5.32	5.32	5.05	5.05
(vi)	Loans and other receivable (Current)		40.07	40.07	30.02	30.02

Notes to Financial Statements

for the year ended March 31, 2025

Contd...

(₹ in crores)

Sl. No	Particulars	Fair Value hierarchy	As at March 31, 2025		As at March 31, 2024	
			Carrying Amount	Fair Value	Carrying Amount	Fair Value
1	**Financial liability designated at amortised cost**					
	Borrowings - Non Current	Carried at amortised cost.	513.71	513.71	337.78	337.78
	Borrowings - Current		530.37	530.37	1,092.39	1,092.39
	Other financial liability - Current		80.37	80.37	86.73	86.73
	Trade payables		199.42	199.42	383.27	383.27
	Total		**1,323.87**	**1,323.87**	**1,900.17**	**1,900.17**

A - Company has fair valued its debt based mutual fund investment through profit & loss.

B - Company has opted to fair value its quoted investments in equity share through OCI.

C - Company has adopted effective rate of interest for calculating Interest. This has been calculated as the weighted average of effective interest rates calculated for each loan. In addition processing fees and transaction cost relating to each loan has also been considered for calculating effective interest rate.

Fair value hierarchy

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

45. Discosure Required by Companies Act 2013

(a) Particulars of Loans given (under Section 186 (4) of the Companies Act 2013) : NIL

(b) Particulars of Guarantee given: NIL

(c) Particulars of Investments made: NIL

(d) Particulars of Security Deposit : NIL

(e) Expenditure incurred on Corporate Social Responsibilities

Details of expenditure on Corporate Social Responsibility Activities as per Section 135 of Companies Act , 2013 read with schedule III are as below

(i) Detail of CSR Expenditure

(₹ in crores)

Particulars	For the year ended March 31, 2025	For the year ended March 31, 2024
a) Gross amount required to be spent by the company during the year	7.25	7.03
b) Amount spent during the year		
i) Construction/acquisition of any asset	-	-
ii) On purposes other than (i) above	7.25	6.60
c) Shortfall at the end of the year	-	0.43
d) Total of previous year shortfall	-	-
Total	**7.25**	**7.03**

Financial year	Amount unspent on corporate social responsibility activities for ongoing projects	Amount transferred to Special Account within 30 days from the end of the financial year	Amount transferred after due date
2024-25	-	-	Not applicable
2023-24	0.43	0.45	Not applicable

Particulars	Year ended March 31,2025	Year ended March 31,2024
Opening balance of Provision	-	-
Changes during the year	-	-
Closing balance of provision	-	-

Note:-

Amount is unspent due to allocation of funds to long term projects and is expected to get incurred in next year.

The Company has deposited the amount of shortfall to CSR unspent account within due time limits.

(ii) Various heads under which CSR Expenditure is incurred

(₹ in crores)

Description	Relevent Clause of SCH VII of Companies Act 2013	For the year ended March 31, 2025	For the year ended March 31, 2024
Expenditure done Directly by the Company			
Social Development	Clause No. I & X	**0.05**	-
Expenditure done through Dalmia Bharat Foundation			
Social Development	Clause No. I & X	**3.44**	1.83
Skill Training & Livelihood	Clause No. II & III	**3.63**	3.13
Soil, Water & Energy Conservation	Clause No. IV	**0.13**	1.64
Total Expenditure by the Company		**7.25**	**6.60**

Notes to Financial Statements
for the year ended March 31, 2025
Contd...

46. (i) During the year ended March 31, 2025, the Board of Directors of the Company, in its meeting held on May, 14, 2024 approved the scheme of Amalgamation under section 230-232 and other applicable provisions of the Companies Act, 2013 for amalgamation of Baghauli Sugar and Distillery Limited ("Amalgamating Company'), a wholly owned subsidiary of the Company, with the Company ("Amalgamated company) ["Scheme"]:

The aforesaid Scheme has been sanctioned by the National Company Law Tribunal, Chennai Bench, vide order dated April 25, 2025. The certified true copy of the said Order has been filed with the Registrar of Companies, Ministry of Corporate Affairs, the same has become effective on May 8, 2025. The Appointed date of the Scheme was April 01, 2024.

The same is considered as "adjusting event" as per ITFG Bulletin 14 Issue 4 issued by ICAI read with Ind AS -10 'Events after the Reporting Period' and accordingly the financial statements for the year ended March 31, 2025 have been given effect to the above scheme.

(ii) The Amalgamating Company was engaged in the business of manufacturing and selling of Sugar.

(iii) Upon the Scheme becoming effective, the Amalgamating Company, without any act, instrument or deed, stand dissolved without being wound-up.

(iv) **Accounting treatment of the amalgamation**

The amalgamation has been accounted in the books of account of the Company under 'the pooling of interests method' i.e. in accordance with Appendix C of Ind AS 103- Business Combinations and in accordance with the accounting treatment specified in the Scheme. Accordingly, the accounting treatment has been given as follows:

- All assets and liabilities of the Amalgamating Company are recognised at carrying values as appearing in the consolidated financial statements of the Company for the year ended March 31, 2024.

- The Company has recorded, in its financial statements, the Goodwill as appearing in the consolidated financial statements of the company for the year ended March 31, 2024 to the extent it pertained to the Amalgamating Company.

- The Company has recognised the reserves of the Amalgamating Company in its financial statements in the same form and at the same values as they appeared in the consolidated financial statements of the company for the year ended March 31, 2024.

- The Company's investment in Baghauli Sugar and Distillery Limited comprising 5,00,00,000 shares of Rs. 10 each fully paid up stands cancelled.

- Inter-Company balances between both the companies have been eliminated.

- Comparative figures for the previous year ended March 31, 2024 had been restated for the accounting impact of the merger, as stated above, as if the merger has occurred from December 22, 2023 i.e. the date on which common control has been established.

Accordingly, the amalgamation has resulted in transfer of assets and liabilities in accordance with the terms of the Scheme at the following summarised values:

(₹ in crores)

Particulars	As at March 31, 2024
ASSETS	
Non-current assets	
a) Property, plant and equipment	21.41
b) Capital work-in-progress	123.28
c) Financial assets	
i) Others	0.02
d) Income tax assets (net)	0.01
e) Other non-current assets	0.01
Current assets	
a) Inventories	17.46
b) Financial Assets	
i) Trade receivables	0.01
ii) Cash and cash equivalents	1.99
iii) Bank Balances other than (ii) above	0.39
iv) Others	0.01
c) Other current assets	8.24
Total Assets (a)	**172.83**
LIABILITIES	
Non- current liabilities	
a) Financial liabilities	
i) Borrowings	115.00
ii) Others	0.15
Current liabilities	
a) Financial liabilities	
i) Trade payables	24.13
ii) Others	1.29
b) Other current liabilities	0.20
c) Provisions	0.04
Total Liabilities (b)	**140.81**
Net assets/(liabilities) acquired on amalgamation (a)-(b)=(c)	**32.02**
Cost of investment in mergerd entity (d)	50.00
Recognised as Goodwill (e)	**18.68**
Net impact on Reserves & Surplus (c)-(d)+(e)	**0.70**

47. Impairment Review

Assets are tested for impairment whenever there are any internal or external indicators of impairment. Impairment test is performed at the level of each Cash Generating Unit ('CGU') or groups of CGUs within the Company at which the assets are monitored for internal management purposes, within an operating segment. The impairment assessment is based on higher of value in use and value from sale calculations. During the year, the testing did not result in any impairment in the carrying amount of other assets. The measurement of the cash generating units' value in use is determined based on financial plans that have been used by management for internal purposes. The planning horizon reflects the assumptions for short to- mid-term market conditions.

Key assumptions used in value-in-use calculations are:-

(i) Operating margins (Earnings before interest and taxes), (ii) Discount Rate, (iii) Growth Rates and (iv) Capital Expenditure

Notes to Financial Statements
for the year ended March 31, 2025
Contd...

48. i) The Company did not have any benami property, and no proceeding has been initiated against the Company for holding any benami property.

ii) The Company did not have any transactions with Companies struck off.

iii) Detail of charges not satisfied as on 31st March 2025

S. No.	Charge in favour of	Amount (₹ In crore)	Status
1	President of India	5.40	Full payment done as per NCLT order, NOC awaited
2	IFCI Limited- (2 charges)	0.65	Loan fully paid but NOC awaited
3	HDFC Bank Limited	71.68	NOC awaited

iv) The Company has not traded or invested in crypto currency or virtual currency during the financial year.

v) The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (ultimate beneficiaries) or

b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

vi) The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:

a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the funding party (ultimate beneficiaries) or

b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

vii) The Company did not have not any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 such as, search or survey or any other relevant provisions of the Income Tax Act, 1961

viii) The Company has not declared willful defaulter by any banks or any other financial institution at any time during the financial year.

ix) Ratio analysis alongwith reasoning for more than 25% changes Ratio

S. no	Ratios	Formulae	For the year ended 31st March 2025	For the year ended 31st March 2024	Deviation
a)	Current Ratio	Current Asset/Current liabilities	2.59	1.55	66%
Comment:- Current ratio has increased due to substantial reduction in short term loans.					
b)	Debt-Equity Ratio	Debt/Equity	0.18	0.13	36%
Comment:- Debt Equity ratio has increased on account of new term loans raised during the year.					
c)	Debt service coverage Ratio	(PBT+Dep+Int on TL) \ [Interest +repayment (incl prepayments)]	4.60	3.21	43%
Comment:- Last year Debt service coverage ratio was lower on account of prepayment of loans.					
d)	Return on Equity Ratio	Net Income/Average Shareholder Equity	0.13	0.10	30%
Comment:- Return on equity has increased due to increase in Net Profit by 42% in current year.					
e)	Inventory Turnover Ratio	Revenue from operation / Average Inventory { (Closing Inventory + Opening Inventory)/2}	2.18	2.06	6%
f)	Trade Receivable turnover Ratio	Total Sales / Average Accounts Receivable { (Closing Accounts Receivable + Opening Accounts Receivable)/2}	29.74	21.56	38%
Comment:- Mainly due to substantial increase in sale volumes.					
g)	Trade Payable turnover Ratio	Net Credit purchases/ Average account payable	9.28	8.91	4%
h)	Net Capital turnover Ratio	Net annual sales/ Shareholders Equity	1.22	1.03	18%
i)	Net proft Ratio	(Net profit Margin Revenue-Cost)/Revenue	0.10	0.09	8%
j)	Return to capital employed	EBIT/Capital employed	0.11	0.13	-13%
k)	Return on investment	Net profit/Total Assets*100	7.98	5.30	51%
Comment:- ROI increased due to significant increase in Net Profit by 42% in current year.					

49. Events occurring After the Balance Sheet date

1) The Company recommended a final dividend @ ₹ 1.50 per equity share (face value of ₹ 2.00 per equity share), for financial year 2024-25 subject to approval of shareholders in ensuing annual general meeting.

2) Figures for the financial year 2023-24 & 2024-25 shall be recasted following the approval of scheme of demerger of Refractory and Govan Travels divisions by Hon'ble National Company Law Tribunal. The effective date of demerger is proposed to be July 01, 2023.

50. Previous Year Comparatives

Previous year's figures have been regrouped/reclassified, wherever necessary, to make them comparable with the figures of the current year.

As per our report of even date

For NSBP & Co.
Chartered Accountants
Firm's Registration Number : 001075N

For and on behalf of the Board of Directors of Dalmia Bharat Sugar and Industries Limited

Ram Niwas Jalan
Partner
Membership No.: 082389
UDIN: 25082389BMMJSM2738

Rachna Goria
Company Secretary
Membership No.: FCS6741

Piyush Gupta
Chief Finance Officer
PAN: AEOPG5294C

Pankaj Rastogi
Whole Time Director
DIN: 10452835

Gautam Dalmia
Managing Director
DIN: 00009758

Place: New Delhi
Date: May 13, 2025

Notice

Notice is hereby given that the Seventy Third Annual General Meeting of the members of the Company will be held on Monday, July 07, 2025 at 11.00 a.m. through video conferencing/other audio video means ("VC/OAVM") to transact the following business:

Ordinary Business:

1. To consider and adopt the audited Financial Statements of the Company for the financial year ended 31st March, 2025 and the Reports of the Auditors and Directors thereon.

2. To consider and declare final dividend of ₹ 1.50 per equity share having face value of ₹ 2/- for the financial year 2024-25.

3. To consider and appoint a Director in place of Shri Bharat Bhushan Mehta (DIN 00006890), who retires by rotation and being eligible offers himself for re-appointment.

4. To consider and appoint a Director in place of Shri Thyagarajan Venkatesan (DIN 00124060), who retires by rotation and being eligible offers himself for re-appointment.

Special Business:

5. **To consider and ratify the remuneration of M/s R. J. Goel & Co., Cost Accountants, the Cost Auditors of the Company for the financial year 2025-26 and if thought fit, to pass with or without modification(s) the following Resolution as an Ordinary Resolution:**

   "RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014, as amended from time to time, the remuneration of M/s R. J. Goel & Co., Cost Accountants (Firm Regn. No. 000026), appointed by the Board of Directors on the recommendation of the Audit Committee as the Cost Auditors of the Company to conduct the audit of the cost records of the Company for the financial year 2025-26, amounting to ₹ 4,15,000/- besides applicable taxes and reimbursement of travel and other out of pocket expenses to be incurred by them for the purposes of cost audit, be and is hereby ratified."

6. **To consider and re-appoint Shri Rajeev Bakshi as an Independent Director and if thought fit, to pass with or without modification(s), the following Resolution as a Special Resolution:**

   "RESOLVED THAT pursuant to the provisions of Sections 149 and 152 read with Schedule IV of the Companies Act, 2013 and other applicable provisions, if any, and the Companies (Appointment and Qualification of Directors) Rules, 2014 and the applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and on recommendation of the Board of Directors based on the performance evaluation, Shri Rajeev Bakshi (DIN 00044621), who has submitted a declaration that he meets the criteria for independence as provided in Section 149(6) of the Companies Act, 2013 and Regulation 16 of the SEBI Listing Regulations, and is eligible for appointment and in respect of whom the Company has received a notice in writing under Section 160 of the Companies Act, 2013 proposing his candidature for the office of a Director, be and is hereby re-appointed as an Independent Director of the Company for the second term of five consecutive years with effect from February 05, 2026.

   RESOLVED FURTHER THAT the Board of Directors be and is hereby authorized to do all such acts, deeds, matters and things, as it may, in its absolute discretion, deem necessary, desirable and expedient to give effect to this Resolution."

7. **To consider and appoint Vikas Gera & Associates as the Secretarial Auditor of the Company and if thought fit, to pass with or without modification(s) the following Resolution as an Ordinary Resolution:**

   "RESOLVED THAT pursuant to the provisions of Section 204(1) of the Companies Act, 2013 read with Regulation 24A of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, and all other applicable laws, rules and regulations, and recommendation of the Audit Committee and the Board of Directors, Vikas Gera & Associates, Company Secretaries, having Certificate of Practice Number 4500 and Peer Review Certificate Number 1599/2021 be and is hereby appointed as the Secretarial Auditors to conduct Secretarial Audit of the Company for a period of five consecutive years with effect from the financial year 2025-26 till financial year 2029-30 at such remuneration as may be decided by the Board of Directors from time to time in consultation with them.

   RESOLVED FURTHER THAT the Board of Directors or any duly constituted Committee of the Board, be and is hereby authorised to do all acts, deeds, matters and things as may be deemed necessary and/or expedient in connection therewith or incidental thereto, to give effect to this foregoing resolution.

Key Information

S. No.	Particulars	Details
1	Link for attending live webcast of the Annual General Meeting ("**AGM**") through Video Conferencing ("**VC**") and for e-voting [remote/at the AGM]	https://eservices.nsdl.com/ or https://web.cdslindia.com/myeasi/Registration/EasiRegistration https://www.evoting.nsdl.com (follow the steps mentioned in the notice)
2	Helpline number for VC and e-voting	https://eservices.nsdl.com/ and 022 - 4886 7000
3	Registrar and Share Transfer Agent	KFin Technologies Limited Unit: Dalmia Bharat Sugar and Industries Limited E-mail: einward.ris@kfintech.com; Contact No.: 040 - 6716 2222, 1800 309 4001
4	Cut-off date for e-voting	Monday, June 30, 2025
5	Corporate/Institutional Members to send scanned certified true copy (PDF Format) of the Board Resolution/Authority Letter, etc. together with attested specimen signature(s) of the authorised representative(s)	gera.consultant@gmail.com on or before July 03, 2025
6	Speaker registration and period for submission of questions, if any, in advance and e-mail address	Commences at 9 AM IST on Tuesday, July 01, 2025 and ends at 5 PM IST on Thursday, July 03, 2025 Post / send at evoting@nsdl.com or sec.corp@dalmiasugar.com / goria.rachna@dalmiasugar.com
7	Remote e-voting period	Commences at 9 AM IST on Friday, July 04, 2025 and ends at 5 PM IST on Sunday, July 06, 2025
8	Last date for publishing results of e-voting	Wednesday, July 09, 2025 at www.dalmiasugar.com

Notes:

1. An Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 ("the Act") in respect of Item nos. 5 to 7 of the Notice set out above, is annexed hereto.

2. Ministry of Corporate Affairs ("MCA") vide its General Circular Nos. 14/2020 dated April 8, 2020, No.17/2020 dated April 13, 2020 and No. 09/2024 dated September 19, 2024, ("MCA Circulars") and Securities and Exchange Board of India ("SEBI") vide its Circular No. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2024/133 dated October 03, 2024 and SEBI Circular No. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2023/167 dated October 7, 2023 respectively, ("SEBI Circulars") and Secretarial Standard on General Meeting ("SS-2"), have permitted convening the Annual General Meeting ("AGM"/Meeting") through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM"), without the physical presence of the members at a common venue till September 30, 2025.

3. The AGM of the Company is accordingly being held through VC/OAVM, herein after called as "e-AGM". The deemed venue for the AGM shall be the Registered Office of the Company. The detailed procedure for participation in the meeting through VC/OAVM is annexed hereto. Further, in terms of the MCA Circulars and SEBI Circulars the Notice of 73rd AGM along with Annual Report 2024-25 is being sent in electronic form to those members whose email IDs are registered with the Company/Depositories. Also, a letter providing the web link including the exact path, where complete details of the Annual Report is available is being sent to those shareholders who have not registered their e-mail address.

Notice
Contd...

4. The Company has appointed National Securities Depository Limited ("NSDL") to provide VC facility for the e-AGM and the attendant enablers for conducting the e-AGM.

5. Pursuant to the MCA Circulars:

    a. Members can attend the e-AGM through log in credentials provided to them to connect to VC. Physical attendance of the Members at the e-AGM is not required.

    b. Appointment of proxy (ies) to attend and cast vote on behalf of the Member(s) is not available.

    c. Body Corporates are entitled to appoint authorised representatives to attend the e-AGM through VC/OAVM and participate thereat and cast their votes through e-voting.

6. The Members can join the e-AGM 15 minutes before the scheduled time of the commencement of the e-AGM by following the procedure mentioned in the Notice.

7. Up to 1000 Members will be able to join on a First In First Out ("FIFO") basis, the e-AGM of the Company.

8. There is no restriction on account of FIFO entry into e-AGM for the large shareholders (i.e., shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee and Auditors etc.

9. The attendance of the Members attending the e-AGM through log in will be counted for the purpose of reckoning the quorum under Section 103 of the Act.

10. Remote e-Voting: Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended), Regulation 44 of SEBI Listing Regulations and the MCA Circulars, the Company is providing facility of remote e-voting as well as e-voting on the date of AGM to its Members through e-Voting agency namely NSDL.

11. Voting at the e-AGM: Members who could not vote through remote e-voting may do the e-voting at the e-AGM.

12. In line with the MCA Circulars, the notice calling the AGM has been uploaded on the website of the Company at www.dalmiasugar.com. The Notice can also be accessed from the websites of the Stock Exchanges, i.e., BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and is also available on the website of NSDL (agency for providing the Remote e-Voting facility), i.e., www.evoting.nsdl.com

13. All documents referred to in the Notice and the Explanatory Statement and the prescribed registers including the Register of Directors and Key Managerial Personnel and their shareholding and the Register of Contracts or Arrangements in which the Directors are interested, maintained under the Companies Act, 2013, shall be available for inspection electronically during the e-AGM.

14. The voting rights of Members shall be in proportion to their shares of the paid-up equity share capital of the Company as on the cut-off date of Monday, June 30, 2025. In case of joint holders attending the AGM, only such joint holder, who is higher in the order of names, will be entitled to vote.

15. The Board of Directors has appointed Vikas Gera & Associates, Practicing Company Secretaries, as the Scrutinizer to scrutinize the e-voting process in a fair and transparent manner.

16. The Scrutinizer shall, immediately after the conclusion of voting at the e-AGM, will first count the votes cast at the meeting and thereafter unblock the votes cast through remote e-voting and make a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, and send the same to the Chairperson or any other Director in his absence, who shall countersign the same.

17. The results shall be declared by the Chairperson of AGM or any other Director in his absence. The resolutions will be deemed to be passed on the AGM date subject to the requisite number of votes in favour of the resolution(s).

18. The results alongwith the Scrutinizer's Report shall be placed on the Company's website www.dalmiasugar.com and communicated to the Stock Exchanges where the Company's shares are listed and also displayed in the Notice Board at the Registered Office of the Company, within two working days of conclusion of e-AGM.

19. The forms for updation of PAN, KYC, Bank details and Nomination viz., Forms ISR-1, ISR-2, ISR-3, SH-13 are available on Company's website https://www.dalmiasugar.com/investors/. Members who wish to update their PAN, KYC, Bank details and Nomination are requested to contact their Depository Participant(s).

20. In terms of SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated May 07, 2024 read with SEBI Circular SEBI/HO/MIRSD/POD-1/P/CIR/2024/81 dated June 10, 2024, the security holders whose folio(s) do not have PAN, Contact Details, Bank Account Details and Specimen Signature updated, shall be eligible:

    - to lodge grievance or avail any service request from the RTA only after furnishing PAN, KYC details and Nomination.

    - for any payment including dividend, interest or redemption payment in respect of such folios, only through electronic mode.

    Accordingly, shareholders are requested to update their PAN, Contact Details, Bank Account Details and Specimen Signature at the earliest.

21. In accordance with the provisions of Sections 124 and 125 of the Act and Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules, 2016 (IEPF Rules), dividends not encashed/claimed within seven years from the date of declaration are transferred to the Investor Education and Protection Fund (IEPF). Further, as per the IEPF Rules, shares of Members whose dividends remain unpaid/unclaimed for a period of seven consecutive years or more are also transferred to the demat account of IEPF established by the Central Government. The Members, whose dividends/shares are transferred to the IEPF, can claim their shares/dividends from the IEPF Authority by submitting an online application in the prescribed Form IEPF-5 available on the website www.iepf.gov.in and sending a physical copy of the same duly signed to the Company along with the requisite documents enumerated in Form IEPF-5.

22. Since the AGM will be held through VC / OAVM, the Route Map is not annexed in this Notice.

23. The final dividend of ₹ 1.50 per paid up equity share having face value of ₹ 2/- for the year ended March 31, 2025, as recommended by the Board, if declared at the AGM, will be payable to those members whose names appear in the Register of Members / Register of Beneficial Holders maintained with Depositories as on the Record Date, i.e., June 30, 2025. Dividend will be paid within 30 days from the date of AGM.

24. Pursuant to the Finance Act 2020, dividend income is taxable in the hands of members w.e.f. April 01, 2020 and the Company is required to deduct tax at source from dividend paid to members at the rates prescribed in the Income-Tax Act, 1961 (the IT Act). For the prescribed rates for various categories, the members are requested to refer to the Finance Act, 2020 and amendments thereof. The members are requested to update their Residential Status, PAN and category as per the IT Act with the Company/ KFin Technologies Limited (in case of shares held in physical mode) and Depositories Participants (in case of shares held in demat mode).

The instructions for members for remote e-Voting and joining general meeting are as under:

The remote e-voting period begins at 9 AM IST on Friday, July 04, 2025 and ends at 5 PM IST on Sunday, July 06, 2025. The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the record date (cut-off date) i.e. Monday, June 30, 2025, may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being Monday, June 30, 2025.

How do I vote electronically using NSDL e-Voting system?

The way to vote electronically on NSDL e-Voting system consists of "Two Steps" which are mentioned below:

Notice
Contd...

Step 1: Access to NSDL e-Voting system

A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts to access e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	1. For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2. Existing **IDeAS** user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the **"Beneficial Owner"** icon under **"Login"** which is available under **'IDeAS'** section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on **"Access to e-Voting"** under e-Voting services and you will be able to see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 3. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select **"Register Online for IDeAS Portal"** or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 4 Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon **"Login"** which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen-digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 5. Shareholders/Members can also download NSDL Mobile App **"NSDL Speede"** facility by scanning the QR code mentioned below for seamless voting experience. NSDL Mobile App is available on App Store Google Play
Individual Shareholders holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use your existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800-21-09911

B) Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile.

2. Once the home page of e-Voting system is launched, click on the icon **"Login"** which is available under 'Shareholder/Member' section.

Notice
Contd...

3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

   Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at https://eservices.nsdl.com/ with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example, if your DP ID is IN300*** and Client ID is 12****** then your user ID is IN300***12******.
b) For example, if your DP ID is IN300*** and Client ID is 12****** then your user ID is IN300***12******.	16 Digit Beneficiary ID For example, if your Beneficiary ID is 12************** then your user ID is 12**************
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the company For example, if folio number is 001*** and EVEN is 101456 then user ID is 101456001***

5. Password details for shareholders other than Individual shareholders are given below:

   a) If you are already registered for e-Voting, then you can user your existing password to login and cast your vote.

   b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password', and the system will force you to change your password.

   c) How to retrieve your 'initial password'?

      (i) If your email ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8-digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.

      (ii) If your email ID is not registered, please follow steps mentioned below in **process for those shareholders whose email ids are not registered**.

6. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:

   a) Click on **"Forgot User Details/Password?"** (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.

   b) **Physical User Reset Password?"** (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

   c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.

   d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.

7. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.

8. Now, you will have to click on "Login" button.

9. After you click on the "Login" button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?.

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.

2. Select "EVEN" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".

3. Now you are ready for e-Voting as the Voting page opens.

4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and "Confirm" when prompted.

5. Upon confirmation, the message "Vote cast successfully" will be displayed.

6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.

7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to gera.consultant@gmail.com with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.

2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.

3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-Voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call at 022 - 4886 7000 or send a request to Ms. Pallavi Mhatre, Senior Manager, National Securities Depository Ltd., 3rd Floor, Naman Chamber, Plot C-32, G-Block, Bandra Kurla Complex, Bandra East, Mumbai, Maharashtra - 400051 at the designated email address: evoting@nsdl.com or at telephone no. 022- 48867000.

Process for those shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of e mail ids for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email to sec.corp@dalmiasugar.com.

2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16-digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) to sec.corp@dalmiasugar.com. If you are an Individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at step 1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.

3. Alternatively, shareholder/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.

4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account to access e-Voting facility.

Notice

Contd...

The instructions for members for e-voting on the day of the agm are as under: -

1. The procedure for e-Voting on the day of the EGM/AGM is same as the instructions mentioned above for remote e-voting.

2. Only those Members/ shareholders, who will be present in the EGM/AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the EGM/AGM.

3. Members who have voted through Remote e-Voting will be eligible to attend the EGM/AGM. However, they will not be eligible to vote at the EGM/AGM.

4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the EGM/AGM shall be the same person mentioned for Remote e-voting.

Instructions for members for attending the egm/agm through vc/oavm are as under:

1. Member will be provided with a facility to attend the EGM/AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for **Access to NSDL** e-Voting system. After successful login, you can see link of "VC/OAVM" placed under **"Join meeting"** menu against company name. You are requested to click on VC/OAVM link placed under Join Meeting menu. The link for VC/OAVM will be available in Shareholder/Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.

2. Members are encouraged to join the Meeting through Laptops for better experience.

3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.

4. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

5. Shareholders who would like to express their views/have questions may send their questions in advance mentioning their name demat account number/folio number, email id, mobile number at sec.corp@dalmiasugar.com / goria.rachna@dalmiasugar.com. The same will be replied by the company suitably.

EXPLANATORY STATEMENT

(Pursuant to Section 102 of the Companies Act, 2013)

Item No. 5:

In terms of Section 148 of the Companies Act, 2013, the Board of Directors of the Company has in its meeting held on May 13, 2025, on the recommendations of the Audit Committee, appointed M/s. R. J. Goel & Co., Cost Accountants, as the Cost Auditors of the Company for the financial year 2025-26 to audit the cost records of the Company.

The Board has also approved and recommended a remuneration of ₹ 4,15,000/-, besides applicable taxes and reimbursement of travel and other out of pocket expenses, payable to the Cost Auditors for conducting the Cost Audit subject to ratification by the members in terms of Section 148(3) of the Companies Act, 2013.

None of the Directors or Key Managerial Personnel of the Company or their relatives is concerned or interested, directly or indirectly, in the Resolution set out at Item No. 5.

The Directors recommend the Resolution set out at Item No. 5 to be passed as an Ordinary Resolution.

Item No. 6

Shri Rajeev Bakshi was appointed as an Independent Director on the Board of the Company for a term of five years with effect from February 05, 2021. His term as an Independent Director is upto February 04, 2026. It is proposed to re-appoint him for another term of five consecutive years so as to hold office as such till February 04, 2031.

With over 45 years of leadership experience, Mr. Bakshi has made significant contributions across renowned food and FMCG companies such as Cadbury, Metro Cash and Carry and PepsiCo, among others. In recognition of his exceptional contributions to both business and society, Mr. Bakshi was honored with the prestigious "Distinguished Alumni Award" by IIM Bangalore in 2014.

Keeping in view the experience and contributions made by Shri Rajeev Bakshi during his first term as an Independent Director of the Company, he is proposed to be re-appointed as an Independent Director.

The Company has received from Shri Rajeev Bakshi inter-alia his disclosure in Form DIR-8 to the effect that he is not disqualified from being appointed as a Director of the Company in terms of section 164 of the Companies Act, 2013 and declaration of meeting the criteria of independence.

The Board of Directors had, in its meeting held on February 11, 2025 , carried out performance evaluation of all the Directors including Shri Rajeev Bakshi and his re-appointment as an Independent Director is recommended by the Board on the basis of performance evaluation, in terms of Schedule IV of the Companies Act, 2013.

Except Shri Rajeev Bakshi, none of the Directors of the Company or the Key Managerial Personnel or their relatives is concerned or interested, directly or indirectly, in the Resolution set out at Item No. 6.

The Directors recommend the Resolution set out at Item No. 6 to be passed as a Special Resolution.

Additional Information on Directors recommended for appointment/re-appointment as required under Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015 and Secretarial Standards-2 on General Meetings as prescribed by the Institute of Company Secretaries of India is provided in **Annexure 1.**

Item No. 7

In terms of Section 204 of the Companies Act, 2013, the Company, being a company listed on BSE Limited and National Stock Exchange of India Limited, needs to annex with its Board's report made in terms of sub-section (3) of section 134, a secretarial audit report, given by a company secretary in practice.

Further, in terms of Regulation 24A of SEBI Listing Regulations, the Company needs to undertake Secretarial Audit by a Secretarial Auditor who shall be a Peer Reviewed Company Secretary and shall annex a Secretarial Audit Report with its annual report.

On the basis of recommendation of Board of Directors, the Company needs to appoint or re-appoint an individual as Secretarial Auditor for not more than one term of five consecutive years; or a Secretarial Audit firm as Secretarial Auditor for not more than two terms of five consecutive years, with the approval of shareholders in the Annual General Meeting.

Vikas Gera & Associates having rich and varied experience in the areas of Secretarial Audits, Mergers & Amalgamations, Scrutinizer Services, Consultancy and Advisory Services, etc. has given his consent to act as Secretarial Auditor and confirmation that he is not disqualified for the said appointment.

The Board of Directors has, at its meeting held on May 13, 2025, recommended the appointment of Vikas Gera & Associates, Company Secretaries, having Certificate of Practice Number 4500 and Peer Review Certificate Number 1599/2021, as the Secretarial Auditors to conduct the Secretarial Audit of the Company for a period of five consecutive years with effect from the financial year 2025-26 till financial year 2029-30. The Board of Directors has approved a remuneration of ₹ 1,75,000/- (Rupees One Lakh Seventy Five thousand only) to be paid to the Secretarial Auditors for the financial year 2025-26 excluding applicable taxes and out of pocket expenses. The remuneration for remaining term shall be decided by the Board of Directors from time to time in consultation with him.

None of the Directors of the Company or the Key Managerial Personnel or their relatives is concerned or interested, directly or indirectly, in the Resolution set out at Item No. 7.

The Directors recommend the Resolution set out at Item No. 7 to be passed as an Ordinary Resolution.

Notice
Contd...

Annexure – 1

Additional Information on Directors recommended for appointment/re-appointment as required under Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015 and Secretarial Standards-2 on General Meetings as prescribed by the Institute of Company Secretaries of India.

Name of Director	Bharat Bhushan Mehta	Thyagarajan Venkatesan	Rajeev Bakshi
Director Identification Number	00006890	00124050	00044621
Date of Birth	August 20, 1953	October 04, 1952	May 07, 1957
Age	72 Years	73 Years	68 Years
Nationality	Indian	Indian	Indian
Date of Appointment	July 07, 2025	July 07, 2025	February 05, 2026
Qualification	FCA	B.A. (Economics) and FCA	Economics Honours from St. Stephen's College, Delhi University, and MBA from IIM, Bangalore
Experience & expertise in specific functional area	Mr. Mehta has more than 40 years of experience in the field of Accounts, Finance, Commercial, Projects, Operations and General Management in sugar andallied businesses.	Mr. Thyagarajan brings more than 36 years of rich experience in the finance and accounts.	He has a leadership experience of over 45 years across foodand FMCG businesses and has held senior leadership positions.
Profile	Mr. Mehta is a prominent figure in the Indian Sugar industry. He has played a prominent role in the growth and development of the Dalmia Bharat Group. He has been conferred the prestigious Lifetime Achievement Award by the Sugar Technologist's Association of India ("STAI").	Mr. Thyagarajan He started his career with Thiru Arooran Sugars Limited in the finance and accounts department and has since worked with reputed companies such as Eicher Tractors Limited, Triveni Engineering Limited, Sterlite Group and the Aditya Birla group. His expertise lies in accelerating growth and building organizational capability to ensure delivery of business goals.	With over 45 years of leadership experience, he has made significant contributions across renowned food and FMCG companies such as Cadbury, Metro Cash and Carry and PepsiCo, among others. In recognition of his exceptional contributions to both business and society, Mr. Bakshi was honored with the prestigious "Distinguished Alumni Award" by IIM Bangalore in 2014.
Terms and conditions of appointment along with details of remuneration sought to be paid and remuneration last drawn, if applicable	Mr. Mehta is being reappointed as Non-Executive Non Independent Director upon retirement at the Annual General Meeting.	Mr. Thyagarajan is being reappointed as Non-Executive Non Independent Director upon retirement at the Annual General Meeting.	Shri Rajeev Bakshi is being appointed as a Non-Executive Independent Director for a period of 5 years with effect from February 05, 2026.
Shareholding in the Company	Nil	10090 Equity Shares	Nil
Relationship with other Directors and KMPs of the Company	None	None	None
No. of meetings of the Board attended during the year	5 (Five) Board meetings attended during financial year 2024-25.	5 (Five) Board meetings attended during financial year 2024-25.	5 (Five) Board meetings attended during financial year 2024-25.
Name of other Companies in which directorship held	None	a. Dalmia Cement (Bharat) Limited b. Khappa Coal Company Private Limited	a. Macrotech Developers Limited b. VST Industries Limited c. Mother Dairy Fruit and Vegetable Private Limited
Chairman/ Member of the Committees of Board of Directors of the Company	Member - Corporate Social Responsibility Committee Member - Stakeholders Relationship Committee Member - Risk Management Committee	Member - Risk Management Committee	Chairman - Risk Management Committee Member - Nomination and Remuneration Committee
Chairman/ Member of the Committees of Board of Directors of other Companies	None	None	Macrotech Developers Limited Member - Audit Committee Chairman - Nomination and Remuneration Committee VST Industries Limited Member - Audit Committee Member - Nomination and Remuneration Committee

Corporate Information

Board of Directors

Rajeev Bakshi
Independent Director, Chairman

Gautam Dalmia
Managing Director

Amita Misra
Independent Director

Neeraj Chandra
Independent Director

Venkatesan Thyagarajan
Non-Executive Director

Bharat Bhushan Mehta
Non-Executive Director

Pankaj Rastogi
Whole Time Director & Chief Executive Officer

Key Managerial Personnel

Piyush Gupta
Chief Financial Officer

Rachna Goria
Company Secretary & Compliance Officer

Statutory Auditors

NSBP & Co.,
Chartered Accountants

Bankers

Punjab National Bank
Axis Bank Limited
Indian Bank
HDFC Bank Limited
ICICI Bank Limited
Union Bank of India
Yes Bank Limited
IDBI Bank Limited

Registered Office

Dalmiapuram, district Tiruchirapalli
Tamil Nadu 621651

Corporate Office

4th Floor, Hansalaya Building,
15, Barakhamba Road,
New Delhi 110001

Registrar and Share Transfer Agent

Kfin Technologies Limited
Selenium Building, Tower-B,
Plot No 31 & 32, Financial District,
Nanakramguda, Serilingampally,
Hyderabad, Rangareddy,
Telangana, India - 500 032.

Notes

Dalmia
Bharat Sugar

Hansalaya Building, 4th floor,
15, Barakhamba Road, New Delhi 110001

Phone- 011 23310121 / 23 / 24 / 25
Fax- 011 233 13303
Email- sec.corp@dalmiasugar.com

www.dalmiasugar.com

SCAN HERE

Copper wire, tube imports hit multi-year highs in FY25

AGGAM WALIA
New Delhi, June 8

INDIA'S COPPER CATHODE imports declined 34% year-on-year in FY25, largely due to a three-month supply disruption triggered by a quality control order (QCO), even as imports of downstream products such as wire, tubes, and sheets surged to multi-year highs.

While copper cathode imports dropped sharply, imports of key downstream copper products climbed in FY25 — wire rose 17% y-o-y, tubes and pipes 30%, and plates, sheets, and strips 49%.

In India, copper is classified as a critical mineral given limited domestic production and high demand in conventional and emerging technologies — from air conditioners and transformers to electric vehicle (EV) batteries and wind turbines. It is also seen as a bellwether of economic activity owing to its extensive application across sectors.

From an average of 27,000 tonnes each month between April and November 2024, copper cathode imports fell to around 2,000 tonnes per month between December and February, after the QCO went into effect from December 1. Then, in March 2025, imports recovered slightly to 16,000 tonnes, official trade data showed.

India relies on imports for about 30% of its copper cathode demand, a key raw material for wire, tubes, and sheets. The Adani Group's new Gujarat smelter, scheduled to reach peak capacity this financial year, is expected to make the country self-sufficient for the near-term.

SHIPMENTS GROW

Product	Quantity*		Growth (in %)	2024-25 value (₹ cr)
	2023-24	2024-25		
Copper cathode	3.63	2.39	-34	19,134
Copper wire	1.31	1.54	17	12,653
Copper tubes and pipes	0.88	1.14	30	10,157

Source: Department of Commerce trade data; *lakh tonnes

Cathode imports recover

In FY25, India imported 2.39 lakh tonne (₹19,134 crore) of copper cathode, 34% less than 3.63 lakh tonne (₹24,552 crore) in the previous financial year. Amid sharp drop in imports between December to February, two metals trade associations filed a petition against the Union mines ministry, which issued the QCO, alleging that the quality norms have caused "acute shortages" in supply.

The petition added that domestic producers could "charge exorbitant and irrational rates" as imports decline. The case will be heard by the Bombay High Court on June 27. However, a rebound in copper cathode imports in March to around 16,200 tonne indicates that supply constraints are easing. Sources satted that no shortage was recorded on account of the QCO, and that the mines ministry has filed its response to the petition in court.

The steep drop in imports stemmed from compliance issues among exporters, especially Japanese suppliers who dominate India's copper cathode imports. The QCO mandates that both domestic producers and foreign suppliers obtain the Bureau of Indian Standards (BIS) certification to sell copper cathode in India. Most Japanese producers received certification only after the QCO took effect, and some continued to face minor challenges in ensuring compliance post-certification.

India's per capita GDP still lower: WEF ex-MD Smadja

INDIA IS SET to overtake Japan to become the world's fourth-largest economy, but must not become complacent, as the country remains far behind Japan in GDP per capita terms, WEF's former MD Claude Smadja said.

According to IMF data dated April 2025, India's GDP per capita of \$2,878.4 is approximately 8.5% of Japan's GDP per capita of \$33,955.7, meaning Japan's per capita income is about 11.8 times higher than India's.

"Yes, it (economy size) is a good indicator because it gives a notion of the economic weight of the country on the global balance.

"No, it is not a good indicator because what counts is the per capita GDP. In terms of per capita GDP, India is far below Japan," Smadja told PTI.

"So whether India has achieved this fourth position in the global economic balance... is a good indicator of progress being made, but it is not in any way any reason for complacency," he added.

Active Covid cases cross 6K-mark; six deaths in last 24 hours

THE TOTAL NUMBER of active Covid-19 cases in India touched 6,133, as of 8 am on Sunday, according to the Ministry of Health and Family Welfare. Six new Covid-19-related deaths have been reported in the last 24 hours — two in Karnataka, three in Kerala, and one in Tamil Nadu.

Kerala continues to be the most affected state with the active cases tally reaching 1,950 on Sunday. It is followed by Gujarat, West Bengal, and Delhi according to the MoHFW data, with the capital reporting about 21 fresh Covid-19 cases in the last 24 hours, taking the tally to 686. As many as 753 patients were cured/discharged/migrated from across the country till this morning, official website said. Maharashtra on Sunday reported 77 Covid-19 cases, taking the state's tally since January 1 this year to 1,439. —PTI

திருத்தணியில் பக்தர்கள் கூட்டம்: கடும் போக்குவரத்து நெரிசல்

திருத்தணி, ஜூன் 8: திருத்தணி முருகன் கோயிலில் ஞாயிற்றுக்கிழமை ஆயிரக்கணக்கான பக்தர்கள் தரிசனம் செய்ய திரண்டனர். இதனால் கடும் போக்குவரத்து நெரிசல் ஏற்பட்டது.

நாள்தோறும் ஆயிரக்கணக்கான பக்தர்கள் கார், பைக், வேன், பேருந்து, லாரிகள் மூலம் வந்து தரிசிக்கின்றனர். இந்நிலையில் ஞாயிற்றுக்கிழமை அதிகாலை, 5 மணிக்கு மூலவருக்கு சிறப்பு அபிஷேகம், தங்கவேல், தங்கக் கிரீடம் மற்றும் வைர ஆபரணங்கள் அணிவித்து சிறப்பு தீபாராதனை நடந்தது.

தொடர்ந்து சுப முகூர்த்த நாள் மற்றும் வார விடுமுறை நாளான ஞாயிற்றுக்கிழமை என்பதால் வழக்கத்துக்கு மாறாக மலைக்கோயிலில் காலை முதலே ஆயிரக்கணக்கான பக்தர்கள் குவிந்தனர். சில பக்தர்கள் தங்களது வேண்டுதல்கள் நிறைவேற, காவடி எடுத்தும், மொட்டை அடித்து மூலவரை தரிசித்தனர். பொதுவழியில், 3 மணி நேரத்துக்கு மேலாக நீண்ட வரிசையில் பக்தர்கள் காத்திருந்தனர். பெரும்பாலான பக்தர்கள் கார், வேன் மற்றும் ஆட்டோ, இரு சக்கர வாகனங்கள் மூலம் வந்ததால் மலைப்பாதை மற்றும் மலைக்கோயிலில் கடும் போக்குவரத்து நெரிசல் ஏற்பட்டது.

இதனால் அரக்கோணம் சாலை, ம.பொ.சி. சாலை பேருந்து நிலையம் செல்லும் சாலையில் சுமார் 1 கி.மீ தொலைவுக்கு வாகனங்கள் வரிசையாக நின்றன. குறிப்பாக மலைக்கோயிலுக்கு சென்று வருவதற்கு ஒரே ஒரு பாதை இருப்பதால், வாகனங்கள் நீண்ட வரிசையில் பல மணி நேரம் காத்திருந்து பின்னர் கோயிலுக்கு சென்று முருகப் பெருமானை வழிபட்டனர்.

திருத்தணி டிஎஸ்பி, கந்தன், ஆய்வாளர் ஞ. மதியரசன் தலைமையில் போலீஸார் ஒன்றரை மணி நேரம் போராடி மலைப்பாதையில் போக்குவரத்து நெரிசலை சரிசெய்தனர்.

சூறாவளிக் காற்றால் பறந்து விழுந்த இரும்புக் கூரை: கார், வீடுகள் சேதம்

ஆவடி, ஜூன் 8: பூந்தமல்லியில் ஞாயிற்றுக்கிழமை பலத்த காற்றுடன் கூடிய மழையால் இரும்புக்கூரை பறந்து விழுந்தது. இதனால் கார், வீடுகள் சேதமடைந்தன.

பூந்தமல்லியில் சூறாவளி காற்றால் இரும்புக்கூரை விழுந்ததில் சேதமடைந்த கார்.

சென்னை மற்றும் புறநகர் பகுதியில் கடந்த சில நாள்களாக கடுமையான வெயில் கொளுத்தியது. இதனால் பொதுமக்கள் பகல், இரவில் வெப்பம், புழுக்கத்தால் அவதிப்பட்டனர்.

இந்த நிலையில் ஞாயிற்றுக்கிழமை பூந்தமல்லி, நசரத்பேட்டை, செம்பரம்பாக்கம் உள்ளிட்ட பல்வேறு பகுதிகளில் திடீரென பலத்த சூறாவளிக் காற்றுடன் மழை பெய்தது.

இந்த திடீர் மழையால் வெயிலின் தாக்கம் குறைந்து குளிர்ச்சி ஏற்பட்டதால் பொதுமக்கள் மகிழ்ச்சி அடைந்தனர். இதற்கிடையில் பூந்தமல்லி, தந்தை பெரியார் நகர் பகுதியில் உள்ள தனியார் நிறுவனத்தின் மாடியில் போடப்பட்டிருந்த தகர ஷெட், இரும்பு கம்பத்துடன் அப்படியே பெயர்ந்து கொண்டு சில மீட்டர் தூரம் பறந்து வந்து, அப்பகுதியில் உள்ள குடியிருப்புகள், கார் மீது விழுந்தது.

இதில் சில வீடுகளின் சுவர்கள், குளிர்சாதன இயந்திரத்தின் வெளிப்புறபகுதி உள்ளிட்டவை சேதம் அடைந்தன.

மேலும் அப்பகுதியில் நிறுத்தப்பட்டிருந்த கார் சேதமடைந்தது.

பல இடங்களில் மரக்கிளைகள் முறிந்து விழுந்ததால் மின்சார வயர்களும் அறுந்து தொங்கின. இதனால் பூந்தமல்லி மற்றும் சுற்றுவட்டார பகுதிகளில் 2 மணி நேரம் மின்தடை ஏற்பட்டது.

இச்சம்பவத்தின் போது பொதுமக்கள் யாரும் வெளியே இல்லாததால் பெரும் அசம்பாவிதம் தவிர்க்கப்பட்டது குறிப்பிடத்தக்கது.

கைப்பேசி வாங்கித் தராததால் பள்ளி மாணவி தற்கொலை

திருவள்ளூர், ஜூன் 8: திருவள்ளூர் அருகே பெற்றோர் கைப்பேசி வாங்கி தராத ஆத்திரத்தில் பள்ளி மாணவி தற்கொலை செய்து கொண்டார்.

கடம்பத்தூர் ஒன்றியம், கொப்பூர் கிராமத்தைச் சேர்ந்த சந்திரன்-அபிராமி தம்பதியின் மூத்த மகள் திவ்யதர்ஷினி (15). இவர் திருவள்ளூரில் உள்ள தனியார் பள்ளியில் பத்தாம் வகுப்பு படித்து வந்தார்.

இந்த நிலையில் திவ்யதர்ஷினி படிப்பில் கவனம் செலுத்தாமல் அதிகமாக தனது தாய் கைப்பேசி மூலமாக சமூக வலைத்தளங்களை மூழ்கி வந்ததாக கூறப்படுகிறது. இதனால் சிறுமியை பெற்றோர் கண்டித்து அவருக்கு கைப்பேசி கொடுப்பதை நிறுத்தி உள்ளனர். எனவே தனக்கு தனியாக கைப்பேசி வாங்கி தருமாறு சிறுமி அடம்பிடித்துள்ளார்.

ஆனால், பெற்றோர் கைப்பேசி வாங்கித் தர மறுத்தனர். இந்த நிலையில் சனிக்கிழமை வீட்டில் யாரும் இல்லாத போது திவ்யதர்ஷினி மின்விசிறியில் தூக்கிட்டுக் கொண்டார். இதை அக்கம்பக்கத்தினர் பார்த்து சிறுமியை மீட்டு திருவள்ளூர் அரசு மருத்துவக் கல்லூரி மருத்துவமனைக்கு அழைத்துச் சென்றுள்ளனர். அங்கு சிறுமியை பரிசோதனை செய்த மருத்துவர்கள் சிறுமி ஏற்கனவே உயிரிழந்து விட்டதாக தெரிவித்தனர். இதுதொடர்பாக மணவாளநகர் போலீஸார் விசாரிக்கின்றனர்.

குடமுழுக்கு...

சென்னை சூளை அருள்மிகு அகண்ட தண்டு மாரியம்மன் கோயில் குடமுழுக்கு நன்னீராட்டுப் பெருவிழாவில் பங்கேற்று வழிபட்ட இந்து சமய அறநிலையத் துறை அமைச்சர் பி.கே.சேகர்பாபு. உடன், முன்னாள் சட்டப்பேரவை உறுப்பினர் கே.எஸ்.ரவிச்சந்திரன், இந்து சமய அறநிலையத் துறை இணை ஆணையர் ஜ.முல்லை, உதவி ஆணையர் க.சிவகுமார், செயல் அலுவலர் நித்தியகலா.

திடீர் இயந்திரக் கோளாறு

ஓடுபாதையில் நிறுத்தப்பட்ட துபை விமானம்

சென்னை, ஜூன் 8: சென்னையிலிருந்து துபை புறப்பட்ட விமானம் திடீர் இயந்திரக் கோளாறு காரணமாக விமான நிலைய ஓடுபாதையில் நிறுத்தப்பட்டது. இதனால் 326 பயணிகள் பெரும் ஆபத்திலிருந்து தப்பினர்.

சென்னை விமானநிலைய பன்னாட்டு முனையத்திலிருந்து ஞாயிற்றுக்கிழமை காலை 9.50 மணியளவில் 312 பயணிகள், 14 விமான ஊழியர்கள் என மொத்தம் 326 பேருடன் துபைக்கு எமிரேட்ஸ் விமானம் புறப்பட்டது. இந்த விமானம் ஓடுபாதையில் டாக்சி வே, டி-1 பகுதிக்கு வந்து கொண்டிருந்தது.

அப்போது, அந்த விமானத்தில் இயந்திரக் கோளாறு ஏற்பட்டிருப்பதை விமானி கண்டறிந்தார். இதையடுத்து அவர் விமானத்தை அவசரமாக டாக்சி வேயில் நிறுத்திவிட்டு, சென்னை விமானநிலைய கட்டுப்பாட்டு அறைக்கு தகவல் தெரிவித்தார்.

உடனடியாக ஓடுபாதையின் டாக்சி வேயில் நின்றிருந்த அந்த விமானத்தை நோக்கி பொறியாளர்கள் மற்றும் தரைத்தள பராமரிப்பு ஊழியர்கள் விரைந்து வந்தனர்.

பிற விமான போக்குவரத்துக்கு இடையூறு ஏற்படாமல், விமானத்தை டாக்சி வேயின் ஓரமாக தள்ளிக் கொண்டு சென்று நிறுத்தப்பட்டது.

பின்னர் விமானத்துக்குள் பொறியாளர்கள் பழுதடைந்த இயந்திரங்களை சரிபார்க்கும் பணிகளில் ஈடுபட்டனர்.

துபை செல்ல வேண்டிய 326 பேரும் விமானத்திலேயே அமரவைக்கப்பட்டனர்.

எமிரேட்ஸ் விமானத்தில் ஏற்பட்டிருந்த இயந்திரக் கோளாறை விமானி தகுந்த நேரத்தில் கண்டுபிடித்து உரிய நடவடிக்கை எடுத்ததால், பெரும் ஆபத்திலிருந்து பயணிகள் தப்பினர்.

வங்கதேசத்தினர் இருவருக்கு 2 ஆண்டுகள் சிறை

திருப்பூர், ஜூன் 8: உரிய ஆவணங்கள் இன்றி திருப்பூரில் தங்கியிருந்த வங்கதேசத்தினர் இருவருக்கு 2 ஆண்டுகள் கடுங்காவல் சிறைத் தண்டனை விதிக்கப்பட்டது.

திருப்பூர் முத்தணம்பாளையம் பகுதியில் கடந்த ஆண்டு மே 18-ஆம் தேதி சந்தேகத்துக்கு இடமான வகையில் சுற்றித் திரிந்த 2 பேரை நல்லூர் போலீஸார் பிடித்து விசாரணை நடத்தினர்.

அவர்கள் வங்கதேசத்தைச் சேர்ந்த ஃபைசல் அகமது (28), நஸ்ருல் இஸ்லாம் (29) என்பதும் பனியன் நிறுவனத்தில் தொழிலாளர்களாக வேலை செய்துவந்ததும் தெரியவந்தது. மேலும், உரிய ஆவணங்கள் இன்றி இந்தியாவுக்குள் ஊடுருவி திருப்பூரில் தங்கி பணியாற்றியதும் விசாரணையில் தெரியவந்தது. இதைத் தொடர்ந்து இரண்டு பேரும் கைது செய்யப்பட்டனர்.

இது தொடர்பான வழக்கு விசாரணை திருப்பூர் 2-ஆவது கூடுதல் மாவட்ட அமர்வு நீதிமன்றத்தில் நடைபெற்று வந்தது. இந்த நிலையில், இருவருக்கும் தலா 2 ஆண்டுகள் கடுங்காவல் சிறைத் தண்டனை, தலா ரூ.10,000 அபராதம் விதித்ததுடன் சிறைத் தண்டனை முடிந்ததும் அவர்களை சொந்த நாட்டுக்குத் திருப்பி அனுப்ப வேண்டும் என்றும் நீதிபதி ஸ்ரீதர் அண்மையில் தீர்ப்பளித்தார். அரசுத் தரப்பில் வழக்கறிஞர் பூமதி ஆஜரானார். இந்த வழக்கில் சிறப்பாகச் செயல்பட்ட நல்லூர் போலீஸாரை மாநகர காவல் ஆணையர் ராஜேந்திரன் பாராட்டினார்.

கடற்படை போர்க் கப்பலில்...

இந்திய கடற்படையின் போர்த் திறன் மற்றும் சிறப்புகளை அறிந்துகொள்ளும் வகையில் சென்னை துறைமுகத்தில் நிறுத்தி வைக்கப்பட்டுள்ள கடற்படை போர்க் கப்பலை பார்வையிட்ட திருவொற்றியூர் விவேகானந்தா மேல்நிலை பள்ளியைச் சேர்ந்த தேசிய மாணவர் படை மாணவர்கள். அப்போது, கடற்படையின் செயல்பாடுகள் குறித்து மூத்த அதிகாரி தினேஷ் தசரதன் விளக்கினார்.