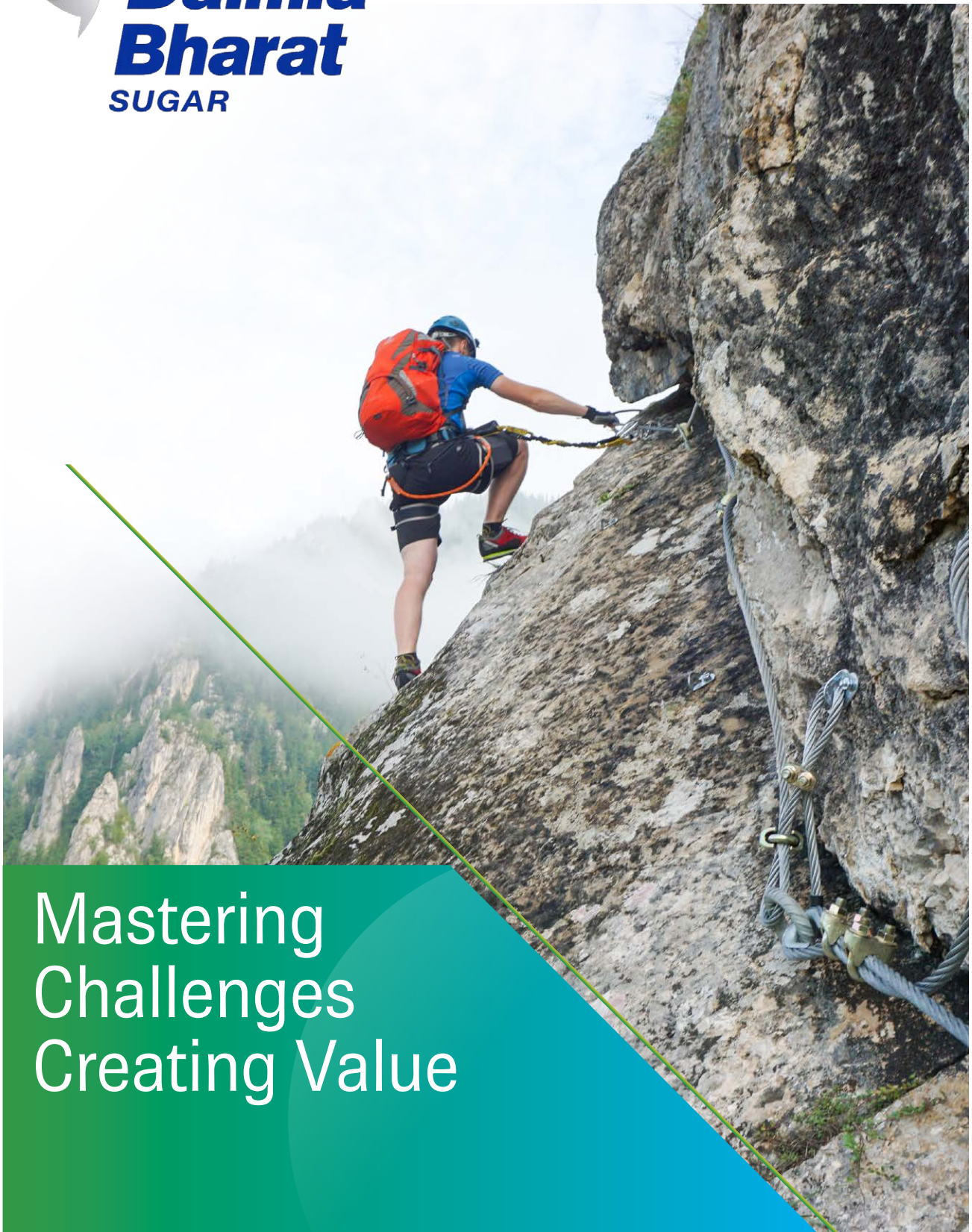




Mastering
Challenges
Creating Value



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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.

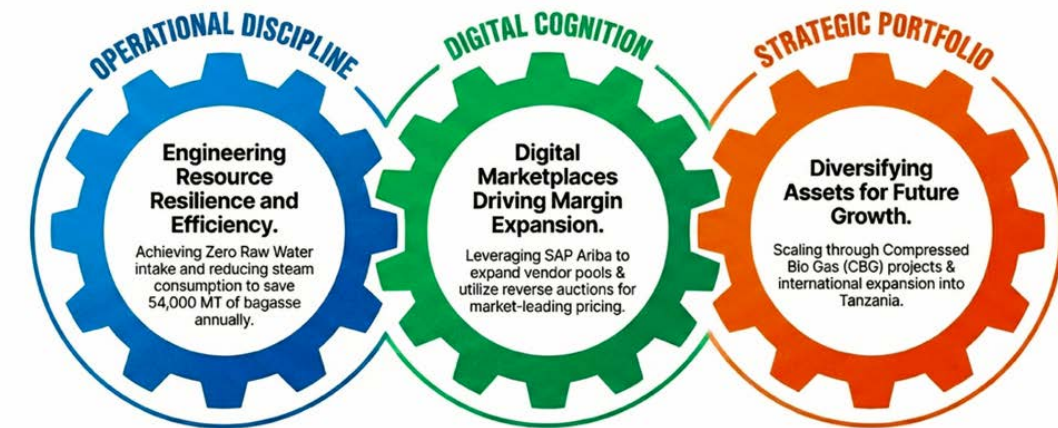


Mastering Challenges, Creating Value

Our legacy as a leading integrated sugar and bio-energy producer has been defined by our ability to build robust physical infrastructure and deep-rooted agricultural relationships. However, in today's landscape, industrial scale is no longer sufficient to guarantee growth. We operate in a sector governed by finite agricultural limits, rigid policy boundaries, and extreme agro-climatic variability. For Dalmia Bharat Sugar and Industries Limited (DBSIL), the path to outperformance does not lie in simply navigating these constraints - it lies in Mastering them.

Our theme for the FY2026 Integrated Annual Report - "Mastering Challenges, Creating Value" - reflects a fundamental evolution in our corporate operating system. While FY2025 was about installing the digital hardware of transformation, FY2026 marks our transition from "Metal to Mind." We have moved beyond task-based automation into a state of Diagnostic Mastership, where AI-driven forecasting and real-time cognitive analytics allow us to suppress error margins and maximize asset velocity.

The Engine of Value: Mastering Capital Performance



Mastering the Constraints of our Landscape

We recognize that we cannot control external policy shifts or global commodity cycles. Instead, we have engineered our business model to be inherently agile. By scaling our grain-based ethanol capacity to 350 KLPD, we have mastered feedstock agility, providing a robust natural hedge against regulatory restrictions on cane juice diversion. By completing the demerger of our non-core refractory and travel units, we have mastered strategic focus, transforming into a leaner, "pure-play" enterprise with absolute segmental clarity for the global investment community.

Creating Tangible Value for Stakeholders

At DBSIL, Mastery is not an abstract concept; it is the primary driver of our financial performance. Our focus on asset optimization and thermal efficiency - engineered through interventions like the Jawaharpur steam-saving project - is strengthening operational resilience, margin protection and disciplined capital productivity. Furthermore, as we reach saturation in domestic clusters, we have secured our first global footprint in Tanzania. This "Year Zero" for our international Manufactured Capital grants us high-strategic optionality in a high-growth, sugar-deficit geography, ensuring our growth trajectory is decoupled from domestic limitations.

Through this disciplined synergy of digital intelligence, structural focus, and global aspirations, we are doing more than navigating a difficult cycle. We are actively engineering our future - building a resilient enterprise where every challenge is viewed as an opportunity to master our craft and create enduring value for our shareholders, our farmers, and the planet.

By combining digital intelligence with asset optimisation, we are reducing error margins, improving asset velocity, and creating sustainable value for shareholders, farmers, and communities.

About this report

Framing Our Integrated Narrative: Mastering Transparency

This Integrated Annual Report for FY2026 is anchored in our strategic theme, “Mastering Challenges, Creating Value.” It serves as a definitive record of Dalmia Bharat Sugar and Industries Limited (DBSIL) evolution into a tech-led, pure-play agro-energy leader. In a landscape defined by extreme agro-climatic variability and policy shifts, this report illustrates how we have moved beyond foundational investments to a state of “Operational Mastery.” By aligning our reporting with global benchmarks, we ensure that our stakeholders have a transparent, data-driven view of how we convert regulatory challenges into durable financial and social value.

Reporting Boundary and Scope: A Global Footprint

Our reporting for FY2026 reflects a fundamental shift in our corporate structure and geographic reach.

- ▶ **Strategic Consolidation:** Following the successful acquisition of a 51% stake in Eagle Agrotech Holdings Limited, our reporting boundary now includes international manufactured capital in Tanzania. This year marks “Year Zero” for our global disclosures, covering 20,000 hectares of international agricultural infrastructure.
- ▶ **Portfolio Rationalization:** Conversely, following the NCLT-sanctioned demerger of our non-core refractory (DMC) and travel (GT) units (effective July 1, 2023, for accounting purposes), these entities have been demerged from our reporting boundary. This transformation establishes DBSIL as a leaner, focused entity, with all comparative financial figures restated to provide a transparent “like-for-like” assessment of our core Sugar and Distillery segments.
- ▶ **Amalgamation Synergy:** The report also reflects the full operational and financial integration of Baghauli Sugar and Distillery Limited (BSDL), which was merged into the Company effective April 1, 2024. Now known as Ganagpur unit of Dalmia Bharat Sugar and Industries Limited.

Integrated Reporting Principles and Our Approach

DBSIL remains committed to the International Integrated Reporting (IIRC) Framework, now maintained by the International Sustainability Standards Board (ISSB) under the IFRS Foundation. In FY2026, our approach to integrated reporting has evolved from simple disclosure to a tool for “Operational Mastery.” We apply the principles of Integrated Thinking to illustrate how we navigate a high-compliance, agro-climatically sensitive landscape by mastering the synergy between our six capitals.

Mastering the Multi-Capital Ecosystem

Our value-creation narrative is anchored in the belief that financial results are the outcome of how effectively we “sweat” our non-financial assets.

- ▶ **Financial Capital:** Our primary objective is to strengthen capital discipline and long-term value creation. This is achieved by mastering capital allocation - prioritizing high-IRR projects like the Gangapur (Baghauli) distillery and utilizing concessional interest subvention schemes to maintain a “net zero” debt posture.
- ▶ **Manufactured Capital:** We have moved beyond building bricks to mastering cycles. By reaching an aggregate crushing capacity of 43,200 TCD and distillery scale of 950 KLPD, we are using unit-level precision engineering to optimize throughput and solve site-specific bottlenecks.
- ▶ **Intellectual Capital:** Acting as the “nervous system” of the Company, this capital converts operational data into organizational agility. Our investment in AI and emerging technologies allows us to master yield volatility and market realizations through predictive analytics.
- ▶ **Human Capital:** In FY2026, we are repositioning our workforce from manual task execution to “Value Architects”. Our goal of 100% digital literacy for frontline staff ensures that human ingenuity is focused exclusively on innovative problem-solving while technology masters repetitive work.
- ▶ **Social & Relationship Capital:** We have transitioned from being a purchaser of raw materials to a primary architect of rural economic stability. By “Mastering” the challenges of our 200,000+ farmer/cultivator ecosystem through digital feedback loops, we secure the high-trust supply chain required for our industrial growth.
- ▶ **Natural Capital:** Sustainability is the lens through which we de-risk our future. From our flagship Compressed Bio-Gas (CBG) project, we are mastering resource loops to ensure that industrial growth is decoupled from environmental degradation.



Guiding Principles in Action

To ensure the integrity of this report, we adhere to the IIRC’s core guiding principles, adapted for our FY2026 strategic context:

1. **Connectivity of Information:** We use a “Capitals Linkage” framework to show how social trust (Social Capital) and digital foresight (Intellectual Capital) act as force multipliers for our physical assets.
2. **Strategic Focus and Future Orientation:** The report articulates how our “Year Zero” in Tanzania and our entry into the CBG (Compressed Bio Gas) sector de-risk our long-term growth trajectory.
3. **Materiality and Conciseness:** We focus on the key material priorities - such as Climate Resilience and Digitalization - that have the most significant impact on our ability to create value over the short, medium, and long term.

Cross-Referencing Architecture

To enhance navigability and connectivity, DBSIL utilises a structured system of Cross-Referencing Architecture designed to provide a holistic view of our value-creation engine. This framework ensures that our strategic narrative, operational outcomes, and sustainability commitments are seamlessly integrated rather than presented in isolation.

1. Materiality Matrix: Mapping Impacts to Strategy

The Materiality Matrix serves as the central navigational tool of this report, mapping our most significant impacts on the economy, environment, and people - including human rights - to our Strategic Pillars, GRI Disclosures, and UNSDG Targets. By identifying key material priorities, such as Climate Resilience and Digitalization, we demonstrate a rigorous alignment between external stakeholder expectations and our internal management of the six capitals. This systematic mapping allows stakeholders to trace how each identified material issue is addressed through specific corporate actions, thereby ensuring transparency and comparability across reporting periods.

2. Capitals Linkage: The Multi-Capital Force Multiplier

Our reporting goes beyond individual capital performance to demonstrate Capitals Linkage, illustrating how different forms of capital interact to accelerate value creation. Examples of linkages:

- ▶ **Social to Natural Capital:** Our deep relationship with the farming community (Social Capital) is the conduit for providing over 1.75 Lac quintals of press mud at subsidized price, which restores soil health and enhances moisture retention (Natural Capital).
- ▶ **Social to Financial Capital:** Maintaining 100% on-time cane payments fosters the trust required to secure a stable raw material supply, which supports reliable throughput and stronger utilisation of our industrial assets.
- ▶ **Intellectual to Manufactured Capital:** As we transition from “Metal to Mind,” our investment in AI and emerging tech (Intellectual Capital) acts as a force multiplier, maximizing asset turnover and suppressing margins of error in our factories (Manufactured Capital).
- ▶ **Intellectual to Social Capital:** Through precision agriculture and institutionalized digital feedback loops, we are transforming grassroots field interactions into granular data assets, ensuring transparency and productivity for our 200,000+ partner cultivators.

3. BRSR Integration: Aligning Performance with Regulatory Excellence

We have achieved full BRSR Integration, aligning our Environmental, Social, and Governance (ESG) performance with the SEBI Business Responsibility and Sustainability Report requirements. This framework provides a standardized disclosure of our performance against the nine principles of the National Guidelines on Responsible Business Conduct (NGRBC). Furthermore, our ESG Digital Integration initiative provides a centralized, real-time reporting system that tracks core metrics, including carbon footprint and water intensity, across all operational units, including the newly integrated Gangapur (Baghauli) unit.

Global Standards and Alignment: Embracing Global Best Practices

At DBSIL, we believe that transparency is the primary conduit for “Mastering Stakeholder Trust.” Our reporting philosophy is anchored in providing a clear, data-driven narrative of how we convert regulatory challenges into durable value. We affirm our commitment to world-class disclosure by adhering to the following global and national benchmarks:

- ▶ **Global Reporting Initiative (GRI) Standards:** This report is prepared in alignment with the latest GRI Standards 2021, specifically GRI 2 (General Disclosures) and GRI 3 (Material Topics). By following these standards, we ensure that our reporting of impacts on the economy, environment, and people - including human rights - is comprehensive, comparable, and accountable to our global investor base.
- ▶ **United Nations Sustainable Development Goals (UNSDGs):** Our sustainability roadmap and operational outcomes are mapped against the 17 UNSDGs. In FY2026, we have intensified our focus on Climate Action (Goal 13), Affordable and Clean Energy (Goal 7), and Responsible Consumption and Production (Goal 12). These goals are not merely peripheral targets but are integrated into our core business activities, from ethanol blending to waste-to-wealth circularity.
- ▶ **Statutory and Regulatory Compliance:** This report is prepared in strict accordance with the Companies Act, 2013, and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. We fully adhere to the SEBI Business Responsibility and Sustainability Report (BRSR) framework, providing granular ESG performance data that aligns with India’s National Guidelines on Responsible Business Conduct (NGRBC). Our commitment to a “zero non-compliance” company ensures that our regulatory track record remains a cornerstone of our corporate reputation.
- ▶ **Integrated Reporting Framework:** Grounded in the principles of Integrated Thinking, we continue to adopt the Framework (now maintained by the IFRS Foundation/ISSB). This framework allows us to articulate how the strategic management of our six capitals - Financial, Manufactured, Intellectual, Human, Social & Relationship, and Natural - supports capital discipline, operating resilience and long-term business strength.

Who We Are: Mastering the Agro-Energy Value Chain

Dalmia Bharat Sugar and Industries Limited (DBSIL) is a leading integrated agro-energy enterprise and a cornerstone of the Dalmia Bharat Group - a conglomerate with a legacy spanning nearly nine decades of industrial excellence and Gandhian Trusteeship. In FY2026, we have moved beyond capacity building to “Operational Mastery,” transitioning into a leaner, “pure-play” leader in the sugar, ethanol, and renewable power sectors. By purposefully engineering our corporate structure and geographic reach, we convert renewable agricultural feedstock into high-value green energy molecules and durable stakeholder value.



Structural Mastery: The Transition to a “Pure-Play” Leader

FY2026 represents a defining milestone in our corporate architecture. To “**Master**” the challenge of management bandwidth and capital allocation, we successfully completed the NCLT-sanctioned demerger of our non-core refractory (DMC) and travel (GT) units. By divesting these legacy side-businesses, we have established DBSIL as a focused enterprise, dedicated exclusively to our core competencies. Simultaneously, we achieved the full operational and financial integration of Baghauli Sugar and Distillery Limited (BSDL), creating a simplified and transparent corporate structure that strengthens strategic focus, capital discipline and investor clarity.

Our transition to a ‘**pure-play**’ agro-energy giant is not just a structural change; it is a declaration of strategic intent. We now have even sharper focus to create value that is global in scope and sustainable in essence.

Presence: Mastering Global Optionality

While our growth is historically anchored in the high-yield two non-contiguous states of Uttar Pradesh and Maharashtra, FY2026 marks our pivot toward international diversification.

Domestic Heartland:

We operate six integrated manufacturing locations across India's premier sugarcane belts. This regional clustering ensures optimized logistics, supply continuity, and a deep partnership with more than 200,000 sugarcane cultivators.

>200,000

The Tanzania Frontier:

Marking “**Year Zero**” for our international Manufactured Capital, we acquired a 51% stake in Eagle Agrotech Holdings Limited. This venture secures a 20,000-hectare footprint in Tanzania - a high-growth, sugar-deficit geography - providing a geographic natural hedge against the structural limits of the Indian domestic market and a scalable template for global expansion.

20,000

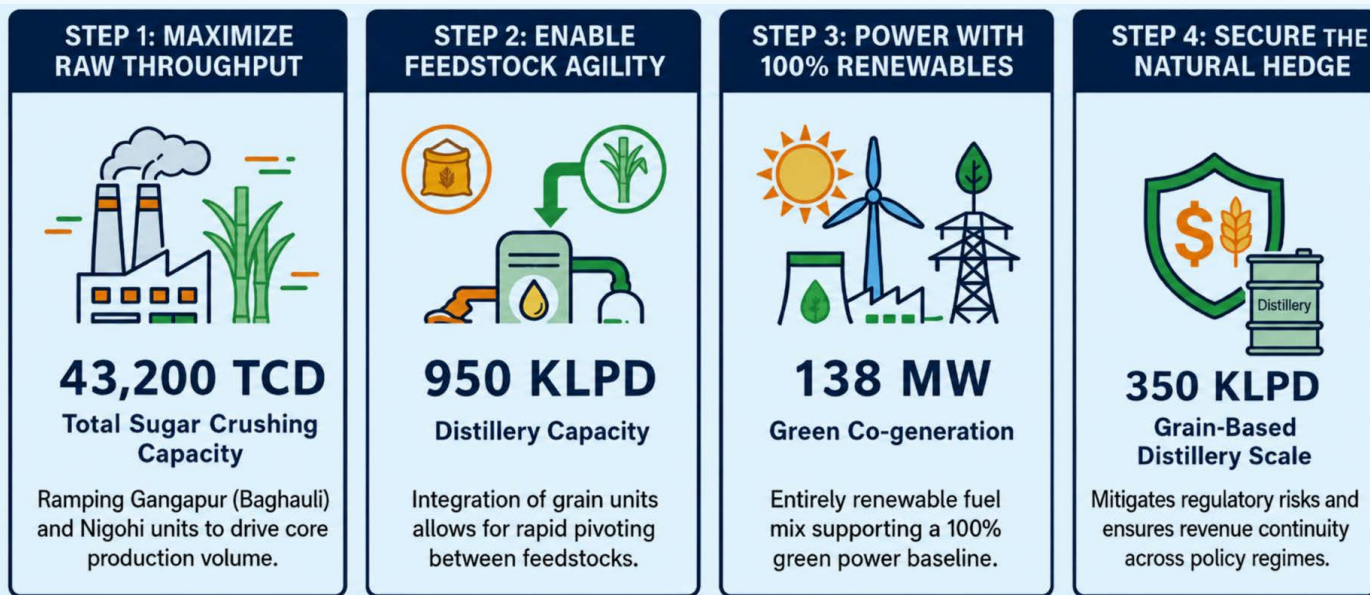
The Baghauli Story: From Acquisition to Integration

Baghauli Sugar and Distillery Limited (BSDL) was acquired under the Insolvency and Bankruptcy Code in late 2023, marking the beginning of a transformative strategic journey for our business portfolio. In a standout demonstration of execution excellence, our teams stabilised operations and revived the 3,500 TCD sugar mill and its 12 MW cogeneration plant within just 90 days of acquisition. This turnaround successfully converted a distressed asset into a productive part of our manufacturing platform, unlocking vital synergies across Uttar Pradesh. In its second act, we strategically pivoted the inherited distillery project from a molasses-based design into a 100 KLPD grain-based facility to align with national biofuel mandates and our internal agility goals. Commencing commercial operations in December 2025, this asset scaled our total grain-based distillery capacity to 350 KLPD, providing a robust “Natural Hedge” against changing feedstock regulations and market conditions.



Engineering Assets for Value Creation

Mastering the site of high-velocity profit centers through integrated capacity



6

Integrated Manufacturing Facilities situated across the sugarcane heartlands of Uttar Pradesh and Maharashtra.

51%

Strategic Stake in Eagle Agrotech Holdings Limited (Holding company) and consequently in Eagle Agrotech Tanzania Limited, establishing the Company's first International Footprint in Tanzania.

200,000+

Sugarcane Cultivators engaged through a robust and collaborative Farmer Partnership Base.

Pure-Play

Segmental Status as a focused Agro-Energy Giant following the successful demerger of non-core refractory and travel units.

100%

Renewable Power

Bagasse-based renewable internal fuel mix.

350_{KLPD}

Distillery Flexibility

Expanded grain-based distillery capacity at Gangapur (Baghauli) strengthened operating flexibility and created a natural hedge against feedstock-policy disruption.

20,000

Global Footprint

Established a strategic land footprint in Tanzania, creating an early international platform and a geographic hedge beyond the domestic market.

Five-Year Performance Snapshot

Quantifying Mastery: Engineering Value Over Time

At Dalmia Bharat Sugar and Industries Limited (DBSIL), our five-year performance trajectory is the ultimate quantitative proof of our corporate theme, "Mastering Challenges, Creating Value." This snapshot captures a defining period of transition: moving from a phase of intense, multi-business capital expenditure (FY2022–FY2024) to a state of Operational Mastery in FY2026 as a leaner, pure-play agro-energy giant. By mastering the synergy between our 43,200 TCD sugar capacity and 950 KLPD distillery platform, we have engineered a business model that converts industrial scale into sustainable capital velocity and stronger shareholder returns.

An integrated capacity architecture ensures every unit functions as a high-velocity profit center.



Mastery in Motion: FY2022–FY2026 Data

Performance Parameter	FY2022	FY2023	FY2024	FY2025	FY2026	Key Observations (FY2026)
Revenue from Operations (₹ Cr)	3,018	3,252	2,877	3,725	₹3,618	Focus on segmental clarity and higher realizations.
EBITDA (₹ Cr)	512	512	502	539	520	Stabilizing margins through thermal efficiency and grain-based agility.
Profit Before Tax (₹ Cr)	378	356	325	345	322	Net profitability driven by structural simplification and core segment focus.
Basic Earnings Per Share (₹)	36.54	30.90	34.04	45.15	29.4	Absence of one time tax benefit, received in FY2025 pursuant to Baghaulti merger.
Debt-to-Equity Ratio (x)	0.17	0.15	0.14	0.19	0.16	Debt/equity 0.16x; low-leverage posture despite strategic international expansion.
Return on Capital Employed (%)	15	13	12	11	10	Capacity upgrades supporting improved asset productivity and disciplined capital deployment.
Sugar Sales Volume ('000 MT)	6.1	5.5	4.2	6.0	5.5	Resilience in domestic dispatches despite policy restrictions on exports.
Distillery Sales Volume ('000 KL)	12.1	17.2	17.7	18.0	18.7	Capacity payoff from the 350 KLPD grain-based "Natural Hedge".



Capital productivity focus supported by asset sweating, efficiency projects and segmental clarity.

Clarity achieved following the NCLT-sanctioned demerger of non-core units, establishing the Company as a leaner, pure-play agro-energy leader.

350 KLPD

Grain-Ethanol

Capacity providing a robust "Natural Hedge" that ensures operational throughput and protects revenue regardless of regulatory shifts in cane juice diversion.

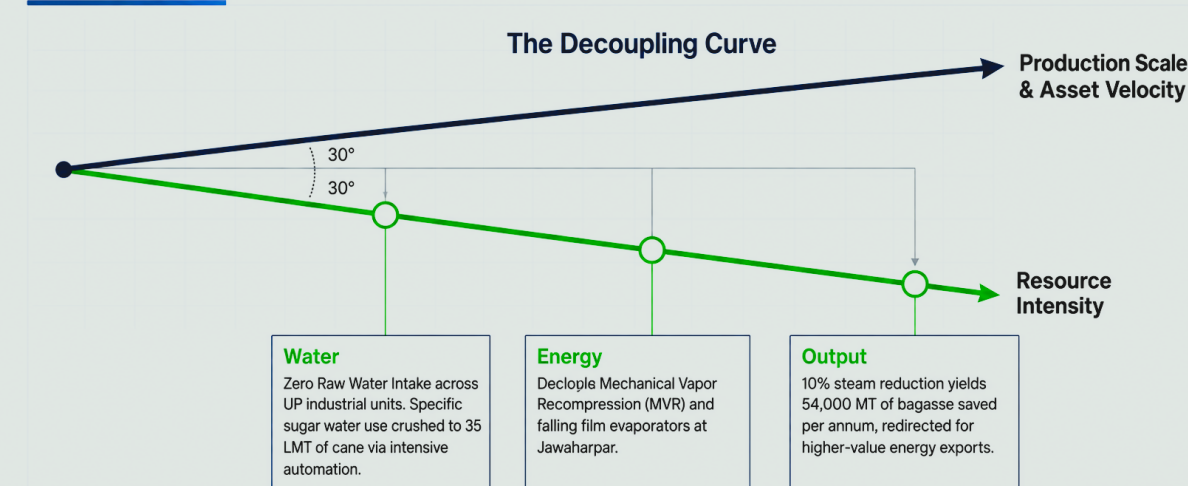
100%

Segmental

Financial figures are the footprints of strategic intent. In FY2026, we have mastered the art of sweating our assets to ensure that every hectare and every drop of ethanol create measurable value for our stakeholders.

Process Engineered Agility

Relentless process engineering drives the decoupling of industrial scale from resource extraction.



Key Developments & Highlights

FY2026 Performance Summary: From Investment to Mastery

Relevant UN SDG Nos.:



Strategy Pillar No(s).:



Business Model No(s).:



Material Issues:

11, 15

Relevant GRI Nos.:

2-1, 2-6, 201-1, 203-1, 413-1

In FY2026, Dalmia Bharat Sugar and Industries Limited (DBSIL) advanced its structural simplification, expanded its operating platform and continued its digital transition. The year was marked by the demerger of the DMC and GT units, the commercialisation of the Gangapur (Baghauli) grain distillery in December 2025, the acquisition of a 51% stake in Eagle Agrotech Holdings Limited, and approval of new efficiency and circularity projects.



Operational mastery scales across the 200,000+farmer ecosystem and anchors a new international blueprint

Behavioral Change Architecture:

293

Village-level

Goshtis executed.

60

Nukkak Nataks performed.

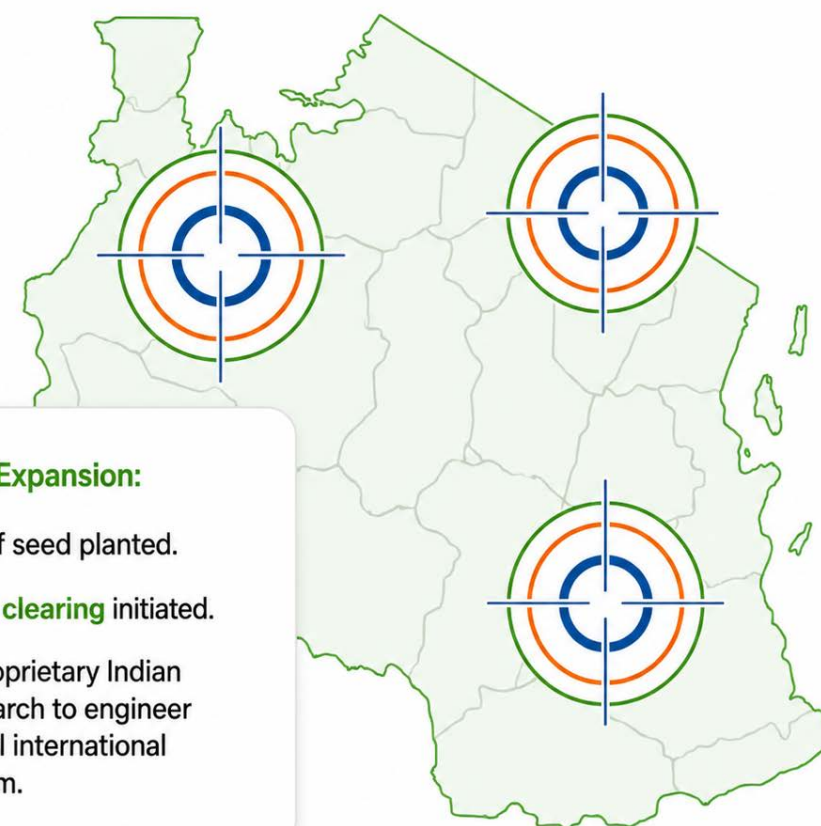
24,000+ farmers

Educating

on varietal replacement and ratoon management.



International Blueprint (Tanzania 'Year Zero')



Eagle Agrotech Expansion:

- **50 hectares** of seed planted.
- Extensive **bush clearing** initiated.
- Transferring proprietary Indian agronomy research to engineer a high-potential international sugar ecosystem.

Financial Highlights

5,102,922_{MT}

Cane Crushed across the sugar operations during FY2025-26.

185,293_{KL}

Distillery Production supported by better recovery and grain-cost optimisation.

539,039_{MT}

Sugar Production delivered through disciplined operating performance.

₹6.00_{per share}

FY2025-26 dividend, comprising an interim dividend of ₹4.50 and a proposed final dividend of ₹1.50, subject to shareholder approval.

Operational Milestones

Pure-Play Transformation Successful completion of the DMC and GT demerger sharpened management focus on the core agro-energy businesses.

43,200_{TCD}

Total Sugar Crushing capacity achieved.

950_{KLPD}

Total Distillery capacity reached, following the commissioning of the **100 KLPD grain-based unit** at Gangapur (Baghauli).

138_{MW}

Installed cogeneration capacity supporting DBSIL's integrated renewable power operations.

International Expansion Acquisition

of a 51% stake in Eagle Agrotech Holdings Limited established DBSIL's first international platform through Eagle Agrotech Tanzania Limited.

Digital & Sustainability Highlights

AI-driven forecasting and predictive analytics continued to support the Company's 'Metal-to-Mind' transition, alongside SOP digitisation and real-time performance tracking.

100% renewable fuel usage in cogeneration continued through the use of bagasse as the primary fuel source.

Digital farmer-service platforms for cane survey, registration and payment continued to strengthen transparency and accessibility.

Flagship Circularity Board approval for the **13 TPD CBG project at Kolhapur** and a **10% steam-saving initiative** at Jawaharpur.



Precision Engineered Agility

Closed-loop-bio-ecosystems convert environmental constraints into Long-term strategic assets

Bio-Ecosystem Mastery Matrix

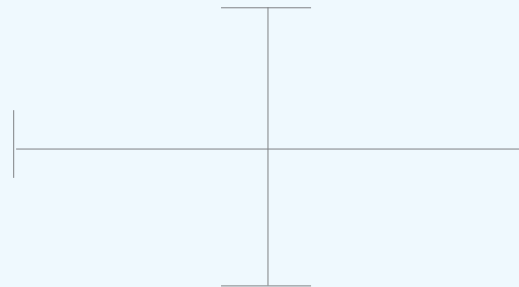
Soil Resilience

Action:

18,000 soil samples analysed; 1.75 lakh quintals of press mud/boiler ash distributed at subsidized rates

Payoff:

Cultivation costs reduced for 200,000+ farmers, de-risking supply chain against **water table depletion**



Waste Valorization

Action:

Board approved 13 TPD Compressed Bio Gas (CBG) plant at Kolhapur utilizing spent wash

Payoff:

Converts hazardous waste into a **grid-ready energy asset**. **Secondary revenue** from ash bricks

FY2026 was a year of sharper focus, improved operating capability and disciplined strategic execution for DBSIL.



Strategic Review by Managing Director

Mastering the Transition: Engineering Our Future



Mr. Gautam Dalmia
Managing Director

66

By securing a 20,000-hectare footprint in Tanzania, we created a geographic hedge that supports long-term growth beyond the limits of the domestic market.

Dear Stakeholders,

It is my privilege to present the review for the financial year ended 31st March 2026 - a year that marks a fundamental evolution in our corporate operating system. Our theme for this year, "Mastering Challenges, Creating Value," reflects a purposeful shift in how we are creating enduring impact. While FY2025 was about installing the digital and physical hardware of transformation, FY2026 marks our transition from "Metal to Mind." We have moved beyond task-based automation into a state of Diagnostic Mastership, where engineered intelligence allows us to master industry constraints and deliver stakeholder value.

Our performance in FY2026

At the outset, I am pleased to inform you that the Company recorded total Revenue from Operations of ₹3,618 crore supported by improved sugar realisations and the full-year impact of expanded distillery volumes. Operating profitability remained resilient, with EBITDA being ₹520 crore as the Company harvested efficiency gains from our digital

transition and thermal interventions, Profit After Tax (PAT) ₹238 crore and Earnings Per Share (EPS) ₹29.4. This solid performance was driven by sharper asset utilisation across our 43,200 TCD sugar and 950 KLPD distillery platforms. Furthermore, we maintained a prudent "net zero" debt posture with a debt-to-equity ratio of 0.16x, ensuring a high-velocity, lean balance sheet following the successful demerger of non-core units.

Mastering Structural Focus: The Pure-Play Transformation

A defining milestone of FY2026 was the successful completion of the NCLT-sanctioned demerger of our non-core refractory (DMC) and travel (GT) units. By divesting these legacy side-businesses, we have transitioned into a leaner, "pure-play" agro-energy player. This structural mastery has not only improved our management bandwidth but has established absolute segmental clarity for the investment community. We are now a focused enterprise, dedicated exclusively to our core competencies in sugar, distillery, and renewable power, ensuring that every strategic move strengthens capital discipline, operating focus and long-term shareholder value.



By combining digital intelligence, feedstock flexibility, and disciplined execution, we transformed industry challenges into sustainable growth and long-term value creation.

Mastering Geographic De-risking: Year Zero in Tanzania

In a sector governed by finite domestic agricultural limits, we recognized that long-term outperformance requires global optionality. FY2026 serves as “Year Zero” for our international manufactured capital following the acquisition of a 51% stake in Eagle Agrotech Holdings Limited. This strategic entry into Tanzania - a high-growth, sugar-deficit geography - provides a geographic natural hedge against the structural limits of the Indian domestic market. By securing a 20,000-hectare footprint, we are exporting the “Dalmia Way” of operational excellence to ensure our growth trajectory remains decoupled from domestic limitations.

Mastering Volatility through Feedstock Agility

We operate in a landscape defined by extreme agro-climatic variability and shifting regulatory regimes. To master these challenges, we have engineered our business model to be inherently agile. By scaling our grain-based ethanol capacity to 350 KLPD - bolstered by the full-scale operationalization of the Gangapur (Baghauri) distillery - we have established a robust “Natural Hedge”. This flexibility allows us to optimize distillery throughput regardless of government-imposed restrictions on cane juice diversion, ensuring we remain a leader in the National Biofuel Policy ecosystem while protecting our margins.

Mastering Digital Maturity: From Metal to Mind

Our transition to “Metal to Mind” is evidenced by our doubled investment in AI and emerging technologies. We have moved from simple automation to cognitive operations, utilizing AI-driven forecasting to suppress error margins and maximize asset velocity across our 43,200 TCD sugar and 950 KLPD distillery platforms. This intellectual capital acts as a force multiplier, transforming our 200,000+ farmer command area into a data-rich environment that minimizes supply chain bottlenecks and enhances factory uptime.



Nurturing Strong Bonds

Our commitment to Social and Relationship Capital remains centered on the prosperity of our 200,000+ partner cultivators, who are the bedrock of our supply chain. In FY2026, we provided approximately 1.75 lakh quintals of press mud/boiler ash at subsidized rates and analysed 18,000 soil samples to restore soil health and improve farm productivity. Our Gram Parivartan program covered over 13,750 households till FY2026, with a target to cover 14,000+ households in FY2027 with the goal of generating an additional ₹1,50,000 in annual income per family, while our DIKSHa skilling centres have been repositioned to target 100% digital literacy for community youth. Simultaneously, we have strengthened our Governance framework to support our evolution into a focused, pure-play agro-energy leader. The completion of the demerger of non-core refractory and travel units has provided absolute strategic clarity, while new international stewardship protocols ensure direct Board oversight and regulatory compliance for our expansion in Tanzania. Furthermore, following a pan-India stakeholder consultation, we updated our BRSR performance disclosures for Integrity and Stakeholder Interests, reinforcing our ethical foundation through enhanced Board-level ESG monitoring.

Outlook

Looking ahead, the global macroeconomic landscape is increasingly characterised by a fragile balance between residual growth momentum and renewed geopolitical tensions. The full-on war in the Middle East have already altered energy market dynamics, driving significant volatility in crude oil benchmarks and heightening risks around global supply chain logistics. We remain cautious and watchful of these developments, as a prolonged disruption to trade routes - particularly around the Strait of Hormuz - could imply significant inflationary pressures on our input costs and freight. However, we believe this environment also reinforces the strategic relevance of our integrated business model. In an era where imported energy volatility represents a clear risk, our ethanol and domestic biofuel pathways serve as vital contributors to national energy security and import substitution. Net-net, I remain cautiously optimistic for our company.

Mastering Sustainability as a Value Driver

At your Company, sustainability is the lens through which we de-risk our future. In FY2026, we secured Board approval for flagship circular projects, including the 13 TPD CBG project at Kolhapur and a 10% steam-saving initiative at Jawaharpur. By converting distillery spent wash into green fuel and optimizing thermal loads, we are demonstrating that mastering resource loops is the ultimate prerequisite for creating enduring shareholder value in a low-carbon future.

Through this disciplined synergy of digital intelligence, structural focus, and global aspirations, we are doing more than navigating a difficult cycle. We are actively engineering our future - building a resilient enterprise where every challenge is mastered to create disproportionate value for our shareholders, our farmers, and the planet.

Warm regards,

Gautam Dalmia

Managing Director
Dalmia Bharat Sugar and Industries Limited

Operating Context

Global Operating Environment: Navigating Geopolitical Uncertainty

Relevant UN SDG Nos.:



Strategy Pillar No(s).:



Business Model Component No(s).:



Material Issues:

4, 16

Relevant GRI Nos.:

201-2

The global economy entered 2026 on a stable footing, but the external environment has become materially more uncertain as the conflict in the Middle East intensified. While the IMF's January 2026 Update projected global growth at 3.3%, the OECD's March 2026 Interim Outlook has introduced meaningful downside risks, lowering the projection to 2.9% due to energy and freight disruptions. The global macroeconomic setting is now characterized by a fragile balance between residual growth momentum and renewed cost-side pressures. Dalmia Bharat Sugar and Industries Limited (DBSIL) remains cautious and watchful, as prolonged trade route disruptions - particularly around the Strait of Hormuz - could imply general supply losses of 13–14 million barrels per day, impacting global shipping and fertilizer input costs.

Mastering external volatility is no longer about predicting the next cycle; it is about engineering an operating system that is resilient to any cycle. By aligning our capacity with national energy security and global sugar deficits, we can turn macro challenges into measurable value.

2.9%

Revised **Global GDP growth projection for 2026** (OECD March 2026), as the external environment becomes materially more uncertain due to intensified conflict in the Middle East and associated energy disruptions.

6.4%

Projected **India GDP growth for 2026**, outpacing global peers and demonstrating a domestic growth architecture that remains more resilient than many of its global counterparts.

56%

Record **monthly gain in Brent Crude** (March 2026), a volatility spike that reinforces the strategic importance of reducing vulnerability to imported energy through domestic biofuel pathways.

20%

National **ethanol blending milestone** achieved in July 2025, five years ahead of the original target timeline, signalling a structural shift toward cleaner, policy-supported energy alternatives.



Crude Oil, Energy Security, and the Strategic Biofuel Pivot

The recent conflict in the Middle East has increased uncertainty in global energy markets and reinforced the strategic importance of reducing dependence on imported fossil fuels. In this context, ethanol and other domestic biofuel pathways gain relevance not only through conventional blending economics, but also because they support energy security, import substitution and a more resilient domestic fuel architecture. For India, this strengthens the long-term policy case for ethanol even if near-term market outcomes remain more complex.

For DBSIL, the implications are strategically supportive but operationally mixed. According to S&P Global, the current oil-market disruption has strengthened the case for ethanol as a domestic fuel substitute, while also prompting industry calls for broader policy support. However, as India has already progressed materially towards its 20% blending objective, near-term volume upside may remain limited unless further policy measures are introduced. DBSIL's integrated sugar-ethanol model and grain-based ethanol capacity provide relative resilience in this environment by improving feedstock flexibility and reducing dependence on any single route. At the same time, according to the Department of Economic Affairs, higher crude prices may increase freight, fertiliser and other input costs, creating inflationary pressure across the operating environment. Accordingly, while the sector's strategic relevance has strengthened, the immediate financial payoff may remain uneven. For DBSIL, outcomes will depend on disciplined utilisation, cost control, feedstock agility and the pace at which policy support translates into actual demand and pricing support.

Domestic Operating Environment: Growth Amidst Fragmentation

Despite global headwinds, the Indian economy sustained its position as the fastest-growing major economy. Real GDP growth for FY2025 is estimated at 7.4%, supported by resilient domestic demand and government capital expenditure. While imported inflation risks have increased due to crude oil volatility, the domestic growth architecture remains robust. The Reserve Bank of India (RBI) maintained a repo rate of 5.25% in February 2026, balancing growth support with inflation vigilance. DBSIL leverages this stable domestic financing environment to maintain a “net zero” debt posture, ensuring surplus liquidity to fund its strategic transitions.

Indian Industry Trends: Mastering Regulatory and Climatic Cycles

The Indian sugar sector is witnessing a production recovery, with gross sugar output for SY2026 projected to rise to nearly 34 million tonnes. However, the industry navigated a complex landscape of rising input costs, with the Uttar Pradesh State Advisory Price (SAP) increasing by ₹30/quintal. To master these cost pressures, the industry has requested increases in the Minimum Support Price (MSP) of sugar and ethanol. A significant positive development in FY2026 was the removal of ethanol production caps for the ESY 2025–26 season, allowing DBSIL to operate with enhanced flexibility.

The Global Sugar Deficit and Our Tanzania Strategic Entry

While the Indian market faces structural saturation, the East African region presents a significant opportunity characterized by “virgin land” and unexplored growth potential. Tanzania remains a sugar-deficit market where domestic realization rates are consistently higher than world market prices. By securing a 20,000-hectare footprint through Eagle Agrotech, DBSIL has initiated its international manufactured capital journey. Over the long term, this move should provide a geographic natural hedge, ensuring our long-term growth trajectory remains less dependent on the specific agro-climatic and policy constraints of the Indian domestic market.

Stakeholder Engagement

Mastering the Priorities of Value Creation

Relevant UN SDG Nos.:



Strategy Pillar No(s).:



Business Model Component No(s).:



Material Issues:

8, 9, 12, 13

Relevant GRI Nos.:

2-22, 2-26, 2-29, 3-1 to 3-3, 413-1, 413-2



At Dalmia Bharat Sugar and Industries Limited (DBSIL), stakeholder engagement is embedded in the way the Company operates. The approach combines digital service channels, statutory grievance mechanisms and regular Board-level oversight to ensure that stakeholder concerns are addressed in a timely and responsible manner.

DBSIL's engagement approach is designed to build trust, improve operating responsiveness and support long-term value creation.

Strategic Responses and Outcomes for our Stakeholders

The Company identifies seven key stakeholder groups and engages with them through periodic and operational response mechanisms. The following summary reflects how DBSIL addressed key stakeholder expectations during FY2025-26 using the available approved source material.

Stakeholder Group	Key Expectations in FY2026	Strategic Response and Outcomes
Farmers and Suppliers	Higher farm productivity, lower cultivation costs, transparent procurement and better supply-chain coordination.	DBSIL continued cane development initiatives focused on improved varieties, quality seed distribution and farmer-support services. Digital platforms for cane survey, registration and payment transparency and accessibility, while press mud continued to be supplied to farmers as organic manure at subsidized price.
Investors and Shareholders	Sharper business focus, clearer capital allocation, transparent communication and improved return visibility.	The demerger of the DMC and GT units sharpened DBSIL's business focus and improved visibility on capital allocation toward the core agro-energy businesses. Regular statutory disclosures and governance reporting continued to support transparent communication with shareholders.
Regulators	Compliance, contribution to national blending goals and alignment with India's energy-transition priorities.	The Company continued to support India's ethanol-blending agenda through its distillery operations. During the year, the Board approved a 13 TPD Compressed Bio Gas project at Kolhapur and steam-saving equipment at Jawaharpur, reinforcing compliance, circularity and energy-transition alignment.
Employees	Digital capability, future-ready skills and meaningful participation in technology-led operations.	DBSIL continued process digitalisation, training and skill enhancement across its operations. The broader transition to automated monitoring and digital workflows is intended to strengthen safety, productivity and workforce readiness.
Customers (B2B)	Quality consistency, supply reliability, forecasting visibility and stronger value-added offerings.	DBSIL continued to supply sugar, to its institutional customer base, including cadbury, coca-cola etc. and ethanol to Oil Marketing Companies and grid customers. The Company also markets specialty sugars under the Dalmia Utsav and Dalmia Utsav Lite brands and supports customer engagement through product and packaging disclosures.
Local Communities	Livelihood enhancement, local economic resilience and digital readiness for future opportunities.	Community engagement continued through DBSIL's CSR and livelihood initiatives, including DIKSHA skill development, education support and rural livelihood programmes. These programmes are intended to strengthen local capabilities, employability and community infrastructure.
International Partners	Strong governance, disciplined execution and confidence in cross-border stewardship.	DBSIL's international engagement framework was established through the acquisition of a 51% stake in Eagle Agrotech Holdings Limited. In line with the Corporate Governance Report, minutes of EABL and EATL Board meetings and significant transactions are placed before the DBSIL Board, with subsidiary financial statements reviewed by the Audit Committee.

Materiality Matters

Mastering the Priorities of Value Creation

Relevant UN SDG Nos.:



Material Issues:

1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16

Strategy Pillar No(s).:



Relevant GRI Nos.:

3-1, 3-2, 3-3, 2-29

Business Model Component No(s).:



At Dalmia Bharat Sugar and Industries Limited (DBSIL), our ability to create enduring impact is rooted in a disciplined understanding of the challenges that define our landscape. Materiality refers to the topics that significantly impact our value creation, influence our performance, and shape stakeholder perceptions over time. In FY2026, we have moved beyond the foundational identification of these topics into a state of “Operational Mastery.” By aligning our strategy with a leaner, “pure-play” structure and securing our first international footprint in Tanzania, we ensure that every strategic move is targeted at the material concerns most critical to sustained value creation and operating resilience.

Materiality Determination and Prioritisation Process

Our materiality process is anchored in the high-integrity baseline established through the Company's 2022 Sustainability Roadmap, developed in collaboration with EY, and subsequently refined to reflect evolving business realities and stakeholder expectations. This exercise incorporated perspectives from key stakeholder groups, including farmers, investors and regulators, helping ensure that the Company's reporting remained grounded in contemporary operating realities such as agro-climatic variability, resource stewardship and national energy transition priorities. The exercise also informed the strengthening of relevant BRSR disclosures.



Guided by the GRI 3: The Company follows a structured four-step process to identify, assess and prioritise material issues. In the first stage, it evaluates the internal and external context, including developments in business strategy, the operating environment and stakeholder expectations. In the second stage, actual and potential impacts are identified across the value chain, covering key stakeholder groups such as farmers, employees, customers, communities, regulators and investors, while also drawing on peer benchmarking and sectoral developments. In the third stage, the significance of these impacts is assessed through a combination of stakeholder inputs, management judgement and structured analytical tools. In the fourth stage, the most significant issues are prioritised and integrated into the Company's broader sustainability and reporting framework.

The highest-priority topics were those most closely linked to resilience, resource efficiency and sustainable stakeholder outcomes. By prioritising issues on the basis of both stakeholder significance and business impact, the Company seeks to ensure that its sustainability strategy remains aligned with long-term value creation, operational resilience and responsible corporate conduct.

Material Issues identified and managed through a structured determination process, ensuring our strategic priorities are targeted toward the most significant economic, environmental, and social impacts across our value chain.

18,000

Soil Samples analysed to provide customized “Soil Health Cards” to our partner farmers, serving as a foundational step in our commitment to regenerative agriculture and rural prosperity.

100%

Site Assessments conducted for human rights risks, including child and forced labor, reinforcing our ethical foundation and maintaining a safe, harassment-free workplace across all operations.

Substantial Investment allocated toward AI and emerging technologies, marking our transition from “Metal to Mind” and leveraging cognitive analytics to maximize asset velocity and operational efficiency.

In FY2026, we have mastered the art of aligning impact with strategy. By refining our material priorities, we ensure that every rupee of capital and every hour of human effort is engineered for shared prosperity



Mastering Our Priorities: Material Issues and FY2026 Strategic Response

No.	Material Issue	Description & Rationale	Mastering the Response: FY2026 Strategic Actions	Strategic Pillar Mapping & Navigation
1	Waste Management	Critical for industrial circularity and conversion of by-products into value.	Reached >95% by-product utilization; Board approved 13 TPD CBG project at Kolhapur.	 See Natural Capital (Page [70]) and MD&A (Page [98])
2	Business Diversification	Transitioning toward a resilient multi-product bio-energy and international platform.	Commissioned 100 KLPD grain-distillery capacity as a "Natural Hedge"; secured 20,000-ha footprint in Tanzania.	  See Financial Capital (Page [42]) and MD&A (Page [98])
3	Climate Resilience	Adapting to extreme events that threaten raw material supply and farmer yields.	Deployed satellite geo-sensing and AI-driven forecasting to identify and mitigate moisture stress across cane belts.	 See Natural Capital (Page [70]) and MD&A (Page [98])
4	Energy Efficiency	Reducing thermal loads and transitioning to 100% clean energy sources.	Approved 10% steam-saving initiative at Jawaharpur; maintained 100% renewable power baseline.	 See Natural Capital (Page [70]) and MD&A (Page [98])
5	Biodiversity	Managing environmental impacts and protecting ecosystems near manufacturing units.	Enforced strict soil and water protection protocols; ensured zero encroachment on sensitive local ecosystems.	 See Natural Capital (Page [70]) and MD&A (Page [98])
6	Circular Economy	Mastering resource loops to convert waste into productive assets.	Provided 1.75 lakh quintals of press mud/boiler ash to farmers at subsidized price.	 See Natural Capital (Page [70]) and MD&A (Page [98])
7	Soil Health	Foundational to agriculture-based raw materials and long-term yield stability.	Analysed 18,000 soil samples to provide customized "Soil Health Cards" and support regenerative agriculture.	 See Natural Capital (Page [70]) and MD&A (Page [98])
8	Farmer Prosperity	Directly tied to supply chain stability and rural economic resilience.	Scaled Gram Parivartan program to 13,750+ households with the goal of generating ₹1,50,000 in additional annual income per family.	  See Social & Relationship Capital (Page [78]) and MD&A (Page [98])
9	Community Impact	Building local trust and human capital through education and skilling.	Repositioned DIKSHA centres to target digital literacy for community youth across Uttar Pradesh and Maharashtra.	 See Social & Relationship Capital (Page [78]) and MD&A (Page [98])

No.	Material Issue	Description & Rationale	Mastering the Response: FY2026 Strategic Actions	Strategic Pillar Mapping & Navigation
10	Employee Well-being	Critical for productivity and a "Zero Harm" workplace culture.	Maintained Zero Fatality milestone; achieved workers LTIFR of 1.44 (Per one million/ person hour worked).	 See Human Capital (Page [88]) and MD&A (Page [98])
11	Governance & Ethics	Ensuring compliance and transparency to anchor stakeholder trust.	Successfully completed the NCLT-sanctioned DMC/GT demerger to establish a focused "pure-play" entity. Structured Compliance Management Tool tracks regulatory filings, environmental compliance requirements and industry-specific regulatory guidelines issued by central and state authorities	 See Social & Relationship Capital (Page [78]) and Governance Report (Page [142])
12	Digitalization	Leveraging tech to improve forecasting, recovery, and asset turnover.	Transitioned to "Metal to Mind" with substantial AI investment to maximize asset velocity and suppress error margins.	 See Intellectual Capital (Page [58]) and MD&A (Page [98])
13	Product Quality	Ensuring reputation and customer satisfaction.	Purposefully shifted product mix toward high-grade specialty sugars (Dalmia Utsav) through brand-enhancing B2B contracts.	 See Manufactured Capital (Page [48]) and MD&A (Page [98])
14	Supply Chain	Underpinning reliability and efficiency of 43,200 TCD operations.	Scaled SAP Ariba marketplace to widen the vendor pool manifold.	 See Manufactured Capital (Page [48]) and MD&A (Page [98])
15	Economic Performance	Driving sustainable value creation.	Focused on harvesting capacity gains to strengthen earnings quality, asset utilisation and disciplined balance-sheet management while maintaining a "net zero" debt posture.	 See Financial Capital (Page [42]) and MD&A (Page [98])
16	Labour Relations	Ensuring industrial harmony during organizational transformation.	Maintained harmonious relations throughout the demerger; recognized financial impacts for four new Labour Codes.	 See Human Capital (Page [88]) and MD&A (Page [98])

Strategic Pillars

Mastering the Levers of Value Creation



**Excellence
in Product Adoption**

**Dalmia Bharat
Sugar and Industries**

**SAP Finance & Spend
Management**

Relevant UN SDG Nos.:



Strategy Pillar No(s).:



Business Model Component No(s).:



Material Issues:

3, 11, 12, 13, 15, 16

Relevant GRI Nos.:

2, 3, 201, 203, 302, 305, 401, 403, 404, 413

At Dalmia Bharat Sugar and Industries Limited (DBSIL), our strategic pillars serve as the engineering manual for our corporate operating system. In alignment with our FY2026 theme, “Mastering Challenges, Creating Value,” we have transitioned from a phase of foundational investment to the Operational Mastery of our integrated assets. While previous years focused on installing the physical and digital hardware of transformation, FY2026 marks our pivot from “Metal to Mind.” By leveraging AI-driven forecasting, structural demergers, and international expansion, we are engineering a resilient enterprise designed to improve capital productivity and long-term value creation.



Mastery is the ability to extract superior value from within industry constraints. In FY2026, our pillars have moved from a roadmap of investment to a framework of mastery, ensuring every strategic move is engineered for shared prosperity.

Our Seven Strategic Pillars: From Investment to Mastery

Pillar #	Name	Leading Priority	FY2026 Actions & Outcomes	Aligned Material Issues & Business Model
1.	Financial Prudence & Value	Achieving growth through disciplined capital allocation and structural focus to maximize shareholder returns.	Completed the NCLT-sanctioned demerger of DMC and GT units, establishing DBSIL as a leaner, “pure-play” entity to enhance valuation clarity, strengthen capital discipline and support shareholder value. Read more in Financial Capital (Page [42]), Corporate Governance Report (Page [142]), and MD&A (Page [98]).	Material Issues: 12, 16 BM Components: 5, 9
2.	Digital Transformation	Transitioning to “Diagnostic Mastership” by leveraging AI and IoT to suppress operational variance.	Doubled investment in AI and emerging tech; eliminated manual logbooks to enable closed-loop, data-driven “Mind over Metal” operations. Read more in Intellectual Capital (Page [58]) and MD&A (Page [98]).	Material Issues: 12, 16 BM Components: 5, 9
3.	Sustainable Operations	Promoting circularity and regenerative practices to de-risk the supply chain and manage environmental impact.	Board approved the 13 TPD CBG project at Kolhapur and a 10% steam-saving project at Jawaharpur. Read more in Natural Capital (Page [70]) and MD&A (Page [98]).	Material Issue: 13 BM Components: 1, 6, 7
4.	Operational Excellence	Unlocking the full potential of integrated assets through data-driven optimization and loss reduction.	Achieved sugar capacity utilisation of >88% and distillery utilisation of >82%. Read more in Manufactured Capital (Page [48]) and MD&A (Page [98]).	Material Issues: 11, 14, 15 BM Components: 1, 4, 6, 7, 9
5.	Human Capital Development	Repositioning our workforce as “Value Architects” through digital upskilling.	Targeted 100% digital literacy for the total frontline workforce; established global protocols to support “Year Zero” international assets in Tanzania. Read more in Human Capital (Page [88]) and MD&A (Page [98]).	Material Issues: 10, 11, 16 BM Components: 4, 6, 7
6.	Stakeholder Engagement	Building institutional trust with 200,000+ farmers through procurement transparency and precision agriculture.	Institutionalized precision agriculture via satellite geo-sensing; analysed 18,000 soil samples to restore soil health and stabilize raw material supply. Read more in Social & Relationship Capital (Page [78]) and MD&A (Page [98]).	Material Issues: 8, 9, 13 BM Components: 2, 4, 8
7.	Market & Policy Alignment	Mastering market volatility through feedstock agility and strategic geographic diversification.	Established a “Natural Hedge” with 350 KLPD grain-ethanol capacity; secured a 20,000-ha global footprint in Tanzania via a 51% stake in Eagle Agrotech (UAE). Read more in Financial Capital (Page [42]) and MD&A (Page [98]).	Material Issues: 3, 16 BM Components: 5, 8

Our Business Model

Mastering Agility, Engineering Value

Relevant UN SDG Nos.:



Strategy Pillar No(s).:



Business Model Component No(s).:



Material Issues:

3, 11, 13, 15, 16

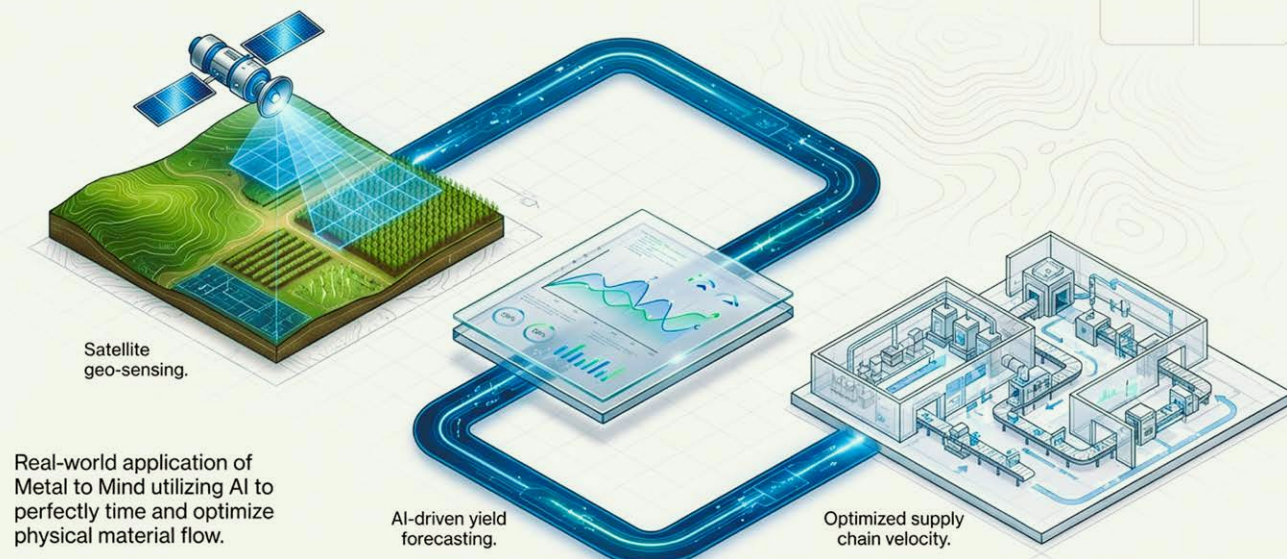
Relevant GRI Nos.:

201, 203, 302, 305, 306, 404, 413

Mastery is the art of extracting superior performance within rigid limits. In FY2026, we have moved from merely building capacity to engineering the intelligence required to create value even in a challenging environment.

Biomechanic Blueprint

Optimizing the farm-to-factory flow through operational agility.



Real-world application of Metal to Mind utilizing AI to perfectly time and optimize physical material flow.

AI-driven yield forecasting.

Optimized supply chain velocity.



At Dalmia Bharat Sugar and Industries Limited (DBSIL), our business model is more than a conversion engine; it is a meticulously engineered operating system designed for resilience. In alignment with our FY2026 theme, “**Mastering Challenges, Creating Value,**” we have transitioned from a phase of foundational capacity-building to the **Operational Mastery** of our integrated platform. We recognize that we operate within rigid agricultural limits and evolving policy boundaries. Our response has been to engineer a business model that is inherently agile - one that converts these constraints into strategic levers for long term value creation.

The Pure-Play Transformation: Mastering Strategic Focus

A defining milestone of FY2026 was the completion of the NCLT-sanctioned demerger of our non-core refractory (DMC) and travel (GT) units. By divesting these legacy segments and the associated contingent liabilities, we have mastered Strategic Focus. DBSIL now emerges as a leaner, “pure-play” agro-energy enterprise, providing absolute segmental clarity for the global investment community and allowing management bandwidth to focus exclusively on our core Sugar and Distillery Power value chains.

Feedstock Agility: The National “Natural Hedge”

We have engineered our domestic model to be indifferent to regulatory volatility. By scaling our grain-based ethanol capacity to 350 KLPD (following the full-year impact of the Jawaharpur and Gangapur (Baghauli) units), we have mastered Feedstock Agility. This provides a robust Natural Hedge against government-imposed restrictions on cane juice diversion. Our dual-feedstock platform (totalling 950 KLPD) allows us to optimize distillery throughput across molasses and grain, ensuring we remain a leader in the National Biofuel Policy ecosystem while maintaining high asset velocity.

350_{KLPD}

Total Grain-Ethanol “Natural Hedge” Capacity, achieved through the commissioning of the 100 KLPD Gangapur (Baghauli) unit to master policy volatility and maintain high asset velocity.

Global Optionality: De-risking via East Africa

As the Indian domestic sugar market reaches structural saturation, we have secured our first global footprint in Tanzania. This “Year Zero” for our international manufactured capital - realized through a 51% stake in Eagle Agrotech - grants us high strategic optionality in a high-growth, sugar-deficit geography. By adopting a phased, low-capital-intensity entry, we are exporting the “Dalmia Way” of operational excellence to a market where realization rates exceed world market prices, ensuring our growth trajectory is decoupled from domestic agro-climatic limitations.

From Metal to Mind: The Cognitive Engine

The heartbeat of our model is the transition from hardware installation to Diagnostic Mastership. By doubling our investment in AI and emerging technology we have moved from “Metal to Mind.” We use AI-driven forecasting and real-time cognitive analytics to suppress error margins and maximize asset velocity. This digital maturity ensures that every tonne of cane and every litre of ethanol is produced with peak efficiency.

51%

Stake in Eagle Agrotech marking “Year Zero” for international manufactured capital and securing a 20,000-hectare footprint in a high-growth, sugar-deficit market to de-risk our domestic growth trajectory.



Business Model Canvas (FY2026)

No. #	Component Strategic Pillar Mapping	FY2026 Strategic Steps	Integrated Value Driver Read More reference
1	Value Proposition 	FY2026 Steps: Focused leadership in pure-play agro-energy; high-grade specialty sugars (Dalmia Utsav); and a dual-feedstock 950 KLPD energy complex. We deliver multi-dimensional value by providing high-quality sugar, bio-energy, and renewable power to a resource-constrained world. In FY2026, this proposition is sharpened through our transition into a leaner, “pure-play” entity, ensuring that our value is derived from the “Operational Mastery” of an integrated ecosystem. By decoupling our production from feedstock limits and domestic saturation, we deliver consistent quality and inclusive prosperity, while serving as a strategic contributor to national energy security and import substitution.	Intellectual & Manufactured Capital Read more in Intellectual Capital (Page [58]) and Manufactured Capital (Page [48]).
2	Customer Segments 	FY2026 Steps: Brand-enhancing B2B buyers; state power grids; and the high-growth Tanzania domestic market. Our business model serves a diverse and sophisticated set of institutional and government stakeholders. We cater to premier B2B buyers in the beverage and confectionery sectors who demand high-grade specialty sugars. With our “Year Zero” entry into Tanzania, we are expanding our reach to include high-potential international markets characterized by a structural sugar deficit, ensuring our customer base is globally de-risked.	Social & Financial Capital Read more in Social & Relationship Capital (Page [78]), Financial Capital (Page [42]), and MD&A (Page [98]).
3	Channels 	FY2026 Steps: Fully ERP-integrated logistics for real-time dispatch; SAP Ariba digital marketplace; and precision agriculture feedback loops for farmers. The delivery of value is governed by a robust, digitally-augmented logistics network that ensures real-time responsiveness and dispatch accuracy. We have matured the SAP Ariba marketplace to optimize sourcing and procurement resilience, ensuring we are no longer dependent on a narrow vendor pool. Most significantly, our digital farmer feedback loops provide a transparent and data-rich channel to over 200,000 partner cultivators, enabling us to convert field-level social interactions into actionable intelligence for our supply chain.	Intellectual Capital Read more in Intellectual Capital (Page [58]) and Social & Relationship Capital (Page [78]).
4	Stakeholder Relationships 	FY2026 Steps: Engagement with 200,000+ partner cultivators; JV partnership with Eagle Agroteh Holdings Limited. Trust is the fundamental lubricant of our operating system. We foster deep relationships through a “Metal to Mind” engagement model that moves beyond on-time cane payments to provide farmers with customized soil health cards and precision agriculture support.	Social & Relationship Capital Read more in Social & Relationship Capital (Page [78]) and MD&A (Page [98]).
5	Revenue Streams 	FY2026 Steps: Sugar (~72%); Ethanol (~28%); Others (~0%). Our revenue architecture is designed for stability and cash flow generation across agricultural cycles. While sugar remains a core pillar, we are purposefully scaling the contribution of distillery products having achieved 187,000 KL sales- to provide a robust cushion against price volatility.	Financial Capital Read more in Financial Capital (Page [42]) and MD&A (Page [98]).

No. #	Component Strategic Pillar Mapping	FY2026 Strategic Steps	Integrated Value Driver Read More reference
6	Key Resources 	FY2026 Steps: 43,200 TCD Crushing; 950 KLPD Distillery; 138 MW Cogen; and a 20,000-ha “Year Zero” global footprint. Value creation is underpinned by the disciplined stewardship of our physical and natural capital. Our domestic assets include a crushing capacity of 43,200 TCD and an 950 KLPD distillery platform, supported by a 138 MW renewable energy fuel mix. In FY2026, we expanded this resource pool to include a 20,000-hectare global footprint in Tanzania, providing a “geographic natural hedge” that decouples our long-term growth from domestic agro-climatic constraints.	Manufactured & Natural Capital Read more in Manufactured Capital (Page [48]) and Natural Capital (Page [70]).
7	Key Activities 	FY2026 Steps: “Metal to Mind” cognitive digital operations; mastering dual-feedstock agility (cane/grain); and geographic de-risking via Tanzania. We manage a complex, integrated value chain that transitions from field to factory to digital command. Our core activities have evolved into “Diagnostic Mastership,” where AI-driven forecasting and real-time asset connectivity allow us to suppress operational variance and maximize throughput. In FY2026, our key activities were focused on mastering feedstock agility - pivoting between cane and grain derivatives - and exporting the “Dalmia Way” of operational excellence to our first international project.	Intellectual & Human Capital Read more in Intellectual Capital (Page [58]) and Human Capital (Page [88]).
8	Key Partnerships 	FY2026 Steps: EAHL (JV for Tanzania); PwC (Digital roadmap architects). Strategic collaboration is a force multiplier for our internal capabilities. We partner with technological leaders like PwC to architect our multi-year digital roadmap and with EAHL to de-risk our international expansion into East Africa. On the environmental front, our Kolhapur bio-gas project converts industrial waste into green energy, demonstrating how collective action with national entities drives circularity and shared value.	Social & Relationship Capital Read more in Social & Relationship Capital (Page [78]) and Intellectual Capital (Page [98]).
9	Cost Structure 	FY2026 Steps: “Net zero” debt posture (~6% effective cost); thermal efficiency (Jawaharpur steam project); and circular byproduct valorisation. Our cost discipline is grounded in a “net zero” debt posture, leveraging government interest subvention schemes to maintain an effective average borrowing cost of approximately 6%. We focus on engineering out operational waste through thermal mastery projects, such as the Jawaharpur steam-saving initiative, which is designed to reduce specific consumption by 10%. By converting circularity into a cost-suppression tool, we ensure that our resource efficiency directly translates into margin expansion, capital productivity and financial resilience.	Financial & Natural Capital Read more in Financial Capital (Page [42]), Natural Capital (Page [70]), and MD&A (Page [98]).

How We Create Value

In FY2026, the Company evolved from foundational capacity building into a state of Operational Mastery. By engineering asset velocity and leveraging "Diagnostic Mastership," the Company is actively decoupling industrial growth from resource intensity. The following table provides a comprehensive and sophisticated view of our FY2026 value-creation journey.

In FY2026, value creation moved from the factory floor to the digital dashboard. By mastering the intelligence required to extract superior performance from our integrated assets, we are engineering a resilient enterprise capable of delivering shared prosperity in any environment.



Capital	Inputs (FY2026 KPI-driven)	Business Model Process	Outputs (FY2026 KPI-driven)	Outcome (Strategic Impact)	Material Issues Addressed
Financial	- Net Worth: ₹3,245 Cr - EBITDA: ₹520 Cr - Debt-Equity: 0.16x	Calibrated capital allocation toward high-IRR projects; deployment of tactical treasury arbitrage to optimize yield spreads.	- Revenue: ₹3,618 Cr - Basic EPS: ₹29.4 - Final Dividend Recommend: ₹1.50 /share - Interim Dividend Paid ₹4.50 /share	Sustained a balance sheet fortress with "Net Zero" debt; established a lean, "pure-play" entity to enhance valuation clarity.	12, 16
Manufactured	- Sugar: 43,200 TCD - Distillery: 950 KLPD - Cogen: 138 MW	Transitioning from aggregate growth to precision asset sweating; mastering feedstock agility across grain and cane inputs.	- Sugar Produced: 539000 MT - Distillery sales: 185000 KL - Byproduct Rev: ₹50 Cr+	Realized high-velocity scale through the 950 KLPD platform; secured global optionality via "Year Zero" Tanzania entry.	14, 15
Intellectual	- AI Invest: doubled - PwC IT Roadmap - Proprietary Cane R&D	"Metal to Mind" transition; institutionalizing AI forecasting and maturing the SAP Ariba digital procurement ecosystem.	- Automation: of core processes - Ariba Vendors: increased by multifold - Breaches: ZERO	Shifted to a digital personality through "Diagnostic Mastership"; suppressed operational variance via predictive analytics.	13, 3
Human	- Workforce: ~3,400 - Exec Literacy: 100%	Repositioning the workforce as "Value Architects"; deploying global capability transfer protocols for international expansion.	- Frontline Lit: 100% (T) - Fatalities: ZERO - Worker LTIFR: 1.44 (Per one million/Person hours worked)	Liberated human assets from repetitive tasks to focus on problem-solving; built cross-border capability for global growth.	10, 11, 16
Social	- Farmers: 200,000+ - CSR Spend: ₹6.64 Cr	Gandhian Trusteeship; scaling Gram Parivartan to uplift rural families and securing supply via digital feedback loops.	- SROI: 7.76:1(DIKSHA) - Reach: 13,750+HH - Cane Pay: 100% On-time	Converted field interactions into data assets; empowered 13,750+ families through sustainable income generation.	9, 10
Natural	- Waste Util: **>95%** - Renewable En: **100%** - Soil Samples: >18,000	Engineering closed-loop systems; Circular Economy "Waste-to-Wealth" valorisation; precision agri for moisture resilience.	- Press Mud: 1.75L quintals - Steam Cut: 10% (T)	Integrated environmental stewardship as a core performance engine; closing nutrient loops through regenerative soil support.	1, 2, 7

Principles of Oversight

Board Committees: Mastering Oversight in a Focused Enterprise

Relevant UN SDG Nos.:



Strategy Pillar No(s).:



Business Model No(s).:



Material Issues:

11, 12

Relevant GRI Nos.:

2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-16



At Dalmia Bharat Sugar and Industries Limited (DBSIL), the Board's committee structure supports financial oversight, nominations and remuneration, stakeholder relations, CSR and enterprise risk management. During FY2025-26, these committees remained central to the Company's governance processes as DBSIL completed the DMC and GT demerger, integrated Baghauli into the business and established its first international platform.

FY2026 Governance Milestones: Structural & Global Stewardship

During FY2025-26, the Audit Committee oversaw financial reporting, internal controls and matters relating to the demerger and subsidiary governance. In line with the Corporate Governance Report, minutes of subsidiary Board meetings are placed before the DBSIL Board and subsidiary financial statements are placed before the Audit Committee.

Digital and ESG Oversight: The Cognitive Guardrails

Digital and compliance oversight continued through periodic Board and committee reviews covering enterprise risk management, cybersecurity, process digitalisation and responsible business conduct. The Risk Management Committee also continued to review the Company's risks and mitigation status during the year.

DBSIL's governance approach is built on transparency, accountability and disciplined oversight across key business decisions.

Board Committees at a Glance

Committee Name	Composition & Role	Mastering Oversight: FY2026 Focus Areas	Meeting Stats
Audit Committee	Three members: two Independent Directors and the Whole Time Director and CEO. Oversees financial reporting, internal controls, auditors and related-party matters.	Reviewed quarterly and annual financial reporting, internal controls, demerger-related matters and subsidiary financial statements.	5 meetings
Risk Management Committee	Four members including an Independent Director as Chairperson. Evaluates strategic, operational, compliance, cyber and other enterprise risks.	Reviewed the ERM framework, risk register, cybersecurity oversight and emerging risks linked to the operating and international platform.	2 meetings
Nomination and Remuneration Committee	Three Independent Directors. Oversees Board composition, performance evaluation, succession and remuneration matters.	Reviewed Board and committee evaluation, appointment criteria and remuneration-related matters.	3 meetings
Stakeholders' Relationship Committee	Four members including an Independent Director as Chairperson. Oversees investor grievances and shareholder-service standards.	Reviewed shareholder grievances, service standards and measures relating to shareholder communication and statutory notices.	2 meetings
Corporate Social Responsibility Committee	Four members including an Independent Director, the Managing Director, a Non-Executive Director and the Whole Time Director and CEO.	Reviewed CSR policy implementation, expenditure priorities and ongoing social-impact initiatives including DIKSHA and community programmes.	3 meetings

Enterprise Risk Management

Mastering the Landscape of Uncertainty

Relevant UN SDG Nos.:



Material Issue No(s).:

3, 4, 11, 12, 13, 15, 16

Strategy Pillar No(s).:



Relevant GRI Nos.:

2-16, 2-25, 201-2, 418, 419

Business Model Component No(s).:



At Dalmia Bharat Sugar and Industries Limited (DBSIL), enterprise risk management is designed to identify, assess, monitor and mitigate strategic, financial, regulatory, operational, legal, reputational and cybersecurity risks. During FY2025-26, this framework remained particularly important as the Company completed its structural simplification, commercialised new distillery capacity at Gangapur (Baghauli) and established its first international platform through Eagle Agrotech Holdings Limited.

1.44 (Per one million/ person hours worked)

Worker LTIFR in FY2025-26, with continued focus on workplace safety and incident prevention.

Zero

Reported Data Breaches in FY2025-26, supported by internal IT and information-management controls.

Human Rights Safeguards

100% site assessments for human-rights risks and continued policy coverage.

Digital Risk Oversight

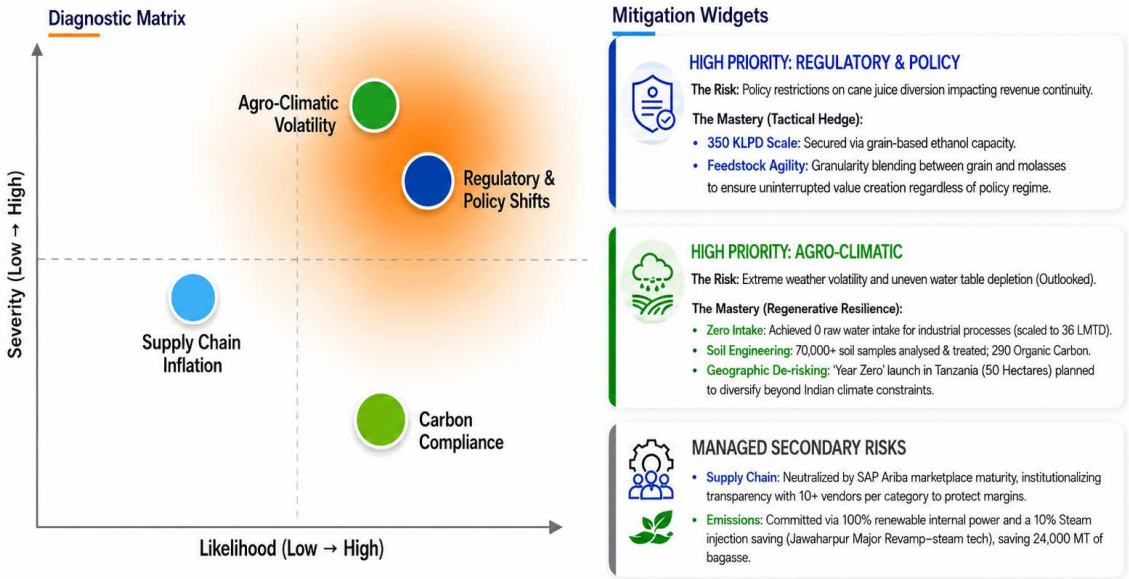
continued through the Company's internal policies and periodic presentations to the Risk Management Committee

DBSIL's engagement approach is designed to build trust, improve operating responsiveness and support long-term value creation.



The Resilience Heat Map: Engineering Value from Volatility

FY2026 Strategic-Risk Matrix & Operational Mastery



Our Enterprise Risk Framework

DBSIL maintains a structured ERM framework that evaluates risks across the short term, medium term and long term. The Risk Management Committee periodically reviews the risk register, mitigation status and emerging exposures, while relevant matters are escalated to the Board as required.

Mastering the Refined Risk Matrix: FY2026 Strategic Responses

Risk Category	Mastering the Identification: FY2026 Realities	Engineering the Response: Mitigation Strategies
Regulatory & Policy	Policy changes in sugar, ethanol, environmental and other sector regulations can affect operating decisions and compliance requirements.	DBSIL monitors policy developments closely, engages through industry bodies and maintains portfolio flexibility across sugar, distillery and power operations.
Market & Economic	Volatility in global and domestic sugar prices, fluctuations in grain costs for ethanol production, inflationary pressures, and changes in interest rates can influence profitability and working capital requirements.	Diversified revenue streams across sugar, ethanol and renewable power moderate exposure to single-product price volatility. Disciplined inventory management and procurement strategies mitigate input price fluctuations.
Sustainability and Environment	Sugar manufacturing is resource-intensive, particularly in terms of water consumption and seasonal biomass utilisation. Increasing environmental regulations and evolving ESG disclosure expectations may impose additional compliance requirements.	Investment in water conservation; adoption of energy-efficient technologies; utilisation of bagasse for renewable power generation; structured ESG reporting and compliance mechanisms to manage regulatory evolution.
Technology & Cybersecurity	Ongoing digitalisation increases dependence on secure systems, data protection and disciplined IT governance.	DBSIL maintains internal IT and information-management policies, an Risk Management Committee oversight; no data breaches were reported during FY2025-26.
Geopolitical & Trade	Commodity, energy and export-market volatility can affect input costs, realisations and broader operating conditions.	The integrated business model across sugar, distillery and cogeneration helps moderate concentration risk, while management continues to monitor market conditions and cost movements.
Agro-Climatic & Operational	Climate variability, water stress, crop disease and cane-availability shifts remain core operational risks for the sector.	DBSIL promotes climate-resilient agricultural practices, efficient irrigation and ongoing farmer engagement to improve resilience in cane development.
Financial & Liquidity	Seasonal working-capital cycles, inventory valuation and financing conditions require active treasury discipline.	Liquidity planning, internal controls and regular review of financial exposures support prudent balance-sheet management.



Financial Discipline and Capital Efficiency in a Regulated Landscape



At Dalmia Bharat Sugar and Industries Limited (DBSIL), Financial Capital reflects the discipline with which we deploy funds, protect liquidity and sustain returns through commodity, policy and working-capital cycles. In FY2026, the Company navigated a challenging operating context, including the ₹30/quintal increase in sugarcane SAP (State Advisory Price) in Uttar Pradesh and ₹15/quintal increase in FRP (Fair and Remuneration Price) in Maharashtra and erratic agro-climatic conditions, while continuing to maintain balance-sheet strength and fund priority efficiency initiatives. The Company has achieved strong results driven by its efficient operational cost management amidst cane pricing and cane availability pressures and better recovery in Distillery segment and optimization of purchase cost of grain.

By maintaining a low-leverage balance sheet and an effective average borrowing cost of ~6%, we retained flexibility to fund efficiency-led and high-return projects. Our focus remains on progressively improving capital efficiency and long-term value creation.

In FY2026, financial discipline was reflected in the Company's ability to protect liquidity, manage working-capital demands, continue investing in efficiency-led projects and prudent deployment of temporarily unutilized funds into secure investment avenues to generate returns. Our priority remains to sustain a resilient balance sheet while funding initiatives that can strengthen long-term capital productivity."

Relevant UN SDG Nos.:



Strategy Pillar No(s).:



Business Model Component No(s).:



Material Issue No(s).:

11, 15

Relevant GRI Nos.:

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



Low Leverage

Balance-sheet strength supporting future investments

51%

Stake in Eagle Agrotech Tanzania (International Entry).

350 KLPD

Dedicated grain-distillery capacity

Doubled Investment

in digital and AI-enabled systems

Financial Performance Summary

Note: Unless specifically stated otherwise, financial figures in this section are presented on a standalone basis.

Financial Parameter	FY2026	FY2025	Strategic Context & Performance Commentary
Revenue	₹3,618 Crore (↓ 3% YoY)	₹3,725 Crore	Revenue remained largely stable despite a shorter crushing season, supported by optimized product mix and higher realization.
EBITDA	₹520 Crore (↓ 3% YoY)	₹539 Crore	Reflects the impact of external cost-side pressures, including a ₹30/quintal hike in sugarcane SAP.
EBITDA Margin	14.37% (↓ 10 bps)	14.47%	Margin compression was partly contained through operational discipline, better market monitoring and continued focus on efficiency initiatives.
Profit Before Tax (PBT)	₹322 Crore (↓ 7% YoY)	₹345 Crore	The Company maintained a robust PBT.
Profit After Tax (PAT)	₹238 Crore (↓ 35% YoY)	₹366 Crore	The year-on-year compression includes the absence of a one-time ₹85 crore tax benefit received in FY2025.
Earnings Per Share (EPS)	₹29.4	₹45.2	Reflects current earnings cycles; Management is focused on FY2027 accretion through asset sweating and efficiency projects.
Debt/Equity	0.16x (Low-leverage posture)	0.19x	The Company remains virtually debt-free, retaining concessional loans (effective cost ~6%) only for high-return projects.
Investments (Non-current)	₹1,246 Crore (Treasury and liquidity deployment)	₹583 Crore	Increase reflects deployment of surplus liquidity in investment instruments -. This helped optimise returns during the year.
Net Sugar Realisation (NSR)	₹39.7/kg (All-time high realizations)	₹38.0/kg	A 4.5% increase that served as a critical financial buffer against rising sugarcane procurement costs.
Strategic Efficiency Projects- commitments	₹107 Crore (Steam saving & CBG projects)	₹55 Crore (FY25 energy capex)	FY2026 commitments to Jawaharpur steam-saving (₹49 Cr) and Kolhapur CBG (₹58 Cr) target an EBITDA flip of about 6%.



Balance Sheet Discipline: Liquidity

In FY2026, DBSIL used a measured treasury approach and deployed temporarily unutilized funds for making high yielding investment.

- ▶ Deployment of Surplus Funds: Non-current investments increased to ₹1,246 Crore, primarily through investment instruments yielding around ~8%pa returns.
- ▶ The resulting yield helped offset the cost of seasonal working-capital deployment.
- ▶ Segmental Clarity: The increase in assets was partly attributable to liquid investments. Separating these treasury balances from operating assets helps present the underlying Sugar and Distillery businesses more clearly.
- ▶ Operating Review: Management continues to monitor capital employed in core operations and operating ROCE for FY25-26 is 14%.
- ▶ Through this approach, DBSIL preserved a low-leverage balance sheet and an interest coverage ratio of 8x, while retaining capacity to fund efficiency projects such as the Jawaharpur steam-saving project and the Kolhapur CBG plant through internal accruals and optimised financing.

Revenue Resilience: NSR and Product-Mix Discipline

In FY2026, revenue remained largely stable to ₹3,618 Crore. Performance was supported by improved realisations, product-mix discipline and continued operational focus, even as the business faced lower crushing volumes.

Realisations: The NSR Advantage

At the core of the Company's financial defence was an all-time high net sugar realisation (NSR) of ₹39.7/kg, a 4.5% increase from ₹38.0/kg in FY2025. This improvement was supported by disciplined market monitoring, sales planning and product-mix decisions, and helped cushion the impact of lower crushing volumes and higher cane procurement costs.

The Distillery Engine: Dedicated Grain-Ethanol Capacity

A key structural development has been the expanded 950 KLPD distillery platform which includes 350 KLPD of dedicated grain-ethanol capacity. This additional grain-based capacity complemented the Company's existing cane/molasses-linked operations and supported overall distillery output.

As the grain-ethanol facility ramps up, it provides an additional production avenue. This dedicated capacity can help the Company respond better to policy and feedstock conditions over time, while sustaining distillery sales volumes of 18.7 Crore litres.

Digital and Operating Discipline in Action

The continuous operational optimization, cost focussed approach and product mix management is supported by greater use of data, field-level information and digital procurement tools such as SAP Ariba. These systems are intended to improve decision-making in a regulated operating environment, support long-term efficiency and enable better ROCE realization.

Managing Working-Capital Pressures

FY2026 placed unusual pressure on working capital because of higher inventory values and lower year-end trade payables. The Company managed these pressures while maintaining a low-leverage balance sheet and continuing to support its 200,000+ partner cultivators.

1. Inventory Increase: Impact of SAP and FRP Volatility

The first factor was the increase in inventory value following the ₹30/quintal hike in SAP for sugarcane in Uttar Pradesh and ₹15/quintal increase in FRP (Fair and Remuneration Price) in Maharashtra. This raised the input-cost base and increased the value of the 3.7 Lac MT of sugar inventory held at year-end, requiring higher liquid capital to carry stocks into the next sales cycle.

2. Payables Reduction: Timely Cane-Dues Settlement

The second factor was the shorter crushing season. With crushing operations across Uttar Pradesh and

Maharashtra concluding by March 31, 2026, the Company settled nearly all outstanding cane dues before the close of the financial year.

With sugar crushing extending to April or May, earlier year-end trade payables are normally higher. The earlier settlement of cane dues reduced trade payables at year-end, but also strengthened farmer relationships and safeguarded the reliability of future cane supply.

3. Cash Conversion: Temporary Working-Capital Impact

The combined impact of higher inventory and lower trade payables temporarily reduced net operating cash flow to ₹210 Crore in FY2026.

The year-on-year movement was also affected by the absence of the one-time ₹85 Crore income tax benefit received in the previous year after the Baghauli Sugar and Distillery Limited (BSDL) acquisition. Adjusted for such non-recurring items, the core operating platform remains positioned to fund the ₹107 Crore efficiency roadmap through internal accruals and disciplined financing.

4. Use of Lower-Cost Limits

The Company utilised working-capital facilities, at an effective average cost of ~6.5%.



By investing ₹107 crore in efficiency-led projects, we are improving asset productivity, reducing costs, and strengthening long-term cash generation.

Capital Allocation: The Efficiency Roadmap

DBSIL views capital allocation as a disciplined process focused on projects that improve efficiency, reduce cost and strengthen long-term cash generation. In FY2026, the financial strategy continued to prioritise high-impact, efficiency-led interventions. The Company's low-leverage balance sheet provides flexibility to fund the ₹107 Crore efficiency roadmap through internal accruals and suitable financing, with the objective of improving long-term capital productivity.

1. Jawaharpur Steam-Saving Project

Budgeted at ₹49 Crore, the Steam-Saving Project at Jawaharpur is a key efficiency initiative. The project targets a 10% absolute reduction in specific steam consumption.

- **Strategic Outcome:** This project is projected to save 54,000 MT (Metric Tonnes) of bagasse annually.
- **The Financial Multiplier:** These biomass savings go beyond being environmental; they allow us to redirect fuel toward higher-value renewable power exports, directly cushioning our bottom line and insulating the Company against energy price volatility.

2. Kolhapur CBG Project

Our flagship 13 TPD (Tonnes Per Day) Compressed Bio-Gas (CBG) project at Kolhapur, budgeted at ₹58 Crore, marks our transition into a circular energy leader. By utilizing anaerobic digestion to convert distillery spent wash—traditionally an environmental liability—into renewable biogas, we are closing the loop on our waste streams.

- Management projects that Kolhapur CBG & Jawaharpur Steam-Saving Projects will deliver about 6% EBITDA improvement in the distillery segment, demonstrating how circular-energy investments can support segment profitability.

3. Tanzania: Phased International Growth

FY2026 marked the initial step in DBSIL's international growth plan. Through an initial deployment of US\$1 million to secure a 51% stake in Eagle Agrotech Holdings Limited, the Company has established a 20,000-hectare footprint in East Africa. The phased approach is intended to keep upfront capital exposure measured while the agricultural base is developed.

Strategic Rationale: Decoupling from Domestic Limits

While the Indian market is characterized by structural saturation and land fragmentation, Tanzania offers a vast "virgin land" footprint in a high-growth, sugar-deficit geography.

- **The Pricing Advantage:** Tanzanian domestic sugar realizations are consistently higher than world market prices, ensuring that our Capital deployment is positioned for superior IRRs (Internal Rate of Return).
- **Phased Growth:** We are currently executing large-scale bush clearing and have already planted 50+ hectares of seed to multiplication-nursery standards. This ensures that we build a robust raw material base before committing industrial capital to factory construction, effectively de-risking our entry into this new frontier.

Mastering the Industrial Engine: Engineering Assets for Exponential Value

At Dalmia Bharat Sugar and Industries Limited (DBSIL), Manufactured Capital is the physical manifestation of our theme: “Mastering Challenges, Creating Value.” Our legacy of physical infrastructure has evolved from simple scale to a sophisticated ecosystem of engineered agility. In FY2026, we have moved beyond capacity expansion to the mastery of asset optimisation, ensuring that every manufacturing unit functions as a high-velocity profit centre. By decoupling our production from feedstock constraints and geographic limitations, we are building a physical bedrock that strengthens long-term capital productivity and operating resilience.

Manufactured capital is the strategic powerhouse that translates vision into value. In FY2026, we progressed from building bricks to mastering cycles.

Relevant UN SDG Nos.:



Material Issue No(s).:

11, 15

Strategy Pillar No(s).:



Relevant GRI Nos.:

2, 203, 301, 302, 303, 305, 306, 403

Business Model Component No(s).:



Capitals: Linking Asset Utilisation to Financial Returns

Increased utilization of our physical assets is a primary catalyst for transforming Manufactured Capital into superior Financial Capital returns. By harvesting the full-year impact of our expanded capacities at Nigohi and Jawaharpur, alongside the ramping up of our Gangapur (Baghauli) unit, we have achieved sugar capacity utilization of >88% and a distillery utilization of >82% in FY26. This strategic focus on asset sweating and operational efficiency is fundamental to strengthening long-term capital productivity and margin resilience. By mastering our industrial engine, we ensure that every unit of manufactured capital generates incremental value and supports our long-term margin protection goals.

Value Creation: Converting CWIP into Feedstock Agility

The successful conversion of the inherited 100 KLPD distillery project at Gangapur (Baghauli) from Capital Work-in-Progress (CWIP) into a fully operational grain-based facility represents a significant evolution in our Business Model. Commencing commercial operations in December 2025, this asset provides the physical infrastructure necessary to “Master” policy volatility through feedstock agility. By maintaining the ability to pivot between grain-based ethanol—now comprising 350 KLPD of our total 950 KLPD capacity and cane-based derivatives, we insulate our revenue streams from government-imposed restrictions on juice diversion and ensure consistent distillery throughput regardless of regulatory shifts.

Risk: Geographic Diversification to Mitigate Market Saturation

As the Indian sugar market reaches structural saturation and domestic Greenfield opportunities become increasingly complex due to farmer dependency and high valuations, our strategic entry into Tanzania acts as a critical mitigator for geographic concentration Risk. By acquiring a 51% stake in Eagle Agrotech Holdings Limited, we have transitioned into an internationally active entity, accessing a “virgin land” with significant sugar deficits and unexplored growth potential. This deployment of international manufactured capital allows us to export our proprietary “Dalmia Way” of operational excellence into high-potential markets, ensuring our long-term growth trajectory remains unconstrained by the limits of a single geography.

Synergy: Safety Infrastructure as a Pillar of Human Resilience

There is a profound synergy between our industrial safety infrastructure and the resilience of our Human Capital. Our manufactured capital is not just defined by its capacity, but by a “Safety-First” culture where safety is built into every level of our plant layouts and ISO 45001-certified emergency protocols. Maintaining the Zero Fatality milestone in FY2026 remains our core priority across all operational units, ensuring the well-being of our workforce.

Detailed Capacity Matrix (FY2026) -

This matrix reflects the Company’s transition from “Building Capacity” to “Mastering Asset Optimization,” harvesting the full-year impact of expansions at Nigohi and the commissioning of the Gangapur (Baghauli) grain distillery.

Plant Location	State	Sugar Crushing (TCD)	Distillery (KLPD)	Co-generation (MW)	FY2026 Strategic Status
Nigohi	Uttar Pradesh	10,500	120	30	Fully Operational.
Jawaharpur	Uttar Pradesh	9,000	470*	36	Hub Status: Multi-feedstock flexibility (Grain + Molasses).
Ramgarh	Uttar Pradesh	7,700	140	28	Modernized: Includes state-of-the-art hygienic packing facility.
Gangapur (Baghauli)	Uttar Pradesh	3,500	100	12	Ramping Up: Grain distillery commissioned in Dec 2025.
Kolhapur	Maharashtra	8,500	120	28	Efficiency Leader: 3-time winner of CII Excellence in Energy Management.
Ninaidevi (Sangli)	Maharashtra	4,000	0	4	Optimized: Steam-optimized layout to maximize recovery rates.
TOTAL (Consolidated)		43,200	950	138	FY2026 Peak Capacity

*Jawaharpur Distillery breakup: 250 KLPD Grain-based and 220 KLPD Molasses-based.

Capacity and Scale: Engineering for Higher Throughput and Smarter Utilisation

In FY2026, DBSIL continued to strengthen its operating platform through greater feedstock flexibility, and improved asset readiness, positioning the business for higher throughput with tighter cost discipline. Across domestic operations, the emphasis has increasingly shifted from investment-led build-out to impact-oriented utilisation, with recent expansions now beginning to translate into stronger operating leverage and a more resilient production



Total sugar crushing capacity was further supported by the full operationalisation of the Nigohi expansion to 10,500 TCD, reinforcing the Company’s ability to handle higher cane throughput across its network.

DBSIL’s distillery platform expanded meaningfully during the year, with successful commissioning and operationalisation of the 100 KLPD grain-based distillery at Gangapur (Baghauli), which commenced operations in December 2025. Importantly, this expansion has increased the Company’s grain-based ethanol capacity from 250 KLPD to 350 KLPD, strengthening feedstock agility and providing a valuable buffer against policy-led constraints on cane juice diversion. This flexibility is increasingly central to maintaining distillery utilisation, protecting revenue continuity, and improving the resilience of the ethanol business model.

The Company’s co-generation capacity remains entirely renewable-fuel-based and continues to support DBSIL’s integrated energy model. In the previous cycle, the Company exported more than 228 million units of green power to state grids, and this contribution is expected to improve further as operating stability and factory uptime strengthen.

Beyond India, DBSIL also advanced its international footprint through Eagle Agrotech in Tanzania, where the project remains in its foundational development phase. Spread across a 20,000-hectare land parcel, the initiative is currently focused on agricultural development, seed plantation, and groundwork for future factory infrastructure. As of FY2026, a 50-hectare seed nursery had been established while land preparation, mapping, and due diligence for the factory phase continued to progress.

With these capacities, DBSIL’s focus is turning more sharply towards utilisation and productivity. For FY2026, the Company has achieved sugar capacity utilisation of above 88% and distillery utilisation of above 82%, supported by improved operational readiness and dual-feedstock flexibility. Taken together, these efforts reflect a deliberate strategy to convert scale into efficiency, strengthen resilience against regulatory and feedstock volatility, and create a more robust base for future earnings growth.

The ANPR tracking system





Unit-Level Operational Excellence: Mastering Site-Specific Challenges

In FY2026, DBSIL has moved beyond aggregate capacity growth to the precision engineering of unit-level efficiencies. By embedding targeted technology upgrades across our manufacturing sites, we are solving specific operational bottlenecks to maximize throughput and product quality. These site-specific interventions are the primary drivers of our goal to optimize resource utilization across the entire production cycle.

Ninaidevi Unit: Product Quality and Recovery Enhancement

The Ninaidevi unit has undergone a series of upgrades designed to elevate its technical efficiency and ensure its output meets global B2B quality standards.

- **Product Quality Mastership:** We installed triple-layer magnets at the sugar bin outlet to effectively remove ferrous impurities, significantly improving the purity profile of the final product.
- **Recovery and Housekeeping:** The commissioning of a sugar dust collection system has reduced material losses while improving plant-wide housekeeping.
- **Process Performance:** The addition of a 5th compartment in the juice clarifier has enhanced clarification efficiency and overall juice quality. These improvements follow the unit's recognition for securing the Second Prize for Best Technical Efficiency from the Vasantdada Sugar Institute.



Ninaidevi Unit

Ramgarh Unit: Diagnostic Precision and Loss Minimization

Upgrades at the Ramgarh unit focus on real-time process control to minimize losses and stabilize high-volume production.

- **Diagnostic Precision:** The installation of a continuous sampler for first expressed juice allows for accurate, real-time monitoring of juice quality. This diagnostic mastership enables better process control and leads to improved extraction efficiency.
- **Boiling Efficiency:** We have automated C-pan condensers to optimize boiling efficiency. This intervention is critical for minimizing molasses losses, ensuring that the maximum possible value is extracted from every tonne of cane processed.



Ramgarh Unit

Jawaharpur & Gangapur Unit: Digital Connectivity and Thermal Mastership

The Gangapur unit serves as a blueprint for the integration of digital tracking and advanced steam economy.

- **Automated Logistics:** We installed ANPR (Automatic Number Plate Recognition) systems across both distilleries to enable fully automated vehicle tracking and supply chain transparency.
- **Remote Monitoring:** The syrup diversion systems were upgraded with Wi-Fi-enabled mass flow transmitters, allowing for precise remote monitoring of feedstock movements.
- **Thermal Efficiency (4% Steam Reduction):** The unit achieved a ~4% reduction in steam consumption per tonne of cane through a "decarbonization masterclass" of process optimizations. This was achieved by:

1. Shifting pan washing to 1st vapor instead of exhaust steam.
2. Eliminating 9 ATA steam usage in the boiling house by substituting high-pressure steam with 1st and 2nd vapor.
3. Utilizing 1st vapor and 2nd condensate for SHWW heating up to 105°C.
4. Optimizing clear juice heating using vapor bleeding from exhaust steam.
5. Installing a dedicated exhaust steam header with control valves to eliminate intermixing losses and enhance overall thermal integration.



Jawaharpur Unit



Gangapur Unit



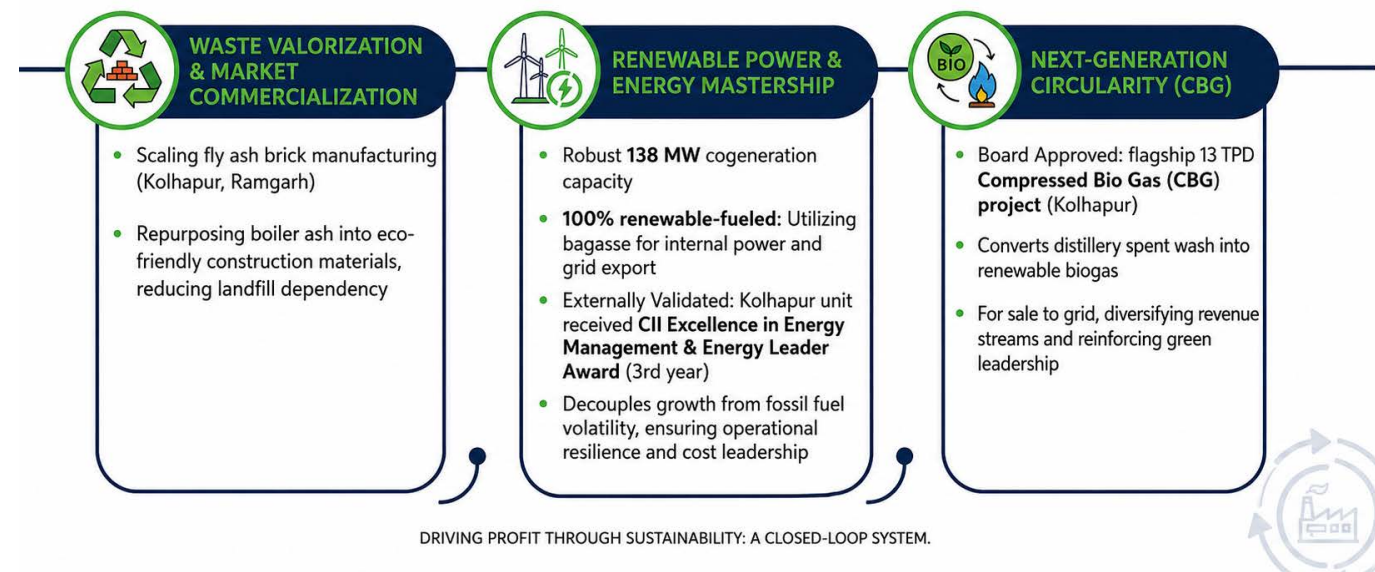
Circular Infrastructure: Building a Zero-Waste Physical Footprint

At DBSIL, our manufacturing assets are engineered for resource circularity, transforming industrial residues into strategic revenue drivers. This “Waste-to-Wealth” philosophy ensures that our physical footprint acts as a closed-loop system, where every byproduct is valorised to minimize environmental impact while maximizing institutional profit. This commitment to near 100% circularity is a core component of our non-financial balance sheet and a primary mitigator for sustainability-related operational risks.

CIRCULAR INFRASTRUCTURE: BUILDING A ZERO-WASTE PHYSICAL FOOTPRINT



DBSIL's Manufacturing Assets are Engineered for Resource Circularity, Transforming Residues into Revenue Drivers.



- **Waste Valorisation and Market Commercialization:** Fly ash bricks manufactured at Kolhapur and Ramgarh units are used for internal infrastructure needs as well for commercial market sales. By repurposing boiler ash—which is rich in potash and micronutrients—into eco-friendly construction materials, we are reducing landfill dependency and creating a tangible link between Manufactured and Financial Capital.
- **Renewable Power and Energy Mastership:** Our manufactured capital includes a robust cogeneration capacity of 138 MW to support our expanded industrial throughput. This infrastructure remains 100% renewable-fuelled, utilizing bagasse to meet all internal power requirements and exporting surplus green electricity to state grids. The excellence of our energy infrastructure is externally validated by the Kolhapur unit, which received the CII Excellence in Energy Management Award and the Energy Leader

Award for the third consecutive year. This high-performance energy backbone allows us to decouple our industrial growth from fossil fuel volatility, ensuring operational resilience and cost leadership across our manufacturing cycles.

- **Next-Generation Circularity (CBG):** Expanding our circular horizons, the Board has approved a flagship 13 TPD Compressed Bio Gas (CBG) project at the Kolhapur plant, with an expected commissioning date of November 2026. This project will convert distillery spent wash—traditionally a waste stream—into renewable biogas for sale to the grid further diversifying our revenue streams and reinforcing our position as a leader in green industrial infrastructure.

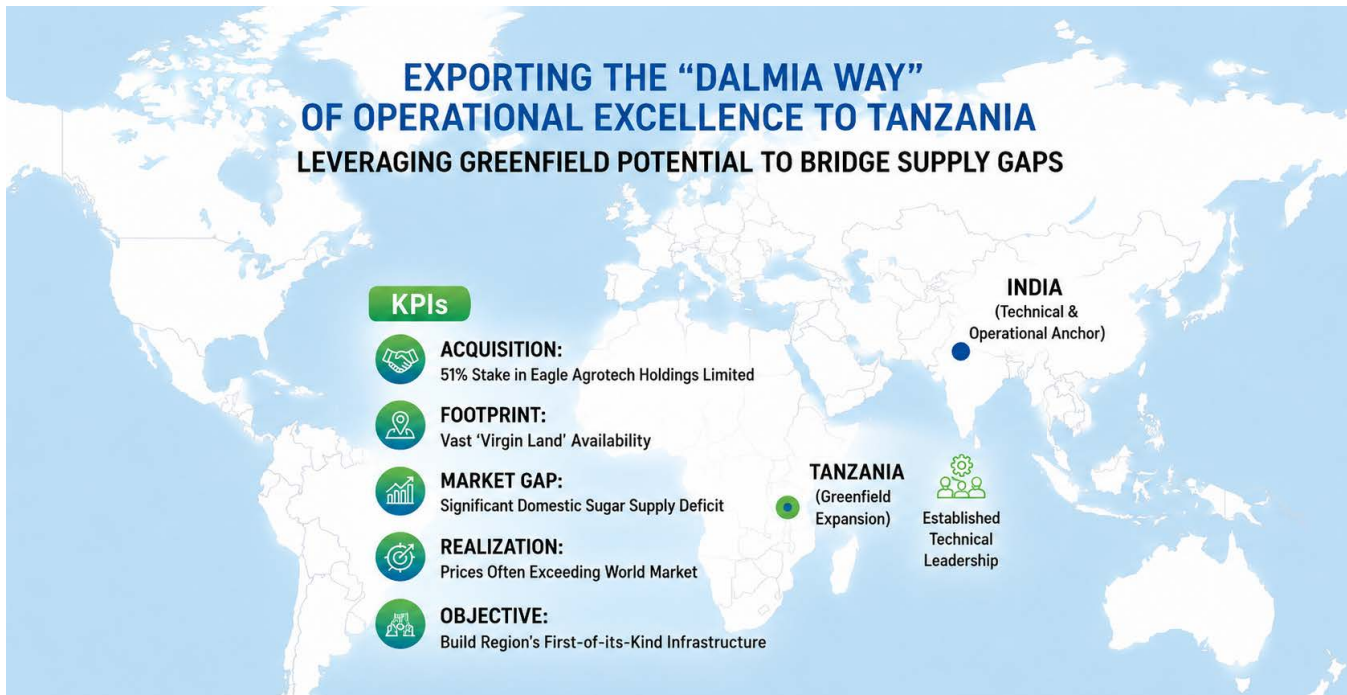
By 100% renewable-fuelled cogeneration of 138 MW and manufacturing fly ash bricks, we are turning industrial waste into new revenue streams and stronger operational resilience.



For more details on how these circular practices enhance soil health and farmer productivity, refer to the Natural Capital chapter on page [70]. For the revenue impact of byproduct sales, see the Financial Capital section on page [42]

International Footprint: Mastering Global Expansion (Tanzania)

FY2026 marks "Year Zero" for our international manufactured capital journey. This strategic foray into East Africa represents a fundamental pivot in our growth philosophy: moving from a domestic market characterized by structural saturation and high entry valuations to a high-growth, sugar-deficit geography where we can build a physical powerhouse from the ground up.



Strategic Rationale: Engineering Capacity in a Deficit Market

While the Indian sugar market is regulated, making domestic Greenfield expansions complex due to intense farmer dependency and land fragmentation, Tanzania offers a vast “virgin land” footprint. The Tanzanian domestic market currently faces a significant sugar supply gap and realization rates often exceeding world market prices. By acquiring a 51% stake in Eagle Agrotech Holdings Limited, DBSIL has positioned itself as the technical and operational anchor for this project. Our primary objective is to export the “Dalmia Way” of operational excellence to build a first-of-its-kind integrated sugar-energy complex in a region that lacks the established industrial infrastructure seen in India.

“Year Zero” Progress: From Bush Clearing to Plantation Maturity

Key activities under the Tanzania Project are progressing as planned, focusing on the foundational agricultural assets required to feed a future industrial complex:

- ▶ **Physical Land Development:** We are currently executing large-scale bush clearing and preparatory work on a 10,000-hectare footprint in phase one located 150 kilometers from the commercial capital, Dar es Salaam.
- ▶ **Seed and Nursery Establishment:** We have successfully established a 50-hectare seed nursery. High-quality seedlings have been transplanted to the fields, to secure the raw material base for future.
- ▶ **Agricultural Readiness:** Engineering teams are in the process of implementing comprehensive irrigation systems, supported by topographical surveys and detailed soil mapping to ensure peak land productivity.
- ▶ **Equipment Mobilization:** The procurement of heavy agricultural implements and machinery have been initiated to ensure operational readiness as we transition from cultivation to industrial construction.



By investing 58 Crore in our 13 TPD CBG project and 49 Crore in steam-saving infrastructure, we will cut waste, save 54,000 MT of bagasse annually, and strengthen long-term resilience.

Building the Physical Backbone: Logistics and Future Infra

The project site is strategically located on a highway that connects Tanzania to neighbouring deficit countries such as Kenya and Congo, providing a natural logistics advantage for future manufactured output. Over the next three years, we aim to time the installation of the first-phase sugar plant to coincide with the maturity of our crop cycles. This phased approach—funded through a mix of equity and selective bank financing—ensures that we build smart, sustainable assets without over-leveraging our consolidated balance sheet.

➡ For more details on the technical stewardship and digital visibility of this project, refer to the Intellectual Capital chapter on page [58]. For the governance and consideration structure, refer to the Governance section on page [38].

Future Outlook: Transitioning to Smart Ecosystems

Looking toward FY2027 and beyond, our manufactured capital strategy will focus on doubling down on intelligent assets to accelerate our transition into a digitally autonomous industrial powerhouse. We have secured Board approval for a flagship 13 TPD Compressed Bio Gas (CBG) project at Kolhapur (budgeted at ₹58 Crore), which will utilize distillery spent wash through anaerobic digestion to produce renewable biogas with expected commissioning by November 2026. Simultaneously, we will execute a ₹49 Crore steam-saving project at Jawaharpur targeted for November 2026 completion, which is expected to reduce steam consumption by 10% and result in a significant annual saving of 54,000 MT of bagasse.

Our forward-looking roadmap will further elevate operational precision through the introduction of AI-enabled optimization engines to automate fermentation controls, yield forecasting, and shift scheduling. We plan to initiate green hydrogen pilots at select energy-intensive units to explore alternative fuel sources and

advance our decarbonization pathway. By integrating these “Waste-to-Wealth” and energy-neutral technologies, DBSIL is ensuring its physical footprint-spanning India and our emerging integrated complex in Tanzania—remains resilient, sustainable, and capable of generating enduring value across global sugar and energy cycles. The implementation of a fully ERP-integrated logistics module will soon connect cane procurement, factory operations, and ethanol dispatch in real time.

50 Hectares

Seed plantation established to secure future crushing capacity and agricultural readiness.

13 TPD

Approved CBG capacity converting waste into renewable biogas.

20,000+ Hectares

Land footprint under development for the integrated sugar-energy complex.

Mastering the Nervous System: Engineering Systemic Agility

At DBSIL, Intellectual Capital is the “nervous system” that converts raw operational data into organizational agility. In FY2026, our theme - “**Mastering Challenges, Creating Value**” - finds its digital heartbeat here. We recognize that in an industry governed by finite agricultural limits and regulated pricing, our competitive advantage no longer resides in physical assets alone, but in the quality of our institutional cognition.

This capital acts as a force multiplier across our value-creation model. By investing in AI-driven forecasting and digital supply chains, we are strengthening **Financial Capital** through improved capital productivity and **Manufactured Capital** by maximizing asset turnover through real-time tracking. Furthermore, our precision agriculture tools link **Intellectual** to **Natural Capital**, allowing us to master resource cycles. This integrated approach ensures that our knowledge systems are not isolated IT projects but fundamental drivers of a resilient, future-ready enterprise.

Capitals: Linking Intellectual to Financial Outcomes

By doubling its investment in AI-driven forecasting and emerging technologies, the Company is moving from foundational digital adoption to a state of “Metal-to-Mind” digital maturity. These advanced analytics systems allow the organization to master the inherent volatility of cane yields and market realizations, ensuring that capital is deployed with greater precision and strategic clarity to drive financial returns.

Relevant UN SDG Nos.:



Material Issue No(s).:

13, 3, 6, 16

Strategy Pillar No(s).:



Relevant GRI Nos.:

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

Business Model Component No(s).:



Value Creation: Digital Marketplace and Partnership Maturity

The Company's value creation model is being strengthened through the full-scale maturity of the SAP Ariba marketplace, which has transformed legacy procurement into a sophisticated digital ecosystem. By expanding the Key Partnership pool, manifold, DBSIL has institutionalized competitive transparency and cost optimization. This digital shift facilitates reverse auctions and streamlines sourcing workflows, delivering measurable margin expansion and increasing the overall velocity of the enterprise supply chain.

What we want is that repetitive work has to be done by technology, and our human capital has to work on value-added ideas only.

Doubled

AI investment, doubled during FY2025-26

Automation Goal:

>95%

Core Processes (Closed-loop).

Supply Chain:

multifold

Vendors per category via SAP Ariba.

Risk: Engineering Climate Resilience through Precision Agriculture

Intellectual Capital serves as the primary mitigator for agro-climatic risks and cane procurement volatility. Through the institutional scaling of satellite geo-sensing and multi-spectral drone surveillance across the entire command area, DBSIL is converting the unpredictable farm environment into a data-rich landscape. This “Diagnostic Mastership” will allow agronomy teams to monitor crop health and predict harvest timelines with unprecedented accuracy, effectively de-risking the raw material supply chain from climatic stress and ensuring consistent factory operations.

Human-to-Intellectual: Transitioning to Value Architects

A core leadership philosophy in FY2026 is the deliberate decoupling of growth from repetitive labor through the deployment of advanced knowledge systems. By mastering repetitive, periodically scheduled tasks through SCADA/DCS automation and digital logbooks, DBSIL is liberating its **Human Capital** from “usual work”. This strategic realignment empowers the workforce to function as “**Value Architects**”, focusing human ingenuity exclusively on high-impact, value-added ideas and innovative problem-solving to future-proof the enterprise.



The “Metal-to-Mind” Transition: Investing in Cognitive Scale

FY2026 marks a defining inflection point for DBSIL as we transition from the foundational hardware retrofitting of FY2025 to a state of “Metal to Mind” digital maturity. While the previous year focused on installing SCADA/DCS systems across all six manufacturing sites, our current strategy involves leveraging this physical infrastructure to engineer organizational cognition. To navigate the inherent volatility of agro-climatic yields and market realizations, we have doubled our cumulative investment in emerging technologies and AI, moving from a semi-automatic operating style to a predominantly digital personality.

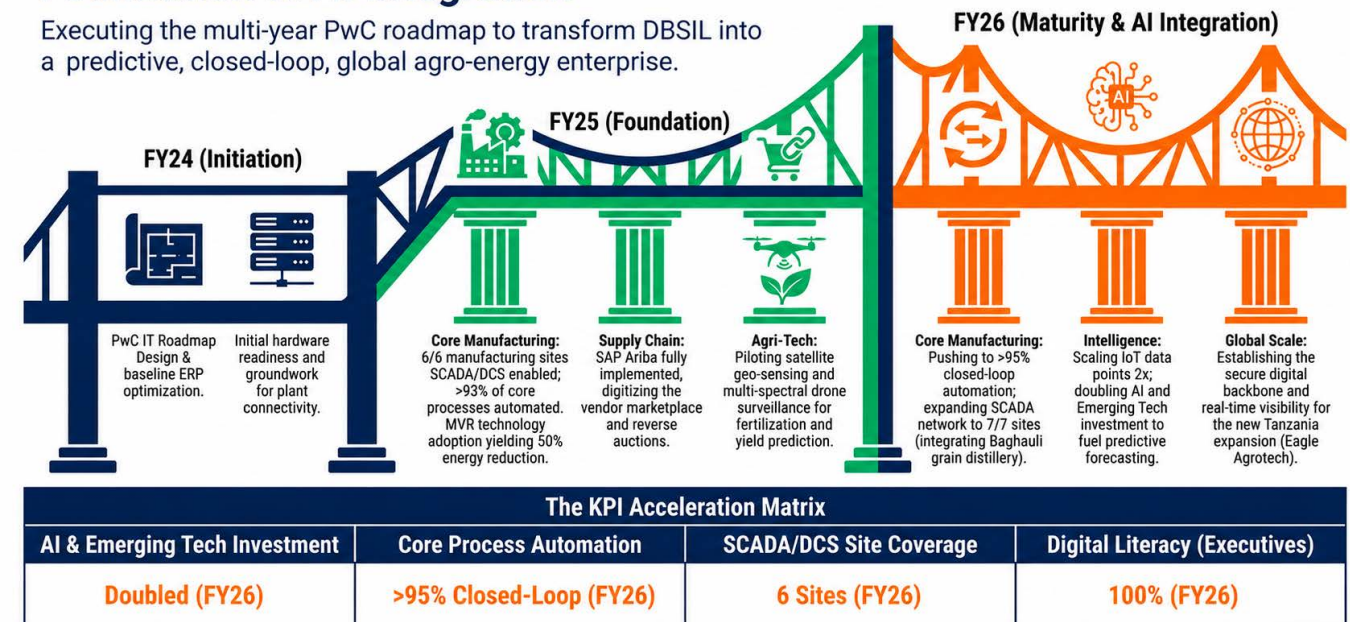
This transition is operationalized through three critical levers of cognitive scale:

- ▶ **AI-Driven Forecasting and Predictive Analytics:** We are moving beyond simple data collection to deploying AI models that automate complex operational decisions, such as fermentation controls, shift scheduling, and yield forecasting. By integrating IoT sensors with real-time performance tracking, we are maximizing asset turnover and suppressing the margins of error that traditionally characterized manual intervention.



The Path to Digital Maturity: Bridging the Foundation to AI Integration

Executing the multi-year PwC roadmap to transform DBSIL into a predictive, closed-loop, global agro-energy enterprise.



- ▶ **Process Rewiring and SOP Digitization:** A central pillar of this “Mind” transition is the systematic review of every Standard Operating Procedure (SOP) to identify digital integration opportunities. In FY2026, we progressed from the 50% “halfway mark” of our PwC-developed roadmap to the 75%–100% execution phase, effectively eliminating manual logbooks and codifying institutional knowledge into an automated, traceable framework.
- ▶ **The Productivity-Growth Decoupling:** By engineering out repetitive, periodically scheduled tasks through closed-loop automation, we are decoupling industrial growth from labor intensity. This structural efficiency allows DBSIL to scale its expanded capacities without proportional increases in overhead.
- ▶ Through this cognitive shift, we are transforming our people from administrative processors into “**Value Architects**” who use engineered intelligence to master sector constraints and deliver superior shareholder value.



Precision Agriculture: Engineering the Agri-Industrial Interface

Following the successful pilot phases in regions like Gangapur(Baghauli), DBSIL is institutionalising precision agriculture across its entire command area in FY2026. This transition represents a shift from experimental adoption to a core operational standard, where the field is no longer a source of uncertainty but a data-rich extension of our manufacturing floor. By deploying satellite geo-sensing and multi-spectral drone surveillance, we would be monitoring the cane health and irrigation requirements of our 200,000+ partner farmers with granular precision.

This "Diagnostic Mastership" provides tangible strategic value through three critical outcomes:

- **De-risking the Supply Chain from Climatic Stress:** In an environment where the water table in our Uttar Pradesh catchment has depleted by 2 metres in a decade, precision tools are essential for resource stewardship. By identifying moisture stress and nutrient deficiencies in real-time, our

agronomy teams can coordinate targeted interventions that preserve yields despite agro-climatic volatility, effectively converting agricultural risk into a manageable manufacturing input.

- **Predictive Harvest Accuracy:** Leveraging AI-driven analytics on field data allows us to predict harvest timelines and recovery potential with unprecedented accuracy. This enables the seamless synchronisation of "cut-to-crush" cycles, ensuring that the factory receives high-quality cane at the peak of its sugar content, which is a vital driver for our above-industry recovery rates.

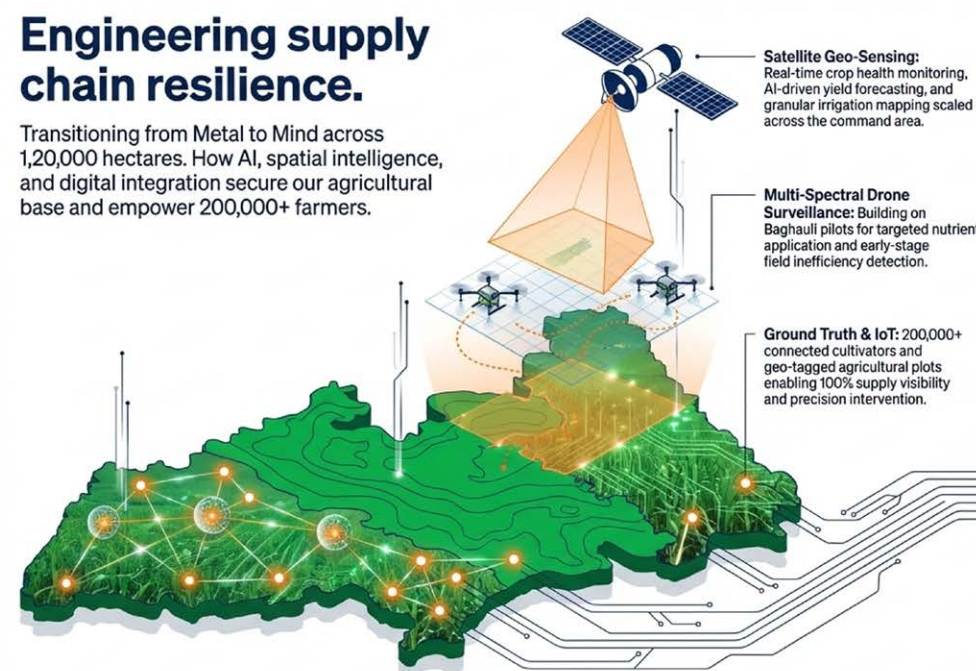
200,000+

Partner Farmers Connected

Enabling through precision agriculture, satellite geo-sensing, and multi-spectral drone surveillance for real-time cane health and irrigation monitoring.

Engineering supply chain resilience.

Transitioning from Metal to Mind across 1,20,000 hectares. How AI, spatial intelligence, and digital integration secure our agricultural base and empower 200,000+ farmers.



AI & Operations

Combined Control Room (CCR): Operationalized at Nigohi to translate field IoT data into predictive plant actions. Factory-to-farm feedback loops are automated via AI-generated WhatsApp videos and IVR messaging.

Procurement Resilience

SAP Ariba Integration: Widening the vendor ecosystem from 1-2 to 10+ per category via marketplace scaling and reverse auctioning, eliminating supply chain bottlenecks.

FY2026 Target KPIs

>95%

Core manufacturing processes automated.

0 Data breach incidents (Zero Harm Goal, 100% IT assets under cyber protocols).

2x Scaling of digitised factory/field data points via IoT deployment.

By using AI and precision farming across our cane area, we ensure steady cane supply, reduce downtime, and keep our 43,200 TCD and 950 KLPD capacities running at peak efficiency.

- **Ensuring Factory Uptime and Operational Stability:** Granular visibility into our cane allows for a steady, predictable flow of raw material to our six manufacturing sites. This predictability eliminates supply bottlenecks and minimises unplanned downtime, ensuring that our 43,200 TCD sugar and 950 KLPD distillery capacities operate at peak utilisation levels to support operating efficiency and asset productivity.

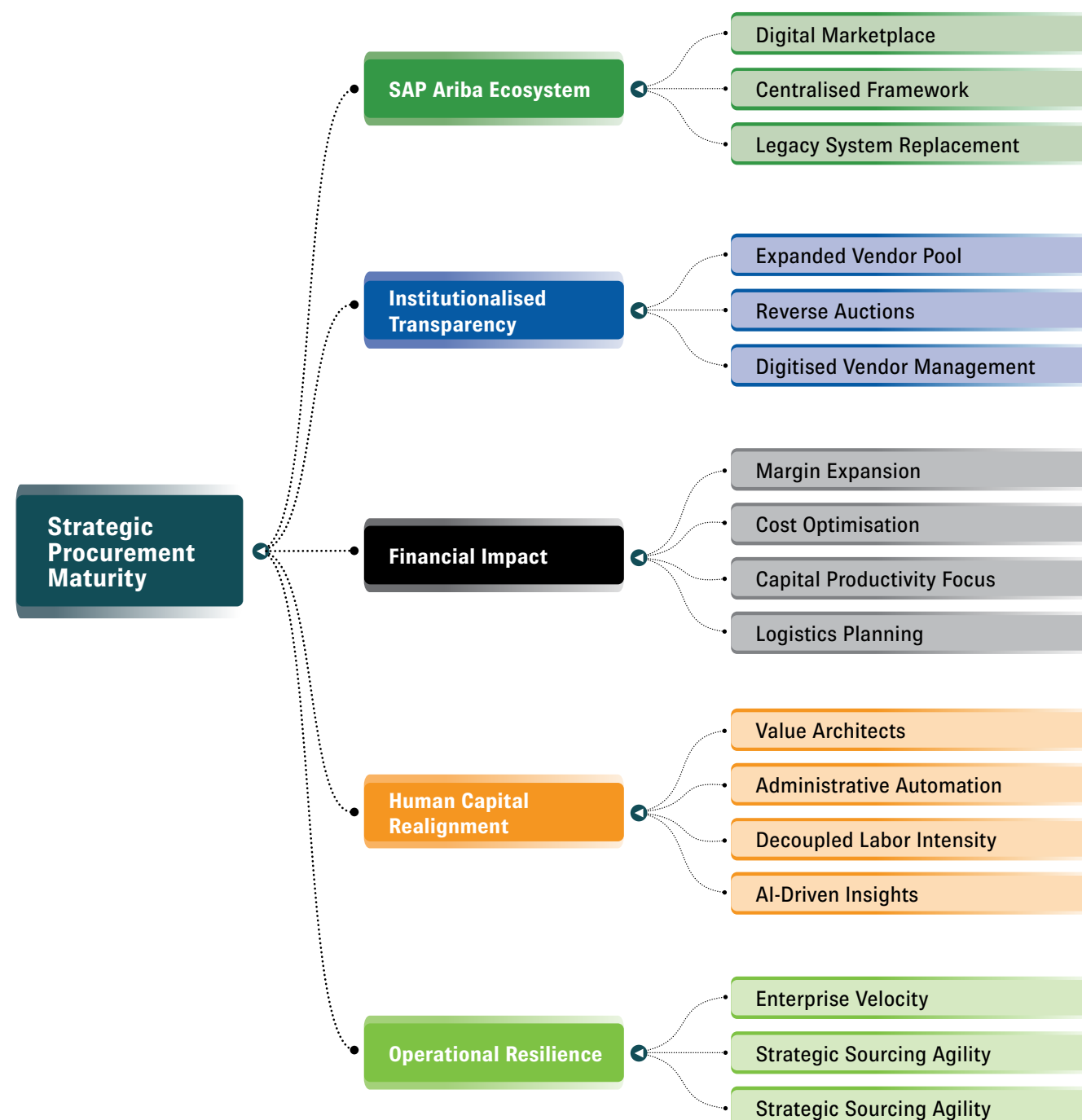
By bridging the gap between the farm and the factory through Intellectual Capital, DBSIL is not only enhancing its own operational resilience but also driving **Social Capital** by improving the income stability and productivity of the farming community that forms the bedrock of our business.



Enterprise Velocity: SAP Ariba and Marketplace Maturity

In a regulated business environment where raw material costs are fixed and external volatility is high; procurement agility serves as a vital lever for maintaining financial velocity and organizational resilience. In FY2026, DBSIL has “Mastered” these operational constraints by evolving

its procurement strategy from a tactical, transaction-based model into a high-velocity digital marketplace. Central to this transition is the full-scale maturity of the SAP Ariba ecosystem, which has replaced legacy manual buying cycles with a centralized, transparent framework that integrates seamlessly into the Company’s emerging digital personality.



This marketplace maturity has delivered structural advantages that extend far beyond simple digitization:

▶ **Institutionalizing Competitive Transparency:** By widening the vendor pool multifold the Company has institutionalized competitive transparency across the entire supply chain. The systematic deployment of reverse auctions and digitized vendor management ensures that the organization secures market-leading pricing while maintaining the highest standards of quality and resilience.

▶ **Driving Measurable Margin Expansion:** This strategic sourcing agility is a direct catalyst for margin expansion. By optimizing procurement costs and streamlining logistics planning - particularly in transportation management - the Company is protecting its profitability against fluctuating market dynamics. These gains are a fundamental component of the operational efficiency required to strengthen capital productivity, proving that digital maturity is a prerequisite for superior financial performance.

▶ **Repositioning Human Capital as “Value Architects”:** By automating repetitive, periodically scheduled administrative tasks, DBSIL has successfully decoupled procurement growth from labor intensity. This strategic realignment empowers the workforce to function as “**Value Architects**” - specialists who utilize real-time data and AI-driven insights to solve complex supply chain bottlenecks rather than processing administrative paperwork.

This shift from “Metal to Mind” ensures that the procurement engine is no longer merely a support function, but a high-speed intelligence hub that de-risks the enterprise and drives sustainable value for every stakeholder.



Safeguarding the Edge: Cybersecurity and Data Governance

Cybersecurity and Data Governance As DBSIL transitions into a tech-led agro-energy giant, cybersecurity has evolved from a back-end support function into a strategic pillar of enterprise resilience. In an era where our competitive edge is increasingly derived from proprietary data analytics, AI-driven forecasting, and automated process controls, safeguarding our intangible intellectual assets is a fundamental strategic imperative. This security framework acts as the “digital firewall” for our non-financial balance sheet.

- ▶ **Achieving Digital “Zero Harm”:** In FY2026, we successfully maintained our “Zero Harm” goal, reporting zero data breaches across our consolidated operations. This achievement is underpinned by the fact that 100% of our IT assets are now covered under rigorous cybersecurity protocols, ensuring that our “digital heartbeat” remains uninterrupted by increasingly sophisticated global threats. By treating data security with the same rigor as physical safety, we are future-proofing our infrastructure as we move toward closed-loop autonomous operations.

We protected 100% of our IT assets under advanced cybersecurity protocols, helping us achieve zero data breaches and ensuring uninterrupted operations across our digitally connected enterprise.



Securing the Digital Heartbeat: Achieving “Zero Harm” in FY2026

Treating data security with the exact rigor of physical safety to future-proof our infrastructure for closed-loop autonomous operations.

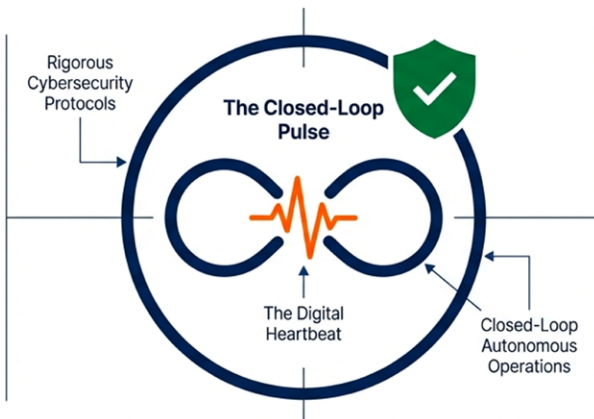
The Armor (Protection)

0 Data Breaches Reported

Successfully neutralized all external threats across consolidated operations.

100% IT Assets Covered

Comprehensive integration under rigorous, enterprise-wide cyber protocols.



The Engine (Progression)

7/7 SCADA/DCS Enabled Sites

100% of integrated manufacturing sites networked (including Baghaulti Distillery).

>95% Core Process Automation

Approaching the ultimate “Metal to Mind” closed-loop goal.

Physical Safety		=	Digital Safety	
Goal:	“Zero Accident” Vision		Goal:	“Zero Harm” Goal
Framework:	Enterprise-wide OHS Protocols (IS 14489:2018 / ISO 45001)		Framework:	100% Asset Cybersecurity Coverage

- ▶ **Data Stewardship as a Social License:** Robust data governance is the essential safeguard for our social license to operate within the rural heartlands of India. By strictly protecting the digital records and real-time feedback loops of our 200,000+ partner cultivators, we are reinforcing a foundation of institutional trust. This stewardship ensures that our farmer partners can engage with our digital platforms - from satellite-based yield monitoring to automated payment systems - with complete confidence that their data integrity is absolute.
- ▶ **Institutionalizing Digital Oversight:** Our security posture is not static; it is governed by the Board of Directors, which provides active oversight of the PwC-developed IT roadmap. This roadmap ensures that our data architecture and cyber defences scale in direct proportion to our physical capacity expansions in India and Tanzania. By integrating cybersecurity into our Enterprise Risk Management (ERM) framework we are “Mastering Challenges” by identifying and mitigating digital vulnerabilities before they can impact our value creation engine.

Through this uncompromising approach to governance, DBSIL is ensuring that its transition to a **digitally mature enterprise** is as secure as it is innovative, protecting the interests of shareholders and farming communities alike.

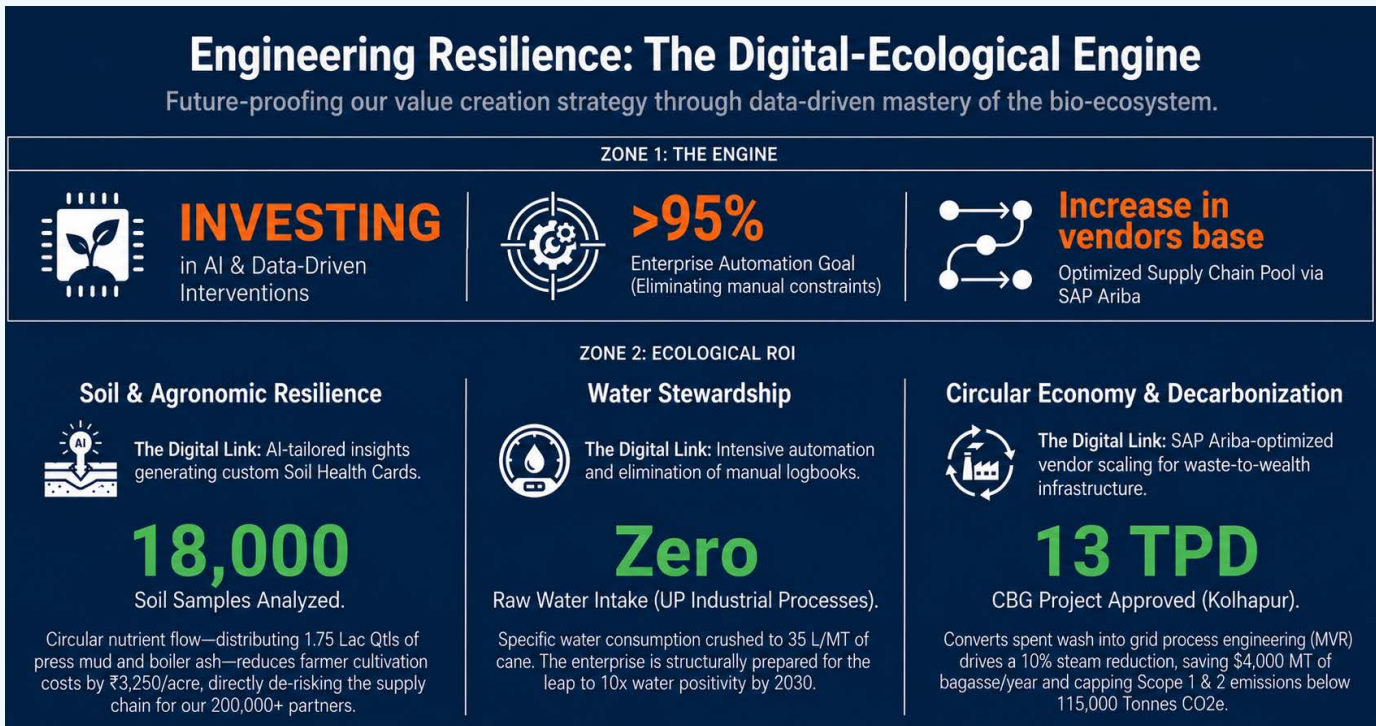
Future Outlook: Towards the Autonomous Enterprise

Looking toward 2030, our vision is a move toward closed-loop autonomous operations, where engineered intelligence governs the heartbeat of our industrial cycle. With all six manufacturing sites now SCADA/DCS enabled and most of our core process automation, we are transitioning from a semi-automatic operating style to a predominantly digital personality. This roadmap is not merely a technological upgrade but a structural redesign of our business model to “Master Challenges” within a regulated sector where agility is the primary lever for margin protection.

By ensuring that the “usual work” - the repetitive, periodically scheduled tasks that traditionally consumed management bandwidth - is handled by technology, we achieve a productivity-growth decoupling. This structural efficiency allows DBSIL to scale its 950 KLPD distillery and 43,200 TCD sugar capacities without a proportional increase in overhead, serving as the essential engine for scalable growth, operating leverage and long-term financial resilience.

The ultimate strategic outcome of this shift is the liberation of our Human Capital. By automating routine process decisions and eliminating manual logbooks, our people are empowered to transition

By automating most of our core processes, we are scaling our 950 KLPD distillery and 43,200 TCD sugar capacities without proportional overhead growth.



from administrative processors to Value Architects. This empowers our workforce to dedicate their human ingenuity exclusively to high-impact, value-added ideas and systemic problem-solving that future-proofs the enterprise against agro-climatic volatility.

As we move into the next phase of our digital roadmap, we are initiating AI-enabled fermentation controls and exploring green hydrogen pilots at select units to further refine our energy mix. DBSIL remains committed to building an enterprise that is as intelligent as it is sustainable, creating enduring value that remains resilient to the evolving demands of the global agro-energy ecosystem.





Mastering the Bio-Ecosystem: Engineering a Regenerative Future



At Dalmia Bharat Sugar and Industries Limited (DBSIL), Natural Capital is the vital theatre where our theme - “**Mastering Challenges, Creating Value**” - finds its most profound expression. In an era characterized by extreme agro-climatic volatility, we recognize that our “license to operate” is no longer granted by regulation alone, but by our ability to **engineer resilience** into the very soil and water cycles that sustain us. In FY2026, we have transitioned from the adoption of sustainable tools to the **mastery of closed-loop systems**, ensuring that every environmental constraint is converted into a lever for long-term value creation.

We are engineering resilience into soil and water systems, turning environmental challenges into long-term value drivers and strengthening our license to operate in a volatile climate.

Soil Health:

18,000

samples analysed annually.

Relevant UN SDG Nos.:



Strategy Pillar No(s):



Material Issue No(s):

1, 2, 3, 4, 5, 6, 7, 8

Business Model Component No(s):



Relevant GRI Nos.:

2, 3, 201, 302, 303, 304, 305, 306



Capitals: Translating Natural Capital Efficiency into Financial Value

DBSIL is deepening its waste-to-wealth approach by converting operational residues, particularly biomass and distillery spent wash, into commercially relevant financial outcomes. This reflects a deliberate shift from linear waste management to circular resource valorisation, where

environmental byproducts are reimagined as productive assets within the value chain. The Board-approved 13 TPD Compressed Bio Gas (CBG) project at Kolhapur exemplifies this transition, positioning the Company to derive cleaner energy and incremental value from process residues. Through such initiatives, DBSIL is reinforcing the connection between responsible natural capital stewardship and stronger financial performance.



Value Creation: Regenerative Agriculture as a Catalyst for Shared Rural Prosperity

DBSIL's regenerative agriculture initiatives demonstrate how natural capital investments can generate enduring social and economic returns across its farming ecosystem. By improving soil quality, moisture retention, and nutrient balance, the Company is helping build more resilient agricultural systems while enhancing farmer livelihoods. Its interventions during the year included the distribution of around 1.75 lakh quintals of press mud at subsidized price and the provision of customised Soil Health Cards based on nearly 18,000 soil samples. These measures contribute to lower input costs, improved farm productivity, and stronger income visibility for cultivators. This integrated model of value creation strengthens both ecological health and the social compact that underpins DBSIL's agricultural supply chain.

Business Model: Embedding Feedstock Flexibility into a Resilient Operating Architecture

Within a sector shaped by regulatory intervention and policy-led shifts in sugar diversion, DBSIL has strengthened its business model through greater feedstock flexibility. Its ability to optimise across B-heavy molasses, cane juice, and grain-based inputs provides an important buffer against policy constraints and supports more stable distillery utilisation. The commissioning of the 100 KLPD grain distillery at Gangapur (Baghauli) further enhances this flexibility, enabling the Company to adapt more effectively to changing regulatory and market conditions. This operating optionality is a critical component of business resilience, preserving revenue continuity and strengthening asset productivity.

Risk: Reducing Climate-Linked Operating Exposure through Efficiency-Led Intervention

DBSIL continues to address climate-related risks through targeted process innovation and energy-efficiency investments. In line with its TCFD-aligned risk perspective, the Company recognises water availability and energy cost volatility as material exposures for a resource-intensive operating model. Its response has been to deploy technologies such as Mechanical Vapor Recompression (MVR) and falling film evaporators to improve resource efficiency and reduce thermal losses across facilities. These measures deliver meaningful operational benefits, including steam savings of up to 10% in distillery operations, while also lowering carbon intensity. The Steam Saving Project at Jawaharpur stands out as a strong example of how engineering-led intervention can improve resilience, reduce resource dependence, and strengthen the long-term stability of the production cycle.

Future Outlook: The Global Natural Capital Blueprint

As we look toward 2030, our Natural Capital strategy is no longer confined to the Indian subcontinent. Our entry into Tanzania via Eagle Agrotech marks "Year Zero" for international agro-resilience. Having already planted 50 hectares of seed and initiated extensive bush clearing, we are transferring our proprietary Indian agronomy research to anchor a new, high-potential sugar ecosystem. By fostering a culture of nature-based innovation and systemic restoration, DBSIL remains committed to creating enduring value that is as sweet for the planet as it is for our stakeholders.

13 TPD CBG

Renewable Energy Capacity Approved at Kolhapur

10%

Steam Savings

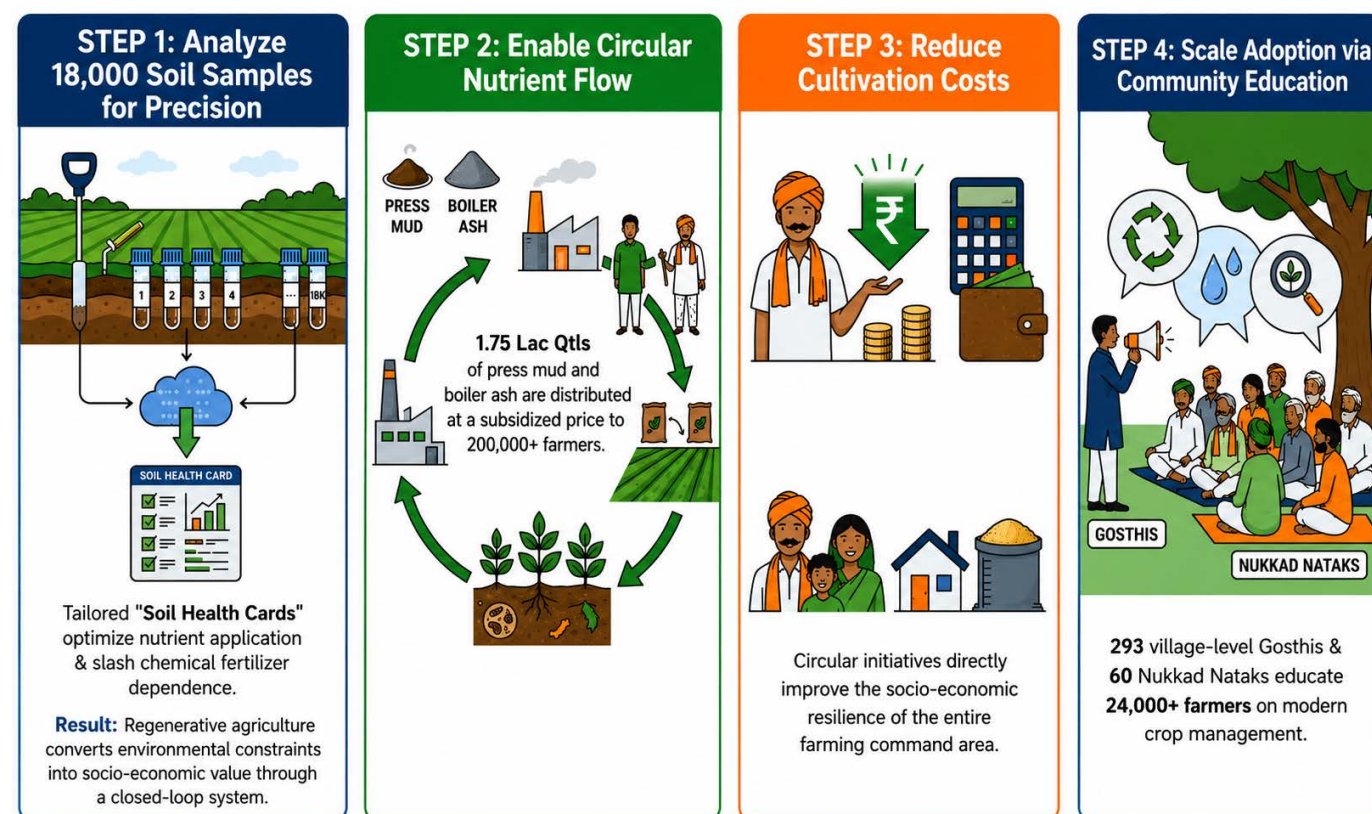
Efficiency Gains Through Engineering-Led Intervention

By converting biomass and spent wash into cleaner energy and flexible feedstock solutions, we are strengthening resilience and protecting revenue continuity.



Regenerative Agriculture: Mastering Soil Resilience

For an agro-based enterprise like Dalmia Bharat Sugar and Industries Limited (DBSIL), healthy soil is not merely a resource; it is the primary de-risker of our entire supply chain. In an environment where the water table in our Uttar Pradesh catchment area has depleted by 2 metres in just ten years, the importance of increasing Soil Organic Carbon (SOC) has transitioned from a traditional agronomic goal to an urgent strategic necessity. Because soil with higher organic carbon possesses superior moisture retention and nutrient-holding capacity, mastering soil health is our most effective defence against the dual challenges of climate variability and finite agricultural limits.



Diagnostic Mastership through Data-Driven Interventions:

To move from guesswork to precision, we analysed approximately 18,000 soil samples this year to provide farmers with tailored "Soil Health Cards". This diagnostic approach allows for the optimization of nutrient application, ensuring that the soil receives exactly what it requires while reducing dependency on expensive and environmentally taxing chemical fertilizers. By treating the farm as a data-rich ecosystem, we are enabling our cultivators to maintain long-term soil vitality and maximize yield efficiency within established ecological boundaries.

By distributing 1.75 Lac quintals of press mud and boiler ash at a subsidized price, we reduced farmer cultivation costs and strengthened soil resilience.



Engineering a Circular Nutrient Flow:

Our commitment to a circular economy is operationalized through the distribution of approximately 1.75 Lac quintals of press mud and potash-rich boiler ash to our farmers at a subsidized price. By returning these factory by-products to the land, we close the nutrient loop, transforming industrial "waste" into a strategic agricultural asset that improves soil structure and enhances microbial activity. These initiatives reduce farmer cultivation costs, directly improving the socio-economic resilience of our command area and ensuring the long-term stability of our raw material supply.

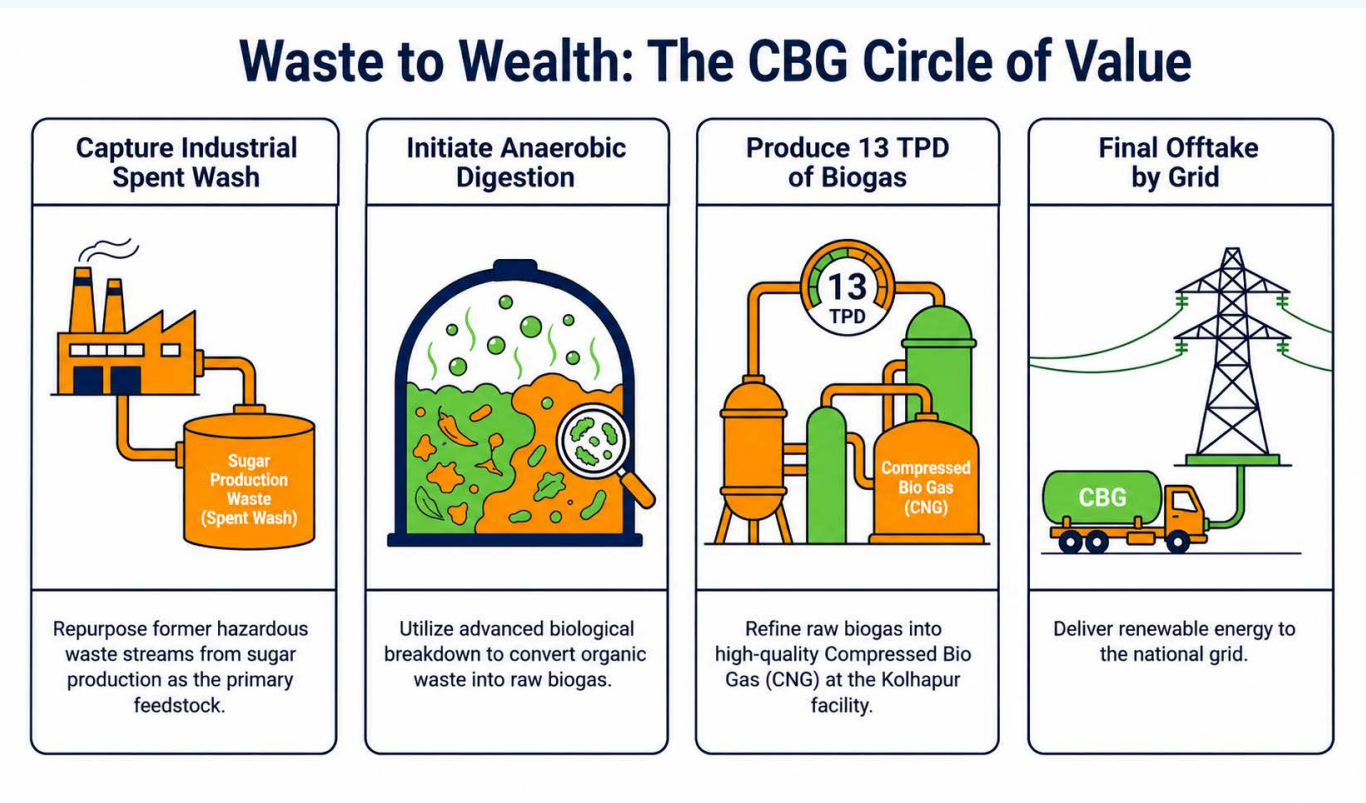
Scaling Adoption and Behavioural Transformation:

Recognizing that systemic change requires deep community engagement, we have scaled our outreach to drive behavioural transformation across the grassroots. In FY2026, we conducted 293 village-level Gosthis and 60 Nukkad Natakas, covering over 24,000 farmers with education on critical practices such as varietal replacement, ratoon management, and the elimination of crop residue burning. To further anchor these practices, we are developing a "Technological Park" at our unit to serve as a physical demonstration site for advanced planting methodologies and water-saving techniques, ensuring that the "Dalmia Way" of sustainable farming becomes a permanent hallmark of the region.

Circular Economy: Converting Waste into Strategic Assets

At DBSIL, we view waste not as a liability to be managed, but as a latent source of strategic value. Our circular economy framework is a core component of what we call our “non-financial balance sheet,” designed to decouple our industrial growth from environmental degradation. By adopting a systemic “waste-to-wealth” philosophy, we are moving the organization toward an ambitious “Zero Waste to Landfill” status. This transition is critical

because it simultaneously addresses two strategic needs: safeguarding our “license to operate” in sensitive rural ecosystems and diversifying our revenue base through the valorisation of process by-products. In FY2026, we have transitioned from simply minimizing waste to mastering resource loops, ensuring that every component of the sugarcane—from fibre to filter cake—is channelled into productive, revenue-generating streams.



The CBG Breakthrough: Turning an Environmental Liability into a Renewable Asset

A defining milestone in our journey toward digital and operational maturity in FY2026 was the Board approval for our flagship 13 TPD Compressed Bio Gas (CBG) project at Kolhapur. This initiative represents a sophisticated leap in circular innovation: utilizing distillery spent wash—historically one of the industry’s most challenging hazardous waste streams—as a feedstock for anaerobic

digestion. By producing renewable CNG we are effectively converting a potential pollutant into a high-value, grid-ready energy asset. With a capital expenditure of ₹58 crore and an expected commissioning date of November 2026, this project exemplifies our “Mastering Challenges” theme by solving a critical environmental constraint while contributing directly to India’s energy transition and our own bottom line.

13 TPD CBG

Flagship Renewable Gas Project Converting Distillery Waste into Clean Energy

Waste-to-Wealth Circularity

We have institutionalized circularity at the plant level through ash brick manufacturing at our Kolhapur and Ramgarh units. This initiative targets the repurposing of fly ash generated from our bagasse-fired boilers, which accounted for over 16,000 MT of waste in the previous cycle. While our Ramgarh unit focuses on utilizing these bricks for internal infrastructure—thereby lowering our procurement costs—our Kolhapur unit is making commercial market sales. This proves that circular practices can be self-sustaining profit centres.



Closing the Loop: Holistic By-product Valorisation

Our commitment to near-100% circularity extends across our entire integrated model. Beyond gas and bricks, we continue to maximize value from every output:

- ▶ **DDGS:** A by-product of our grain-based ethanol production, Distillers’ Dried Grains with Solubles (DDGS) is marketed as high-protein animal feed, ensuring our entry into the renewable energy space remains zero-waste.
- ▶ **Zero Liquid Discharge (ZLD):** We maintain a 100% ZLD status across all manufacturing locations, recycling 100% of liquid waste for cooling towers and greenbelt irrigation, effectively insulating our operations from regional water stress.

Through these initiatives, DBSIL is proving that zero waste is not only an ecological necessity but a strategic competitive advantage that builds a more resilient, diversified, and future-ready enterprise.

16,000 MT+

Fly Ash Repurposed Through Ash Brick Manufacturing

100% ZLD

Liquid Waste Recycled Across Manufacturing Units

Decarbonization and Steam Economy: Mastering the Energy Mix

In an era where industrial resilience is increasingly defined by climate stewardship, DBSIL has positioned energy management at the core of its business transformation. As India aligns with the ambitious Net-Zero 2070 goal and the five-point ‘Panchamrit’ strategy, we are “Mastering” our emissions profile by transitioning from simple compliance to a state of engineered decarbonization. By integrating advanced process engineering with our circular business model, we are decoupling our growth from carbon intensity, ensuring that our operations are not only sustainable but also structurally protected against fossil fuel price volatility and evolving environmental regulations.

100% Renewable Energy Self-Sufficiency: Our integrated sugar-ethanol-power model is designed to be a closed-loop system, where we maintain a 100% renewable fuel mix primarily through bagasse and spent wash. This ensures that our internal power generation is entirely

carbon-neutral, keeping our carbon intensity significantly below industry averages. By eliminating dependency on fossil fuels, we achieve a “Natural Hedge” against global energy market shocks while reinforcing our commitment to India’s energy security.

Targeted Efficiency via the Jawaharpur Blueprint: To “Master” the operational limits of steam consumption, we initiated a Board-approved capital project at Jawaharpur—a flagship investment of ₹49 crore. We are on track to reduce steam consumption by 10%. This breakthrough is projected to save approximately 54,000 MT of bagasse per annum. These savings are not merely environmental; they create tangible financial value by freeing up biomass that can be redirected toward higher-value energy exports or stored for off-season power generation, thereby strengthening capital productivity and financial resilience.

Mastering the Bonds of Trust: Engineering Shared Prosperity



At Dalmia Bharat Sugar and Industries Limited (DBSIL), Social and Relationship Capital is the ultimate arbiter of our resilience. Grounded in the Gandhian principle of Trusteeship, our social strategy is the engine that converts our industrial theme, “Mastering Challenges, Creating Value,” into a lived reality for our communities. In FY2026, we have transitioned from being a passive purchaser of raw materials to a primary architect of rural economic stability. By “Mastering” the challenges of soil depletion, water stress, and skill gaps across our 200,000-farmer command area, we are creating a reservoir of trust that secures our long-term supply chain and supports operating resilience and long-term value creation.

KPI Description	FY2025 Actual	FY2026
Number of Sugarcane Cultivators	197,864	200,000+
CSR Investment (INR Cr)	₹7.25 Cr	₹6.64 Cr.
Women Representation on Board	14%	14%
Human Rights Training Coverage	83%	88%
Whistleblower Cases Resolved	100% Resolution	100% Resolution

The Power of Interconnectivity: Strengthening the Multi-Capital Ecosystem

At DBSIL, Social and Relationship Capital does not exist in isolation. In line with our FY2026 theme, “**Mastering Challenges, Creating Value,**” we recognize that the strength of our stakeholder bonds acts as a force multiplier for every other capital in our framework. By mastering the nuances of our rural and industrial relationships, we engineer a virtuous cycle where social trust directly catalyses environmental, financial, and intellectual dividends. The following links illustrate how our social investments

Relevant UN SDG Nos.:



Strategy Pillar No(s).:



Material Issue No(s).:

8, 9, 12, 16

Business Model Component No(s).:



Relevant GRI Nos.:

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

are integrated into our broader value-creation roadmap:

Natural Capital Link: Closing the Nutrient Loop

Our relationship with the farming community serves as the primary conduit for ecosystem restoration. By distributing approximately 1.75 Lac quintals of press mud and

bio-compost annually—provided at subsidized rates—we are converting an industrial byproduct into a vital agricultural asset. This initiative links Social Capital (farmer trust and adoption) to Natural Capital (soil restoration), driving us toward our 2030 target of increasing soil organic carbon to a 0.5%–0.75% range while enhancing moisture retention across our command area.

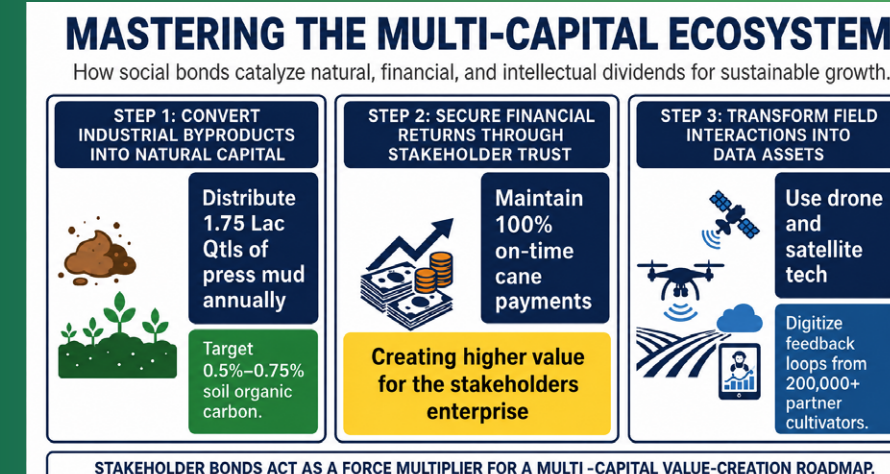
Financial Capital Link: Lubricating the Engine of Returns

Trust is the fundamental lubricant of our supply chain velocity. We understand that maintaining 100% on-time cane payments and supporting yield-improvement programs are the prerequisites for securing a consistent and high-quality raw material base. This social stability allows us to sweat our industrial assets—including our 43,200 TCD crushing and 950 KLPD distillery capacities—at maximum efficiency. Ultimately, these strong field relationships provide the foundation for higher asset utilisation, margin resilience and disciplined value creation.

Intellectual Capital Link:

Transforming Field Relationships into Data Assets As we transition from “Metal to Mind,” our engagement with 200,000+ partner cultivators is becoming increasingly digitized. Through institutionalized digital feedback loops, satellite geo-sensing, and drone-based surveillance, we are transforming traditional field interactions into granular data assets. This integration allows us to master yield volatility by converting grassroots social interactions into actionable Intellectual Capital, providing real-time visibility into crop health and procurement timelines that underpin our predictive operational model.

Trust is not a byproduct of performance; it is the prerequisite. In FY2026, we were listening even more carefully to the grassroots, to create value for the global stage.





Farmer Prosperity: Mastering the Heart of the Supply Chain

Sugarcane farmers are the lifeblood of our business, and their resilience is fundamental to our supply chain stability. In FY2026, our engagement has scaled beyond the 200,000-cultivator milestone, supported by a strategic transition from foundational digital adoption to “Metal to Mind” engagement. This evolution focuses on replacing manual legacy systems with data-driven intelligence to “Master” the complexities of yield volatility and procurement transparency.

- **Digital Feedback Loops:** We have institutionalized digital communication channels to provide real-time updates on cane pickup and pricing. By leveraging mobile communication and advanced outreach tools, we have significantly reduced supply chain bottlenecks and ensured a transparent, high-trust environment for our partner farmers.
- **Regenerative Support:** To “Master” the ongoing challenge of depleting soil health, we analysed approximately 18,000 soil samples this year. Based on these insights, we distributed approximately 1.75 Lac quintals of press mud at subsidized rates. This organic byproduct improves soil structure, increases organic carbon, and enhances moisture retention, linking our Social and Relationship Capital with Natural Capital rejuvenation.
- **Knowledge Transfer:** Our field teams remain deeply embedded in the rural ecosystem to disseminate advanced yield-improvement techniques. In FY2026, we conducted 293 Village-Level Gosthi meetings for direct interaction and 60 Nukkad Natak programs to spread awareness on varietal replacement and ratoon management in an engaging manner.

200,000+

Total Sugarcane Cultivators Engaged:

18,000

Annual Soil Samples Analysed

~1.75

Lac quintals

Press Mud Distributed at subsidized rates

293

Village-Level Gosthi Meetings



Gram Parivartan & DIKSHA: Scaling Social Impact

Our flagship programs have matured into vital components of our regional economic footprint, moving beyond traditional CSR to drive institutionalized prosperity. By aligning our social interventions with the Company's overarching digital theme, we are creating a resilient rural ecosystem capable of navigating the complexities of the modern economy.

Gram Parivartan

Gram Parivartan is a holistic rural development initiative designed to create sustainable livelihoods through interventions that are economically viable, socially equitable, and ecologically responsible. The programme works across six key levers — Skilling, Agriculture, Horticulture, Water, Micro Enterprise, and Livestock — to strengthen community capabilities, enhance income-generation opportunities, and promote inclusive village development through convergence and partnerships.

To date, Gram Parivartan has covered over 13,750 households till FY2026; FY2027 target is 14,000 households. A significant focus of the programme has been on promoting microenterprises that enable households to progress towards an annual income of ₹1 lakh. Through this structured approach, the initiative supports community partners in transitioning from subsistence-based livelihoods to surplus-generating economic units, thereby fostering long-term resilience and prosperity.

DIKSHA

DIKSHA is a flagship skill development initiative designed to enhance employability and create sustainable livelihood opportunities for rural youth through industry-aligned training. The programme addresses local skill gaps by providing practical, placement-linked courses supported by modern infrastructure and delivered through skilling centres located around core plant communities.





In FY2026, DIKSHa continued to strengthen its role as an important platform for social mobility and economic empowerment. A total of 1,497 trainees were trained across five DIKSHa centres at Sitapur, Shahjahanpur, Ninaidevi and Kolhapur, with women accounting for 58% of total participation. All trainees were offered placement opportunities, and 1,034 youth were successfully engaged in wage employment or self-employment, earning annual incomes ranging from ₹1.00 lakh to ₹2.50 lakhs.

The programme offers a wide range of market-relevant courses, including Assistant Electrician, Automotive Telecaller, Basic Beauty Therapist, Beauty Therapist, Business Correspondent, CRM Domestic Voice, Domestic Data Entry Operator, Bosch Bridge, Home Health Aide, General Duty Assistant and Solar PV Installer. These courses equip rural youth with practical skills and enable access to employment opportunities across multiple sectors.

DIKSHa has consistently demonstrated strong community acceptance, inclusivity and credibility, with high participation from women and strong placement outcomes. With a demonstrated Social Return on Investment of 7.76:1, the programme continues to serve as a powerful catalyst for dignity, livelihood creation and inclusive growth.

Transformation begins at the doorstep of the rural household. In FY2026, we strengthened our ability to scale impact by transforming traditional training into digital empowerment, creating lasting value for more than 13,750 families to Gram Parivartan and around 1500 to DIKSHa.



KPI Strip: DIKSHa FY2026 Impact

1,497

Youth trained across DIKSHa centres

58%

Women participation

100%

Trainees offered placement opportunities

1,034

Youth engaged in wage or self-employment

7.76:1

Social Return on Investment.

5

DIKSHa centres covered in FY2026

720

Women to be trained through Red Carpet partnership

100%

Digital literacy target for enrolled youth

₹1.00–2.50 lakh

Annual income range achieved by placed trainees

Awards and Recognition

- Dalmia Bharat Foundation received the distinguished Institutional Honour in CSR at the National CSR Summit organised by Times Foundation, where the Vice President of India was the Chief Guest.
- The DIKSHa programme was featured in the CII Compendium on Rural Development, recognising its impact and industry-aligned skilling approach.
- DIKSHa was also featured by FICCI in “Skill & Empower – A Compilation of Impactful Skilling Initiatives by Corporates for Women”, with a case study highlighting its focus on women’s empowerment and skill development.

Key Partnerships and MoUs

- An MoU was signed with Wadhvani Foundation to implement a hybrid digital learning model for Employability Skills and Entrepreneurial Mindset programmes across operational DIKSHa centres. The partnership aims to build industry-relevant competencies and strengthen employment readiness among rural youth.
- An MoU was signed with Red Carpet to train 720 women under the DIKSHa programme in the automotive and tele-calling sectors. Training for roles such as Telecaller and Service Assistant will be delivered across eight DIKSHa centres, strengthening employability and expanding access to job opportunities for women.

Case Study: DIKSHa

From 12th Pass to Paytm Executive

Shahid Afridi Mohiddin Mujawar, a 12th Commerce pass youth from Kolhapur, comes from a family of five with limited income sources. Motivated to secure stable employment and support his family, he enrolled in the Customer Relationship Management course at the DIKSHa Skill Centre in Kolhapur.

The programme equipped him with skills in customer handling, communication, call management and basic digital tools required for customer support roles. Following the training, he secured placement as a Sales Executive with Paytm. Today, he works confidently and earns an annual salary of ₹3.96 lakhs, marking a significant improvement in his livelihood prospects and family income.

Case Study: Gram Parivartan

From Unemployment to Enterprise Ownership

Monica, a 23-year-old graduate from Ramgarh village in Sitapur, had completed a beauty parlour course but remained unemployed due to lack of financial resources and institutional support. Despite having the required skills, she was unable to start her own enterprise.

With support from the Gram Parivartan Project, Monica established her own beauty parlour. She now earns an annual income of approximately ₹1.21 lakh from her venture. Her success has enabled her to support her family financially and contributed to the establishment of a kirana store as an additional income source. This intervention has significantly strengthened her household’s economic condition and demonstrated the potential of enterprise-led rural transformation.

Case Study: Sarayan Farmer Producer Company

Preserving Heritage, Creating Livelihoods

In Ramgarh, Uttar Pradesh, the Sarayan Farmer Producer Company is helping rural women artisans transform traditional craftsmanship into a sustainable livelihood opportunity. The initiative empowers women through structured training, contemporary design inputs, market access and sustainable branding, while preserving the cultural heritage of Moonj-based craft.

More than 250 women artisans from Sitapur have been trained in design and contemporary product development. This has led to the creation of “The Sarayan Collection”, a distinctive range of handcrafted products inspired by the flow of the Sarayan river. The collection includes more than 20 products such as wall décor, boxes, planters and trivets, each reflecting local creativity, skilled craftsmanship and cultural pride.

The initiative has also focused on strengthening institutional support for artisans. In Ramgarh, an artisan card enrolment camp was organised in collaboration with the District Industry Centre, Sitapur, enabling 109 women artisans to register for artisan cards. This will help them access welfare schemes, subsidies, government support and market linkages.

Sarayan’s participation in the 39th Surajkund International Crafts Mela marked an important milestone in expanding market visibility. The women artisans showcased a wide range of Moonj-based handcrafted products, gaining direct exposure to customers, buyers and craft enthusiasts. During the event, the artisans achieved sales of ₹1.48 lakh, reflecting strong customer appreciation and the commercial potential of their products.

Through Sarayan, traditional craft is being reimaged as a pathway to economic resilience. By combining skill development, design innovation, institutional support and market access, the initiative is enabling rural women to move from home-based craftsmanship to enterprise-led empowerment.

Impact Highlights

250+

Women artisans trained and associated with the FPO

20+

Handcrafted products developed under The Sarayan Collection

109

Women artisans registered for artisan cards

₹1.48 lakh

Sales achieved at Surajkund International Crafts Mela



Artisans Card to Sarayan Artisans



Sarayan at Surajkund Mela



Social Infrastructure: Strengthening the Foundations of Resilient Communities

While sustainable livelihoods are essential for economic progress, strong social infrastructure is equally critical for building resilient, inclusive and thriving communities. Through targeted interventions in healthcare, education, clean drinking water, digital learning, public safety and community infrastructure, the programme seeks to bridge critical development gaps in rural areas and improve quality of life.

These interventions are designed to promote dignity, self-reliance and long-term well-being by creating an enabling environment in which communities can access essential services, children can learn in safer and more engaging spaces, healthcare systems can function more efficiently, and villages can become safer and better connected.

During the year, the organisation strengthened digital education infrastructure through a SMART TV distribution drive in partnership with the Seekho Sikhao Foundation. Team DBSIL and DBF distributed 501 SMART TVs across government schools in 13 districts of Uttar Pradesh in the presence of Hon’ble Chief Minister Yogi Adityanath. The initiative aims to promote digital literacy, enhance computer-enabled learning and improve access to technology-driven education among children.

Healthcare infrastructure was also strengthened through focused support in Kolhapur and Hardoi. In Kolhapur, desktop systems were provided at a primary health centre, benefiting around 3,000 people across two villages. The intervention improved data collection, patient record management and operational efficiency, enabling the facility to manage approximately 100 patients per day more effectively. In Gangapur, Hardoi, an ambulance was provided to a government medical college, strengthening emergency response and patient referral systems, and improving timely access to critical healthcare services.

Access to safe drinking water remained another important area of intervention. In Nigohi, 650 beneficiaries were supported through the installation of two water coolers at

Harpala and Kabirpur Primary Schools and one handpump at UP Khad Godam, Chakanhu. These interventions improved access to clean drinking water and contributed to better health and hygiene outcomes at the school and community level.

The programme also invested in improving school infrastructure and learning environments. Across Ninaidevi, Gangapur and Kolhapur, 1,298 students benefited from infrastructure upgrades, including washroom repairs, painting and whitewashing, artwork, roof renovation and playground repair. These improvements enhanced hygiene, safety and the overall school environment, creating a more conducive and engaging atmosphere for learning.

In addition, 2,019 students across Ninaidevi and Kolhapur were supported through smart class interventions. This included computer assistance in five government primary and upper primary schools in Ninaidevi and e-learning setups across six government schools in Kolhapur. The initiative strengthened digital learning infrastructure, enhanced access to technology-enabled education and improved the quality of teaching and learning experiences for students.

Public safety and community infrastructure were also enhanced through solar lighting and road safety interventions. Across Kolhapur and Ninaidevi, 27 solar street lights were installed, benefiting 23,104 people by improving night-time visibility, community safety and mobility, while promoting clean energy solutions at the village level. In Ramgarh and Nigohi, 33 barricades were installed under a public safety initiative, benefiting around 2,000 community members and helping prevent road accidents across more than 150 nearby villages.

Together, these interventions demonstrate a holistic approach to rural development, where investments in education, healthcare, water access, safety and digital infrastructure contribute to stronger, safer and more empowered communities.

501

SMART TVs distributed to government schools

13

Districts covered in Uttar Pradesh

3,000

Healthcare beneficiaries supported in Kolhapur

650

Beneficiaries supported through drinking water interventions

1,298

Students supported through school infrastructure improvements

2,019

Students supported through smart class interventions

23,104

Beneficiaries supported through solar street lights

2,000

Community members supported through public safety infrastructure



International Footprint: Social Stewardship in Tanzania

FY2026 serves as "Year Zero" for the internationalization of our Social and Relationship Capital. Following the acquisition of a 51% stake in Eagle Agrotech Holdings Limited, we are not merely deploying financial capital in East Africa; we are actively establishing our first social license to operate in a new geographic and cultural context. Our entry into Tanzania is guided by the "Dalmia Way"—a philosophy that prioritizes building collaborative, high-trust relationships with local communities and government authorities from the very inception of a project.

We recognize that the success of our 20,000-hectare plantation project depends on its ability to act as a catalyst for regional prosperity. By moving into a high-potential, sugar-deficit market, our long-term goal is to contribute to national self-sufficiency and economic resilience in Tanzania.

Key Social Stewardship Pillars in Tanzania:

- ▶ Collaborative Governance: To ensure responsible stewardship and cross-border regulatory alignment,

we have secured 3/5 Board seats in the local operating entities, with our Managing Director and CEO maintaining direct oversight. We have also appointed a professional local Company Secretary to manage community and regulatory compliance on the ground.

- ▶ Strategic Credibility: Our partnership with the Alabbar family office (the principals behind the Emaar Group) provides us with critical institutional credibility and the local navigational expertise required to build authentic bonds with Tanzanian stakeholders.
- ▶ Community Integration: Located approximately 150 kilometers from Dar es Salaam, our project is positioned to integrate into the commercial capital's economic grid, ensuring that our agricultural infrastructure development (including irrigation and land mapping) serves as a backbone for wider community advancement.

By exporting our Gandhian Trusteeship values to East Africa, we are ensuring that our global aspirations are anchored in a commitment to shared value, where our growth and community well-being are inextricably linked.

is instrumental in updating our BRSR performance disclosures for Principle 1 (Integrity/Ethics) and Principle 4 (Stakeholder Interests), ensuring our reporting reflects the current grassroots reality.

- ▶ **Board-Level ESG Monitoring:** Governance has been elevated through enhanced ESG monitoring at the Board level. This ensures that our social investments—from farmer welfare to community skilling—are aligned with our long-term strategic objective of creating sustainable, shared value.

Social Governance Benchmarks (FY2026)

- ▶ Target for Regulatory Non-Compliance: Zero
- ▶ Ethical Policy Coverage: 100% of operational sites
- ▶ Stakeholder Consultation Scope: Pan-India
- ▶ Board-Level ESG Monitoring: Enhanced / Active Governance

Governance is the bedrock of trust. By institutionalizing a culture of zero non-compliance and active Board oversight, we ensure that our social license remains resilient and beyond reproach.

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

Investor Relations: Transparency as a Value Driver

At DBSIL, consistent, transparent, and credible communication with capital providers is recognized as an essential prerequisite for corporate longevity and sustained investor trust.

This commitment to transparency ensures that our strategic transformations-including the full integration of Baghauli Sugar and Distillery Limited (BSDL) and the NCLT-sanctioned demerger of the non-core DMC and GT units-are clearly and proactively communicated to the market. By institutionalizing these high-quality dialogue channels, we are “Mastering” the challenge of information asymmetry to turn capital into conviction, supporting investor confidence within a framework of absolute segmental clarity.

Enabling transparent shareholder participation and responsive investor grievance management.

Shareholder Governance

100%

Shareholder decision making enabled through e-voting

100%

Investor complaint resolution maintained

In Tanzania, we are not just planting sugarcane; we are planting the seeds of a multi-generational partnership. Our social license is the foundation upon which every hectare of our international expansion is built

51%

Stake in Eagle Agrotech (Tanzania)

3 out of 5 seats

Board Oversight Representation

20,000_{Ha}

Project Footprint for Regional Impact:

~150_{km}

Distance to Commercial Hub (Dar es Salaam)

Social Governance: The Architecture of Integrity

At DBSIL, we believe that institutional trust is maintained through a robust governance structure that ensures ethical conduct across every touchpoint of our value chain. In FY2026, we have transitioned from standard compliance to an active ESG stewardship model, where social risks are meticulously integrated into our enterprise-wide risk management framework.

- ▶ **Mastering Compliance and Ethics:** Our "zero non-compliance" target is supported by a comprehensive suite of policies, including the Anti-Bribery & Corruption Policy, Human Rights Policy, and Anti-

Harassment and Discrimination Policy. These are not static documents but are subject to periodic reviews to ensure continuous ESG alignment.

- ▶ **The Vigil Mechanism:** Transparency is enforced through a functional Whistle Blower Policy and Vigil Mechanism. Any reported breaches are directed to the Ethics Officer, with appropriate actions taken under the Company's Code of Conduct to ensure 100% accountability.
- ▶ **Responsive Stakeholder Oversight:** To "Master" the evolving expectations of our stakeholders, we conduct a pan-India stakeholder consultation. This exercise



Mastering the Human Factor: The Engine of Integrated Value

At Dalmia Bharat Sugar and Industries Limited (DBSIL), our workforce has been the primary engine driving our FY2026 theme: "Mastering Challenges, Creating Value.". We recognize that in a highly regulated and agro-climatically sensitive sector, the wisdom and cognitive agility of our people are the ultimate response to industry constraints.



Our strategic demerger and digital upskilling are not just structural changes; they are about freeing our human assets to focus exclusively on value-added ideas while technology handles the repetitive periodic work.

DBSIL's sustainability framework is strategically anchored in the "Empowering People" pillar, which integrates Human Resources directly into the Company's long-term value creation and sustainable growth model. This framework is operationalized through a robust governance structure -, ensuring that people-centric strategies are meticulously aligned with broader Environmental, Social, and Governance (ESG) objectives. By adopting the Integrated Reporting Framework, the Company recognizes Human Capital as one of its six interrelated capitals, positioning the HR strategy not as a standalone function but as an essential component of a sustainable roadmap that prioritizes material issues such as occupational health and safety, diversity and inclusion, and continuous workforce upskilling. This integrated approach ensures that employee well-being and productivity are fundamental drivers of organizational resilience and the creation of shared value for all stakeholders.

Relevant UN SDG Nos.:



Material Issue No(s).:

10, 11, 16

Strategy Pillar No(s).:



Relevant GRI Nos.:

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

Business Model Component No(s).:



100%

Digital Literacy (Frontline Factory Staff)

Workers' LTIFR

1.44 (per one million/person hours worked)

Strategic Direction: The Productivity and Value-Creation Ecosystem

In FY2026, we have moved beyond viewing Human Capital as a support function; it is now a performance accelerator. By linking employee productivity to capital discipline and operating excellence, we have made every role a contributor to our value-creation journey. This strategy ensures that human ingenuity is focused on value-added ideas, while repetitive, periodically scheduled tasks are increasingly mastered by the advanced technological systems we have deployed.

By empowering our shop-floor teams to “master” AI-driven forecasting and IoT-enabled predictive maintenance, we have effectively moved from “Metal to Mind,” where the workforce uses real-time performance tracking to maximize asset turnover.

Digital Maturity: The “Metal-to-Mind” Transition

While FY2025 focused on the hardware of transformation - installing SCADA and DCS systems centralization- FY2026 has been about achieving digital maturity. Our target was to achieve 100% digital literacy not just for executives, but for our frontline factory staff. By empowering our shop-floor teams to “master” AI-driven forecasting and IoT-enabled predictive maintenance, we have effectively moved

3,400

Total workforce

from “Metal to Mind,” where the workforce uses real-time performance tracking to maximize asset turnover.

Structural Optimization: Segmental Clarity through Demerger

A defining milestone of FY2026 was the strategic demerger of the DMC (Refractory) and GT (Travels) units. From a Human Capital perspective, this has allowed DBSIL to emerge as a leaner, “pure-play” agro-energy enterprise. By shedding non-core personnel bandwidth our management and workforce are now exclusively dedicated to mastering the Sugar, Distillery, and Power talent pipelines.

Globalizing the Workforce: The Tanzania Frontier

Following our entry into East Africa through a 51% stake in Eagle Agrotech Holdings Limited, FY2026 marked the initiation of our global mobility standards. This project is a testament to our intellectual transfer capabilities, as our technical experts provide instrumental assistance to anchor the Greenfield plantation and factory infrastructure in Tanzania. This ensures that the “Dalmia Way” of operational excellence is replicated in a high-potential, sugar-deficit market.

Occupational Health, Safety, and the Goal of “Zero Harm”

Maintaining the Zero Fatality milestone is a non-negotiable manufactured and human capital priority. Our safety culture has evolved from regulatory compliance to proactive Zero Harm, incentivizing employees to report near-miss incidents through our digital platforms.

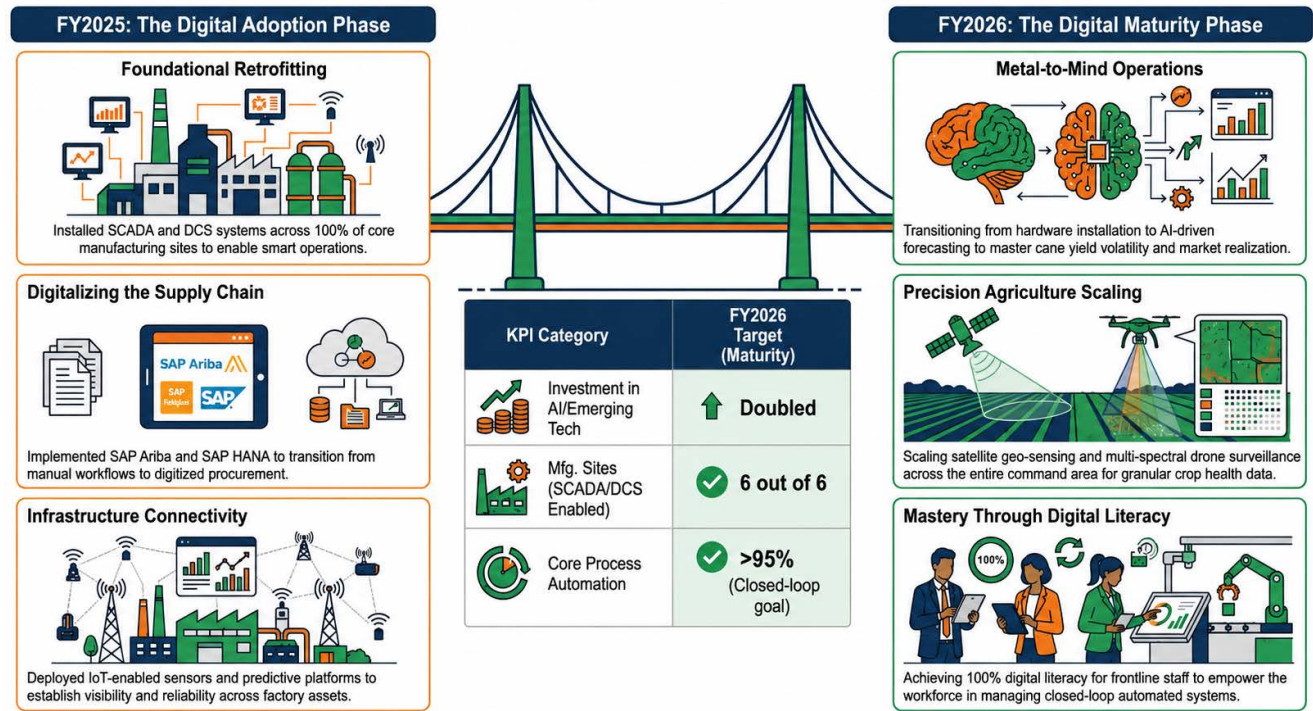
▶ **LTIFR (Workers):** 1.44 (Per one million/Person hours worked).

▶ **Compliance:** We maintain a 100% site assessment rate for human rights risks and continue to enforce our Anti-Bribery & Corruption Directive (ABCD) across all operations.

Future Outlook: Future-Proofing for 2030

As we look toward FY2027, Human Capital will remain the lens through which we de-risk our supply chain and achieve our sustainability goals - including our commitment to becoming 10x water positive by 2030. By fostering an inclusive, global, and digitally-masterful organization, we are ensuring that DBSIL remains resilient against any challenge while creating enduring value for all its stakeholders.

The Transformation Bridge – From Digital Adoption to Digital Maturity





Board of Director's and Key Managerial Personnel



Mr. Gautam Dalmia
Managing Director



Mr. Bharat Bhushan Mehta
Non-executive Director



Mr. Pankaj Rastogi
Whole Time Director & CEO



Mr. Venkatesan Thyagarajan
Non-executive Director



Ms. Amita Misra
Independent Director



Mr. Rajeev Bakshi
Independent Director



Mr. Neeraj Chandra
Independent Director



Mr. Sandeep Garg
Chief Financial officer



Ms. Rachna Gorla
Company Secretary

Awards and Recognitions Received in FY2025–26

Sl. No.	Award Description	Awarded By
Corporate Office		
1	Excellence in Compliance	Teamlease Regtech
Nigohi Unit		
1	Utilization of Sugarcane and Sugar Industry Wastes for Sustainable Sugarcane Production and Post-Harvest Quality Management.	In 83 rd Centennial Annual Convention & International Sugar Expo 2025, by The STAI
2	Efficiency Award	In 82 nd Annual Convention and International Sugar Expo, July 2024, by the STAI
3	Excellence Award	34 th session of ICUMSA - 2025 by STAI at Delhi
4	2 nd Prize for Cane Stall at Mithas Mela by Ganna Vikas Mela Evam Krishak Vigyanik Vichar Sangoshti, UP.	UP State Cane Research Centre, Shahjahanpur
5	Utkrishta Karya Yojana, Award.	Cane Commissioner Office, Uttar Pradesh
Kolhapur Unit		
1	Best Cogeneration performance Award	Bhartiya Sugar
2	Excellence in Energy Efficiency Management Award	CII Hyderabad
3	National Energy Leader Award	CII Hyderabad
4	Best Cogeneration Award (Consistent Performance Award)	Cogen Association of India
5	Best Instrumentation Manager Award (Consistent Performance Award)	Cogen Association of India
6	CSR Excellence- WISMA AWARD	West Indian Sugar Mills Association
7	Best Workplace Safety Excellence Award	SafeTech India Limited, Mumbai
Ninaidevi Unit		
1	Best Technical Efficiency Award	Vasantdada Sugar Institute



CII Excellence in Energy Efficiency Award 2025.



Best Cogeneration award 2024 awards from Cogeneration Association of India



Best Cogeneration performance award 2025 from Bhartiya Sugar.



CII National Energy Leader Award 2025.



Best Sugar Cane Agriculture Paper Award by Bhartiya Sugar



Boiler India Best Boiler Award 2025



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.



Founders Day Celebration at Jawaharpur



"Best Safety Profession of the Year 2025 "SAFE INDIA HERO PLUS AWARD 2025"
Dalmia Bharat Sugar and Industries Ltd, Asurle Porle Dist. Kolhapur awarded as "Best Safety Profession of the Year 2025 " by SAFE-TECH Mumbai



National Cogeneration Award 2025



CII National Award For Excellence In ENERGY MANAGEMENT 2024



Boiler India Award 2025



GRI Index Alignment Table

GRI Number	Brief GRI Description	Chapter Name in IAR	Page Nos	Strategy Pillar Number	Material Issue Numbers
GRI 2	General disclosures	About this report, Key Developments & Highlights, Stakeholder Engagement, Materiality Matters, Strategic Pillars, Principles of Oversight, Enterprise Risk Management, Manufactured Capital, Intellectual Capital, Natural Capital, Social and Relationship Capital, Human Capital, BRSR	7, 14, 24, 26, 30, 38, 40, 48, 58, 70, 78, 79, 88, 168-174	1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16
GRI 3	Material topics	Stakeholder Engagement, Materiality Matters, Strategic Pillars, Our Business Model, Intellectual Capital, Natural Capital, Social and Relationship Capital, Human Capital, BRSR	24, 26, 27, 28, 29, 30, 32, 58, 70, 79, 88, 186, 187	1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16
GRI 201	Economic performance	Key Developments & Highlights, Operating Context, Strategic Pillars, Our Business Model, Financial Capital, Intellectual Capital, Natural Capital	14, 22, 30, 32, 42, 43, 44, 45, 46, 47, 58, 70	1, 2, 3, 4, 6, 7	1, 2, 3, 4, 6, 7, 8, 11, 13, 15, 16
GRI 203	Indirect economic impacts	Key Developments & Highlights, Strategic Pillars, Our Business Model, Financial Capital, Manufactured Capital, Intellectual Capital, Social and Relationship Capital	14, 30, 32, 42, 47, 48, 49, 57, 58, 79	1, 2, 4, 6, 7	6, 8, 9, 11, 12, 13, 15, 16
GRI 205	Anti-corruption	Intellectual Capital, BRSR	58, 176, 177	1, 2, 7	3, 6, 13, 16
GRI 207	Tax	Financial Capital, Social and Relationship Capital, Financial Statements	42, 79, 253	1, 6, 7	8, 9, 11, 12, 15, 16
GRI 301	Materials	Manufactured Capital, BRSR	48, 54, 55, 177, 178, 179	3, 4	1, 6, 11, 14, 15
GRI 302	Energy	Strategic Pillars, Our Business Model, Manufactured Capital, Intellectual Capital, Natural Capital, BRSR	30, 32, 48, 51, 54, 57, 58, 70, 73, 77, 172, 173	2, 3, 4, 7	1, 3, 4, 6, 11, 13, 15, 16
GRI 303	Water and effluents	Manufactured Capital, Natural Capital, Social and Relationship Capital, BRSR	48, 70, 72, 73, 74, 79, 172, 173, 187	3, 4, 6	1, 3, 4, 5, 6, 7, 8, 9, 12, 16
GRI 304	Biodiversity	Intellectual Capital, Natural Capital, BRSR	58, 70, 73, 74, 172, 173	2, 3, 6, 7	3, 5, 6, 7, 13, 16
GRI 305	Emissions	Strategic Pillars, Our Business Model, Manufactured Capital, Intellectual Capital, Natural Capital, Social and Relationship Capital, BRSR	30, 32, 48, 54, 57, 58, 70, 73, 77, 79, 172, 173	2, 3, 4, 6, 7	1, 3, 4, 6, 8, 9, 12, 13, 15, 16
GRI 306	Waste	Our Business Model, Manufactured Capital, Natural Capital, BRSR	32, 48, 54, 55, 57, 70, 72, 73, 177, 178, 179	3, 4, 7	1, 4, 6, 7, 11, 13, 15



GRI Number	Brief GRI Description	Chapter Name in IAR	Page Nos	Strategy Pillar Number	Material Issue Numbers
GRI 401	Employment	Strategic Pillars, Human Capital, BRSR	30, 88, 89, 169, 180, 181	5	10, 11, 16
GRI 402	Labour relations	Human Capital, BRSR	88, 89, 180, 181, 184	5	10, 11, 16
GRI 403	Occupational health and safety	Strategic Pillars, Manufactured Capital, Human Capital, BRSR	30, 48, 49, 88, 89, 182, 183, 184	4, 5	10, 11, 15, 16
GRI 404	Training and education	Strategic Pillars, Our Business Model, Intellectual Capital, Social and Relationship Capital, Human Capital, BRSR	30, 32, 58, 79, 88, 89, 173, 177, 180, 181, 184	2, 5, 6	8, 9, 10, 11, 12, 13, 16
GRI 405	Diversity and equal opportunity	Human Capital, BRSR	88, 89, 169, 180, 181, 189	5	10, 11, 16
GRI 406	Non-discrimination	Human Capital, BRSR	88, 89, 190	5	10, 11, 16
GRI 407	Freedom of association	Human Capital, BRSR	88, 89, 180, 181, 184	5	10, 11, 16
GRI 408	Child Labour	Human Capital, BRSR	88, 89, 190	5	10, 11, 16
GRI 409	Forced Labour	Human Capital, BRSR	88, 89, 190	5	10, 11, 16
GRI 413	Local communities	Key Developments & Highlights, Stakeholder Engagement, Strategic Pillars, Our Business Model, Social and Relationship Capital, BRSR	14, 24, 25, 30, 32, 78, 79, 186, 187, 204, 205	6	8, 9, 12, 13, 15, 16
GRI 414	Supplier social assessment	Human Capital, BRSR	88, 184, 185	5, 6	10, 11, 14, 16
GRI 416	Customer health and safety	Social and Relationship Capital, BRSR	79, 179, 186	4, 6	8, 9, 12, 13, 16
GRI 418	Customer privacy	Enterprise Risk Management, Intellectual Capital, BRSR	40, 58, 66, 67	1, 2, 7	3, 6, 11, 12, 13, 16
GRI 419	Socioeconomic compliance	Enterprise Risk Management, Intellectual Capital, BRSR	40, 41, 58, 66, 67, 172, 173, 174	1, 2, 7	3, 4, 6, 11, 12, 13, 15, 16

Disclaimer:

This GRI Table Index has been prepared based on a review of the Integrated Annual Report 2025–26 and the GRI references, strategy pillar mappings, material issue references and chapter-level disclosures available within the report. The table is intended to serve as a high-level navigational aid and should not be interpreted as a formal assurance statement, independent GRI compliance assessment, or exhaustive disclosure checklist. Page references are based on the IAR pagination and may require validation against the final published version, especially where report sections, cross-references or page numbering are updated before publication. Where a GRI topic appears across multiple chapters, relevant page numbers, strategy pillars and material issue numbers have been consolidated using reasonable judgement.

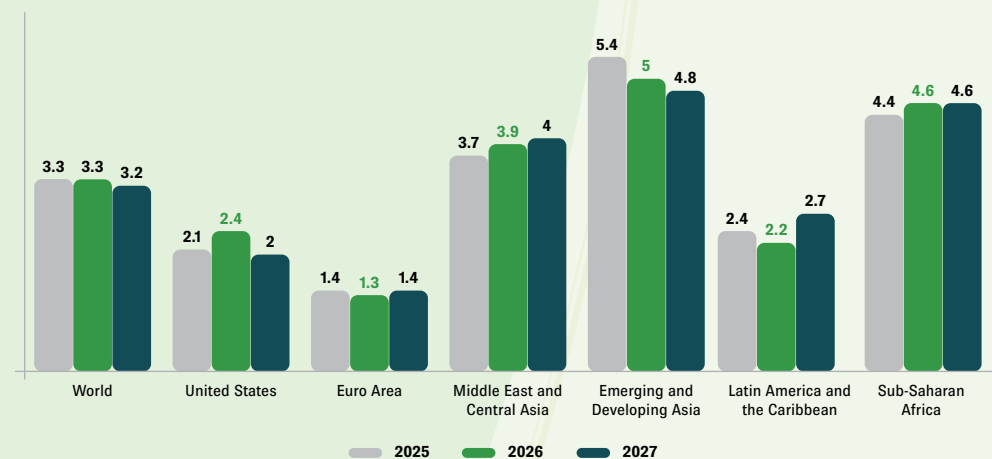


Management Discussion & Analysis

Even as geopolitical tensions and energy disruptions weakened global growth expectations to 2.9% in 2026, we remained supported by India's more resilient domestic growth architecture relative to many peers.



Growth Projection by Region (Real GDP Growth, %)



Source: IMF, World Economic Outlook Update, January 2026 Latest published IMF revision as of 31 March 2026.

Note As of 31st March 2026, the IMF has indicated that a fuller reassessment of the war impact will come in its upcoming April 2026 WEO.

Global Operating Environment

The global economy entered 2026 on a relatively stable footing, but the external environment has become materially more uncertain as the conflict in the Middle East has intensified. According to the IMF's January 2026 World Economic Outlook Update, global growth was estimated at 3.3% in 2025 and projected at 3.3% in 2026, before moderating marginally to 3.2% in 2027. However, according to the OECD's March 2026 Interim Economic Outlook, the recent escalation in the Middle East has introduced a meaningful downside risk to this baseline, with global GDP growth now projected at 2.9% in 2026 and 3.0% in 2027, assuming the present energy disruption proves temporary. [\(IMF\)](#)

According to the OECD, the global macroeconomic setting is now characterised by a more fragile balance between residual growth momentum and renewed cost-side pressures arising from energy, freight and input-market volatility. Advanced economies continue to face subdued industrial activity, softer consumer demand and heightened policy uncertainty. At the same time, emerging markets are expected to remain relatively stronger, albeit with greater dispersion in outcomes across countries. [\(OECD\)](#)

India remains comparatively well placed within this environment. According to the IMF's January 2026 update, India is projected to remain among the fastest-growing major economies, with real GDP growth of 6.4% in 2026. At the same time, according to the Department of Economic Affairs' Monthly Economic Review for March 2026, domestic financial conditions have remained supportive, with bank credit growth at 14.5% year-on-year in February 2026 and overall flow of financial resources to the commercial sector rising 33.2% year-on-year. This indicates that, while India is not immune to global shocks, its domestic growth architecture remains more resilient than that of many peers. [\(IMF\)](#)

Inflation and Interest Rate Trajectory

The inflation outlook has become more complex than earlier anticipated. According to the IMF, global disinflation had been expected to continue through 2026. However, according to the Department of Economic Affairs, current inflation readings in India do not yet fully reflect the potential impact of rising crude oil prices, which now pose an explicit upside risk. In parallel, according to the OECD, the current energy shock and the uncertain trajectory of the Middle East conflict have increased the possibility of renewed inflation persistence across major economies. [\(IMF\)](#)

Accordingly, the expected path of monetary easing may become more measured and uneven across jurisdictions. Central banks in major economies are likely to remain data-dependent, particularly where energy-price pass-through could interrupt the disinflation process. For India, the policy challenge is not one of underlying domestic weakness, but of managing imported cost pressures without derailing growth momentum. [\(OECD\)](#)

Crude Oil, Energy Security and Biofuel Relevance

The earlier expectation of softer energy prices now warrants qualification. According to the World Bank's October 2025 Commodity Markets Outlook, oil markets had been expected to ease in 2026, with Brent crude assumptions materially below current spot levels. Since then, however, the war-led disruption has substantially altered market conditions. According to Reuters on 31 March 2026, Brent crude was on course for a record monthly gain of 56% in March 2026, driven by fears of prolonged conflict, supply disruption and persistent inflationary spillovers. [\(The World Bank Documents\)](#)

The scale of the supply risk remains significant. According to Reuters, citing Barclays on 26 March 2026, a prolonged disruption to the Strait of Hormuz could imply a potential oil supply loss of 13-14 million barrels per day, underlining the magnitude of the shock should the conflict widen further or persist for longer than currently assumed. This has important implications not only for crude prices, but also for shipping, petrochemicals, fertilisers and broader input costs across multiple sectors. [\(Reuters\)](#)

For India, this reinforces the strategic importance of reducing vulnerability to volatility in imported energy. According to the Department of Economic Affairs, crude-led inflation now represents a clear upside risk. In such an environment, ethanol and other domestic biofuel pathways gain relevance not merely on account of conventional blending economics, but because they support energy security, import substitution and policy-led decarbonisation. This is particularly relevant during periods when geopolitical developments distort fossil fuel prices and expose the strategic costs of import dependence. [\(Department of Economic Affairs\)](#)

Implications for Ethanol Economics

The economics of ethanol must therefore be interpreted through a broader strategic lens. In a benign oil-price environment, ethanol competitiveness can appear more intricately linked to relative fuel pricing and near-term blending spreads. In the current environment, however, the case for biofuels is being reinforced by policy priorities that extend beyond simple price arbitrage. According to current government and multilateral assessments, the external shock has elevated the importance of energy resilience, feedstock efficiency and domestic supply diversification. This strengthens the long-term structural rationale for integrated and compliant producers operating within India's blending ecosystem. [\(Department of Economic Affairs\)](#)

For DBSIL, the present environment is therefore better understood not as a cyclical distortion alone, but as a reminder of the strategic relevance of integrated sugar and ethanol capacity in a volatile world. Companies with disciplined operations, dependable feedstock linkages, and the ability to align with national blending priorities are likely to remain better positioned as energy security, inflation management, and sustainability objectives converge more tightly within policy and capital allocation frameworks. [\(Department of Economic Affairs\)](#)

Domestic Operating Environment

In FY2026, the Indian economy remained among the fastest-growing major economies despite a more uncertain external backdrop marked by geopolitical conflict, elevated energy risk, trade fragmentation and commodity-price volatility. According to the National Statistical Office's Second Advance Estimates, India's real GDP growth for FY2025 is estimated at 6.5%. At the same time, according to the IMF's January 2026 World Economic Outlook Update, India is projected to grow by 6.3% in 2026 and 6.5% in 2027 on a calendar-year basis, underscoring

continued medium-term resilience relative to most major economies. According to the Department of Economic Affairs' March 2026 Monthly Economic Review, domestic financial conditions remained supportive. However, the recent rise in crude oil prices has introduced a fresh source of macroeconomic uncertainty through inflation, freight and input-cost channels.

According to the Reserve Bank of India, the Monetary Policy Committee maintained the policy repo rate at 5.25% in February 2026, reflecting a calibrated approach that balances growth support with inflation vigilance. Headline inflation remained relatively contained but imported inflation risks have increased meaningfully following the escalation in the Middle East and the associated volatility in crude prices. At the same time, the domestic growth outlook continued to be supported by resilient demand, services activity, public capital expenditure and relatively healthy credit conditions. According to the Department of Economic Affairs' March 2026 Monthly Economic Review, bank credit growth stood at 14.5% year-on-year in February 2026, while the flow of financial resources to the commercial sector rose 33.2% year-on-year, indicating that the domestic economy entered FY2027 with a still-supportive financing environment.

The agricultural outlook remains broadly stable at this stage, though it is subject to the usual uncertainties in the timing and distribution of the southwest monsoon. As of 31 March 2026, the India Meteorological Department had not yet issued its first- stage long-range forecast for the 2026 southwest monsoon. According to the IMD, the southwest monsoon normally sets in over Kerala around 1 June and covers the entire country by around 15 July. In the interim, the latest official weather guidance suggests a mixed but manageable pre-monsoon setting. According to the IMD's February 2026 seasonal outlook, normal to above-normal rainfall was expected over many parts of the country during March 2026, except in parts of northeast India and some areas of northwest and east-central India, where below-normal rainfall was indicated. The same outlook also pointed to an above-normal number of heatwave days during March to May 2026 across several parts of east, east-central and peninsular India. Accordingly, while the kharif outlook will depend more decisively on the eventual monsoon distribution, the pre-monsoon period may see localised stress on soil moisture, water availability and crop-preparation conditions in heat-exposed regions.

For India, the principal macroeconomic risks in the current environment arise from imported energy inflation, external-sector pressures and global policy uncertainty rather than from any fundamental weakening of domestic demand. According to the Department of Economic Affairs' Monthly Economic Review for March 2026, prevailing inflation numbers do not yet fully capture the impact of rising crude oil prices, which now pose a clear upside risk to the inflation trajectory. A sustained increase in oil prices could widen the import bill, place pressure on the current account and the rupee, and be transmitted into freight, fertilizer, and other input costs across the economy. In parallel, according to the Department of Economic Affairs'

February 2026 Monthly Economic Review, trade policy uncertainty remains a defining feature of the external environment, with the global trade policy uncertainty index rising 33.2% month-on-month in January 2026, potentially discouraging investment and complicating business planning. At the same time, according to the IMF's 2025 Article IV Consultation for India, although

India's external position remains supported by resilient services exports, adequate capital buffers and continued fiscal consolidation, risks to the outlook remain tilted to the downside from escalating trade measures, prolonged external uncertainty and adverse commodity- price movements. These factors warrant continued vigilance even as India remains relatively better positioned than many major economies.

Financial Performance
(Standalone- FY2025–26 vs. FY2024–25)

Revenue from Operations	₹3,618Cr	↓3%	EBITDA Margin	14.37%	↓.10%
EBITDA	₹520Cr	↓3.5%	Earnings Per Share	₹29.4	↓35%

Data Note
 Financial Performance (Standalone - FY2025–26 vs. FY2024–25): Revenue from Operations: ₹3,618Cr (▼3%); EBITDA: ₹520Cr (▼3.5%); EBITDA Margin: 14.37% (▼.10%); Earnings Per Share: ₹29.4 (▼35%). This performance reflects the Company's ability to maintain a Profit Before Tax (PBT) of ₹322 crore despite a shorter crushing season and significant external cost pressures, including a ₹30/ quintal hike in the State Advised Price (SAP) for sugarcane.

Revenue and Profitability

During FY2026, Dalmia Bharat Sugar and Industries Limited (DBSIL) recorded revenue from operations of ₹3618 crore, representing a 3% decline year-on-year over ₹3,725 crore reported in FY2025. While revenue from operations saw a marginal decline, the Company demonstrated Strategic Resilience in a highly regulated landscape. This stability was powered by a 4.3% year-on-year increase in Net Sugar Realisation (NSR) to ₹39.7/ kg, which helped offset lower crushing volumes caused by erratic agro-climatic conditions. Our ability to sustain revenue levels in a challenging environment is the direct outcome of our transition to a lean 'pure-play' leader with absolute segmental clarity.

EBITDA stood at ₹520 crore, with margins at 14.35% due to external cost-side pressures beyond Management's immediate control. This includes higher sugarcane costs. To mitigate these impacts, we deployed 'Diagnostic Mastership', leveraging AI-driven forecasting to suppress error margins and optimize our product mix, ensuring that our core operational engine remains robust for FY2027.

Balance Sheet Highlights

Net worth as of 31 March 2026 stood at ₹3,244 crore (31 March 2025: ₹3,063 crore), supported by retained earnings from operations. Equity share capital remained unchanged at ₹16.19 crore, reflecting a stable capital structure with growth funded through internal accruals.

Long-term borrowings stood at ₹459 crore (31 March 2025: ₹513 crore), with a long-term debt-to-equity ratio of 0.16 as of 31 March 2026, reflecting a conservative leverage profile. Gross fixed assets increased from ₹3,089 crore in FY2025 to ₹3,321 crore in FY2026, reflecting capital deployment toward integrated manufacturing infrastructure. The current ratio stood at 1.58 times (FY2025: 2.58x), indicating a comfortable liquidity position.

Application of Funds

Gross fixed assets rose from ₹3,089 crore in FY25 to ₹3,326 crore in FY26. The asset base continues to reflect investments made toward capacity augmentation and operational efficiency initiatives, including the commissioning of the Gangapur (Baghauli) grain- based distillery.

Non-current investments amounted to ₹1246 crore as of 31 March 2026, compared with ₹583 crore recorded as of 31 March 2025, representing a 654 crore increase the during the year. This is primarily driven by a tactical arbitrage strategy to manage surplus liquidity. In FY2026, the Company managed its seasonal working capital requirements by leveraging comparatively cheaper working capital limits and invested its own surplus funds in High-yield instruments. This approach to the management of Financial Capital ensures that even during seasonal cycles, our balance sheet is actively engineering a net benefit for the bottom line.

Working Capital Management

Total current assets stood at ₹2,405 crore as of 31 March 2026, compared with ₹2,159 crore as of 31 March 2025, reflecting a 11% year-on-year increase. Net cash from operating activities was subject to cyclical compression, falling to ₹210 crore. This was the result of a double impact in the working capital cycle: inventory valuations rose due to higher cane SAP, while trade payables decreased as a shorter crushing season led to the accelerated settlement of nearly all cane dues by March 31, 2026. The management views this as a temporary suppression of

cash conversion, reflecting the Company’s commitment to maintaining a debt-free status with its partner cultivators..

The current ratio stood at 1.58 times during FY2026, compared with 2.58 times reported as of 31 March 2025, indicating a comfortable liquidity position. Change in current ratio is mainly due to deployment of own funds in relatively high-yielding instruments.

Inventories comprising raw materials, work-in-progress and finished goods stood at ₹1693 crore as of 31 March 2026, compared with ₹1,647 crore reported as of 31 March 2025, reflecting a 3% change during the year. Sugar stock positions and seasonal crushing cycles within the industry primarily influence inventory levels.

Cash and Bank Balances

Cash and cash equivalents amounted to ₹318 crore as of 31 March 2026, compared with ₹287 crore as of 31 March 2025, representing a 11% year-on-year increase.

The Company continues to maintain adequate liquidity to support operational requirements, capital expenditure commitments and financial obligations.



Key Financial Ratios

#	Ratio	Formula	FY2026	FY2025	Change (%)	Comments
a	Current Ratio	Current Assets / Current Liabilities	1.58	2.58	-39%	Current Ratio has decreased due to increase in working capital limit utilization (as own funds were deployed in high yield instruments.)
b	Debt- Equity Ratio	Debt / Equity	0.16	0.19	-16%	-
c	Debt Service Coverage Ratio	(PBT + Dep +Interest) / (Int+ Repay	4.07	4.57	-11%	-
d	Return on Equity Ratio	PAT/ Avg Shareholder Equity	0.08	0.13	-38%	Decrease due to non-availability of one-time tax benefit received in the previous year.
e	Net Profit Ratio	Net profit / Total Revenue	0.07	0.10	-30%	
f	Return on Investment	Net Profit / Total Assets × 100	4.36	7.98	-45%	
g	Inventory Turnover	Revenue / Avg Inventory	2.17	2.19	-1%	-
h	Trade Receivable Turnover	Total Sales / Avg Receivables	24.01	33.60	-29%	Change in ratio is due to increase in average Trade Receivables.
i	Trade Payable Turnover	Net Credit Purchases / Avg Payables	15.62	9.43	66%	Change in ratio is due to decrease in Trade Payables driven be early closure of sugar season.
j	Net Capital Turnover	Net Annual Sales / Shareholders' Equity	1.15	1.27	-9%	-
k	Return on Capital Employed	EBIT /Capital Employed	0.10	0.11	-12%	-

Outlook: Mastering Scale and Engineering Long-Term Value

Mastering Scale and Engineering Long-Term Value As we look toward FY2027 and beyond, DBSIL is transitioning from a period of intense capacity building to a phase of “Operational Mastery.” Our forward strategy is anchored in the theme “Mastering Challenges, Creating Value,” focusing on asset optimisation, geographic diversification, and tech-led efficiency to strengthen long-term capital productivity and value creation. While global economic uncertainties and trade logistics volatility persist, our integrated business model - now a leaner “pure-play” agro-energy enterprise following the demerger of non-core refractory and travel units - provides a resilient platform to navigate these complexities with segmental clarity.

Geographic De-risking and Global Aspirations

A critical pillar of our future growth is the strategic mitigator for domestic market saturation: our entry into Tanzania. Marking FY2026 as “Year Zero” for international manufactured capital, we are exporting the “Dalmia Way” of operational excellence to a high-potential, sugar-deficient market. By acquiring a 51% stake in Eagle Agrotech Holdings Limited, we have secured a 20,000-hectare footprint that allows us to build a sustainable raw material base before initiating factory construction, providing a geographic natural hedge against the structural limits of the Indian domestic market.

Operational Agility and Feedstock Mastery

Domestically, we remain focused on Mastering Policy Volatility through unparalleled feedstock agility. With our total distillery capacity reaching 950 KLPD, we have established a robust “Natural Hedge” by scaling our grain-based ethanol capacity to 350 KLPD. This flexibility allows us to optimise distillery throughput regardless of government-imposed restrictions on cane juice diversion, ensuring we remain a leader in the National Biofuel Policy ecosystem. For FY2027, our focus shifts to asset sweating, targeting sugar capacity utilisation of >93% and distillery utilisation of >85% to maximise capital velocity.

The Digital Leap:

From “Metal to Mind”, our forward roadmap is defined by a transition from foundational digital retrofitting to cognitive operations. We have doubled our investment in AI and emerging technologies to institutionalise “Metal to Mind” decision-making. By introducing AI-enabled optimisation engines for fermentation control and shift scheduling, alongside satellite geo-sensing for precision agriculture across our 200,000-farmer command area, we are decoupling growth from resource intensity.



Circular Infrastructure and Regenerative Commitment

Sustainability remains the lens through which we de-risk our future. Our forward pipeline includes high-impact “Waste-to-Wealth” projects:

- ▶ **Kolhapur CBG Project:** A flagship 13 TPD Compressed Bio-Gas plant to convert distillery spent wash into green fuel.
- ▶ **Jawaharpur Steam Savings:** A ₹49 Crore initiative targeted for November 2026 completion, expected to reduce steam consumption by 10% and save 54,000 MT of bagasse annually.

- ▶ **Regenerative Agriculture:** Scaling our soil health programs to reach a soil organic carbon target of 0.5%–0.75% and achieving our 10x water positivity goal by 2030.

Through these disciplined interventions, DBSIL is not just navigating the next cycle but is actively engineering its operating system to extract maximum value. We remain committed to delivering superior shareholder returns while contributing to India's broader objectives of energy transition, rural prosperity, and food security.

Case Study:

Eagle Agrotech Tanzania – De-risking Growth Through Global Optionality

While DBSIL has historically anchored its growth in the high-yield clusters of Uttar Pradesh and Maharashtra, FY2026 marks ‘Year Zero’ for our international manufactured capital in Tanzania. The project is currently in the estate development phase, focusing on bush clearing, nursery construction, and due diligence for factory infrastructure. This phased, low-capital-intensity early stages allow us to build a sustainable raw material base in a high-growth, sugar-deficit geography, ensuring our long-term growth trajectory is decoupled from domestic agro-climatic limitations..

This Abu Dhabi-based holding entity, which controls a sugarcane plantation and factory project in Tanzania, represents a strategic move from a surplus market to a high-growth, sugar-deficient geography.

This venture is operationalized through a philosophy of “High Strategic Optionality with Low Capital Intensity.” This acquisition grants the Company a majority-controlled entry into a market where domestic realization rates are consistently higher than world market prices. Furthermore, the partnership with the Alabbar family office (the principals behind the Emaar Group) provides DBSIL with significant institutional credibility and local navigational expertise, effectively de-risking the regulatory and geopolitical complexities of a first-time international foray.

Strategically, Eagle Agrotech is framed as a forward-looking initiative rather than a near-term revenue contributor. We have adopted a disciplined, phased investment approach:

- ▶ **The Backward-Integration Phase:** Currently in “Year Zero,” our primary focus is on stabilizing agricultural assets on 20,000 hectares of virgin land located 150 kilometers from the commercial capital, Dar es Salaam.
- ▶ **Asset-Light Timing:** By prioritizing the establishment of a robust crop cycle before initiating factory construction - targeted for completion in approximately three years - we are ensuring that industrial capital is not deployed ahead of raw material readiness.
- ▶ **Geographic Natural Hedge:** This expansion serves as a critical strategic hedge, providing a growth trajectory that is decoupled from the specific agro-climatic and policy constraints of the Indian domestic market.

Through this low-capital entry into East Africa, DBSIL is not merely building a factory; it is establishing a scalable “Standardized Template” for global growth, ensuring that long-term value creation is supported by a diverse, multi-geography asset base.

Business Overview

An Integrated Agro-to-Energy Enterprise

Dalmia Bharat Sugar and Industries Limited is one of India's most structurally integrated agro-to-energy enterprises, operating across the sugar, ethanol, and renewable power value chains. Our business model is anchored in the efficient conversion of agricultural feedstock into a range of value-added outputs, enabling resilience across commodity cycles and policy regimes.

Established in the mid-1990s, the Company has expanded its footprint across Uttar Pradesh and Maharashtra, with a cane crushing capacity of approximately 43,200 TCD, a distillery capacity of 950 KLPD and a cogeneration capacity of 138 MW. Every component of sugarcane - juice, molasses, bagasse and by-products - is channelled into revenue-generating streams.

Strategic Evolution

Over the years, Dalmia Bharat Sugar and Industries Ltd. (DBSIL) has progressively evolved from a conventional sugar manufacturing enterprise into a more integrated agro-to-energy enterprise with diversified revenue streams across sugar, ethanol and renewable power. This transition reflects the Company's focus on strengthening operational integration, improving the realisation of value from sugarcane, and aligning its growth strategy with India's evolving biofuel and renewable energy policies.

DBSIL has evolved its strategic framework for FY2026 to transition from foundational growth to “Mastering Challenges and Creating Value.” The seven strategic pillars adopted during FY2025 remain the core architecture of our progress, now adapted to reflect our maturation as a tech-led agro-energy giant with an emerging international footprint.



Strategic Pillar

01 Financial Prudence and Value

Our financial objective is to strengthen capital discipline, earnings quality and long-term value creation. This value-creation narrative is supported by the demerger of non-core refractory (DMC) and travel (GT) units, which has transformed DBSIL into a leaner, "pure-play" entity, enhancing valuation clarity for investors. By maintaining a "net zero" debt posture through surplus liquidity and leveraging government interest subvention schemes (effective cost ~6%), we ensure that our capital deployment remains focused on high-IRR projects that deliver double-digit growth in earnings per share.

02 Digital Transformation

We have reached a critical inflexion point in our digital roadmap, moving from hardware installation to the "Diagnostic Mastership" state. A key priority is leveraging technology and process optimisation by gradually expanding the use of digital tools across the value chain, including improved monitoring of cane procurement, enhanced plant-level operational efficiency, and better inventory visibility to support informed decision-making. We have doubled our investment in AI and emerging technologies for FY2026 to automate Standard Operating Procedures (SOPs), reducing manual error and unplanned downtime as we move toward closed-loop autonomous operations.

03 Sustainable Operations

Our commitment to environmental stewardship has evolved into a strategic lever for de-risking the supply chain. We are strengthening sustainability initiatives by continuing to improve operational efficiency through responsible resource management, water conservation, energy optimisation, and the effective utilisation of by-products, such as bagasse, for renewable power generation. Key milestones for FY2026 include:

- **Decarbonisation:** Operationalising a flagship 13 TPD Compressed Biogas (CBG) project at Kolhapur and a 10% steam-saving project at Jawaharpur (saving 54,000 MT of bagasse annually).

04 Operational Excellence

We are now harvesting the full-year impact of our aggregate capacity expansions. A primary focus is expanding ethanol capabilities by strengthening the distillery segment through integrated capacity expansion, including the commissioning of the Gangapur (Baghaulti) grain-based distillery in December 2025, while maintaining feedstock flexibility across molasses, sugarcane derivatives, and grain-based inputs in line with regulatory guidelines. This expansion brings our total distillery capacity to 950 KLPD and sugar crushing to 43,200 TCD, with utilisation rates of >82% and >88%, respectively.

05 Human Capital Development

As we transition from "Metal to Mind," our people are being repositioned as Value Architects. In FY2026, we aim to achieve 100% digital literacy among frontline factory staff to enable mastery of cognitive SCADA/DCS systems. Furthermore, with the acquisition of a 51% stake in Eagle Agrotech Holdings Limited, HR is establishing global mobility standards and workforce profiling to manage our first international plantation and factory project in Tanzania.

06 Stakeholder Engagement

We are intensifying our engagement with 200,000+ partner cultivators by turning the field into a data-rich environment. By institutionalising precision agriculture - including satellite geo-sensing and drone surveillance - across our entire command area, we provide real-time feedback to farmers on irrigation needs and cane health. This digital integration reinforces institutional trust and ensures the sustainable supply required to support our expanded industrial throughput.

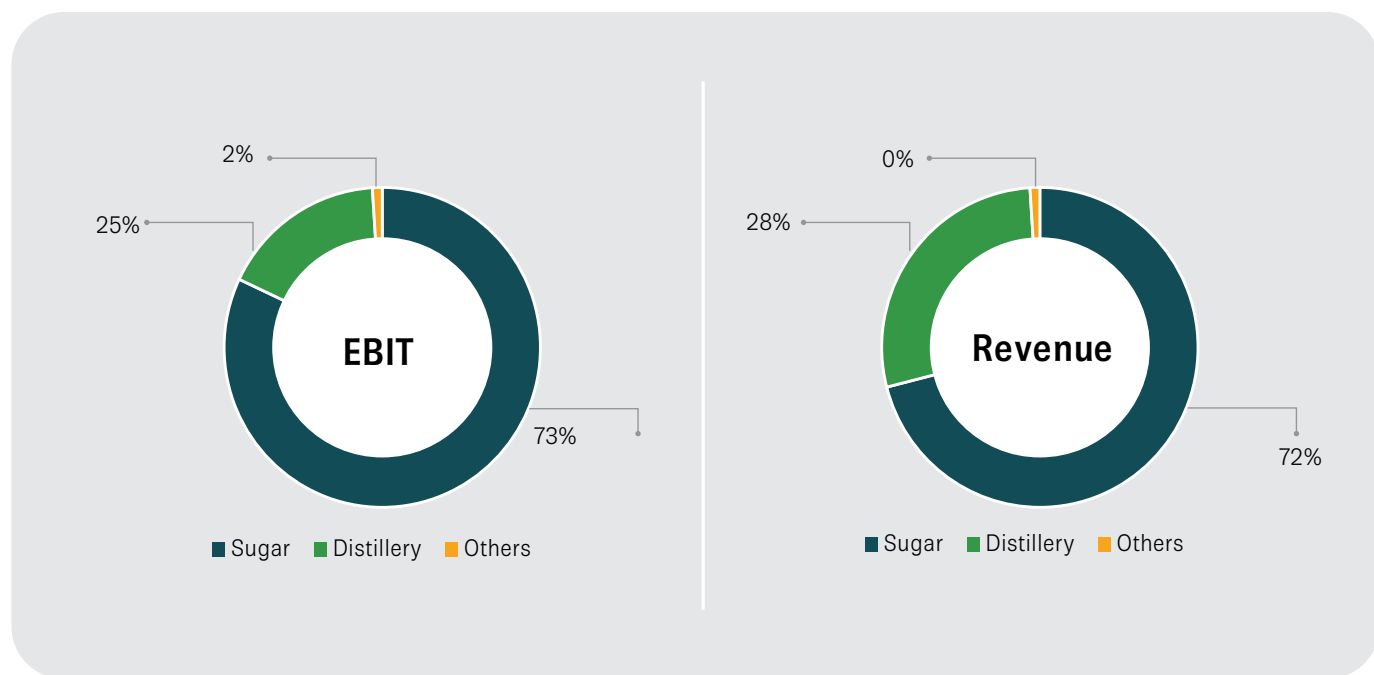
07 Market and Policy Alignment

Our business model is now engineered to "Master" regulatory volatility through feedstock agility. We are enhancing integrated production flexibility by maintaining the ability to optimise the allocation of sugarcane between sugar production and ethanol manufacturing depending on policy direction, market conditions, and ethanol blending requirements. By scaling grain-based ethanol capacity to 350 KLPD, we have established a "Natural Hedge" that allows us to sustain distillery volumes even during government-imposed restrictions on sugar juice diversion. Internationally, our entry into Tanzania de-risks our growth trajectory from domestic market saturation by providing access to a high-potential, sugar-deficient geography.



Segmental Contribution to Revenue and EBIT

Segment		Revenue Contribution	EBIT Contribution	FY2026 Highlights
Sugar		~72%	~73%	Core revenue driver; stable domestic demand despite export restrictions
Distillery		~28%	~25%	Highest margin segment; ethanol blending programme; grain + molasses feedstock
Others		~0%	~2%	Wind Power, ancillary contributions



Key Data Updates for FY2026:

- **Gangapur (Baghaulti) Distillery:** Transitioned from CWIP (Capital Work-in-Progress) to Fully Operational. The 100 KLPD grain-based facility commenced commercial operations on December 27, 2025.
- **Total Distillery Scale:** Aggregate capacity reached 950 KLPD, significantly strengthening the Company's grain-based ethanol production.

100_{KLPD}

Gangapur (Baghauri) Distillery transitioned from CWIP to fully operational status with the commissioning of a grain-based facility.

950_{KLPD}

Aggregate distillery capacity expanded significantly, strengthening the Company's grain-based ethanol portfolio.

Case Study:
The BSDL Amalgamation & Portfolio Rationalisation

“From Acquisition to Integration: The Baghauri Story”

The transformation of our business portfolio in FY2026 is best exemplified by the “Baghauri Story” - a two-act strategic journey that transitioned from a distressed acquisition to a fully integrated, high-yielding operational asset. This narrative serves as a textbook example of capital discipline, illustrating how DBSIL has mastered the complexity of simultaneously scaling core capacities while divesting non-core legacy burdens.

Act One: Speed and Synergy (The Turnaround)

The story began in late 2023 with the acquisition of Baghauri Sugar and Distillery Limited (BSDL) under the Insolvency and Bankruptcy Code (IBC). Demonstrating exceptional execution speed, our engineering teams revived the 3,500 TCD sugar unit and its 12 MW cogeneration plant within just 90 days of acquisition. This turnaround not only restored latent industrial capacity but also immediately unlocked synergies across a 60,000-hectare command area in Uttar Pradesh, strengthening our regional footprint.

Act Two: Converting CWIP into Feedstock Agility

The second phase focused on the 100 KLPD distillery project inherited in an incomplete state (CWIP). Strategically pivoting from the original molasses-based design, we converted this unit into a grain-based facility to align with the national biofuel roadmap and our internal feedstock agility goals. The facility commenced commercial operations on December 27, 2025, successfully transitioning a balance-sheet liability into an active profit engine. This commissioning reinforced our total grain-based ethanol capacity to 350 KLPD, providing a critical “Natural Hedge” against policy-led restrictions on cane juice diversion.

Portfolio Rationalisation: The Pure-Play Transition

While Baghauri was being integrated, Act Two was complemented by the NCLT- sanctioned demerger of our non-core refractory (DMC) and travel (GT) units. With final approval from the National Company Law Tribunal, Chennai Bench, on September 12, 2025, these legacy side-businesses were transferred to Dalmia Bharat Refractories Limited. This simultaneous action - adding 3,500 TCD and 100 KLPD of core capacity while divesting contingent liabilities associated with the demerged units - has transformed DBSIL into a leaner, “pure-play” agro-energy giant.

The BSDL amalgamation, effective April 1, 2024, now concludes as a coherent story of value creation. By focusing exclusively on our core Sugar and Distillery segments, we have established a simplified corporate structure that provides absolute segmental clarity to investors and strengthens capital discipline and investor clarity.

3,500_{TCD}

Successful revival and integration of the Baghauri sugar unit as Gangapur added crushing capacity.



Business Segment Review - 01

Sugar



DBSIL continues to operate as one of India's most structurally integrated and operationally disciplined sugar manufacturers. During FY2026, the sugar industry navigated a complex environment characterised by moderated cane availability in select regions, policy-led controls on sugar exports and ethanol diversion, and evolving demand-supply dynamics. Despite these headwinds, DBSIL maintained operational stability through disciplined cane planning, calibrated diversion strategies and efficient plant utilisation.

Global Sugar Industry

The global sugar industry continues to play a critical role in the agricultural and food- processing ecosystem. After achieving the 180-million-tonne threshold in the previous year, global sugar production reached approximately 180.4 million tonnes, according to the International Sugar Organisation (ISO). For 2025–26, the ISO projects global production to increase to around 181.8 million tonnes, shifting the market from a deficit in the prior season to a modest surplus of roughly 1.6 million tonnes.

Global consumption remains above 180 million tonnes annually, reaching a record 181.2 million tonnes in 2023–24, driven by population growth, rising incomes in emerging economies, and sustained demand from food-processing industries. Worldwide, the sugar-ethanol

linkage is deepening, particularly driven by Brazilian production economics, introducing an additional variable that connects the sugar market with global energy prices.

Indian Sugar Industry

India's sugar industry is deeply embedded within the country's vast agricultural ecosystem, supporting rural livelihoods and agro-based industries. India produces around 329.7 million tonnes of food grains annually and is the second-largest global producer of sugarcane. According to ICRA, gross sugar production for SY2026 is projected to rise by around 15% to nearly 34 million tonnes, supported by improved cane planting in Maharashtra and Karnataka and favourable weather.

After accounting for an estimated 4 million tonnes of sugar diversion towards ethanol, net sugar output is expected to remain around 30 million tonnes, broadly balancing domestic consumption of about 28 million tonnes. Closing inventories are projected at around 6.3 million tonnes - approximately 2.5 months of domestic consumption - indicating a comfortable demand-supply situation.

India's sugar exports have remained relatively modest in the current season, with shipments reaching around 2.01 lakh tonnes through February 2026. Policymakers have increasingly encouraged producers to prioritise ethanol production to manage surplus cane and maintain supply balance while supporting India's broader clean- energy objectives. The sector is also expanding its role in climate-linked initiatives, with ISMA signing an MoU with the Global Carbon Council (GCC) to strengthen participation in international carbon markets.



SWOT Analysis - Indian Sugar Industry

Strengths	Weaknesses	Opportunities	Threats
Large agricultural base & raw material availability; integrated agro- energy model; strong EBP policy support; large & stable domestic consumption; emerging carbon market participation	High agro-climatic dependence; significant policy dependence (FRP/SAP, export quotas); working- capital intensive operations; regional production concentration	Expansion of ethanol production capacity; diversification into green energy & bioenergy; carbon market participation; production recovery and supply stabilisation	Geopolitical & trade uncertainties affecting exports; domestic supply imbalance risk; global sugar price volatility; policy-driven market adjustments

Financial Performance

(Segment - FY2025–26 vs. FY2024–25)

Segment Revenue	₹2618Cr	EBIT Margin	10.70%
	↓4%		↓1.6%
Segment EBITDA	₹352Cr	Segment EBIT	₹280
	↓16%		↓17%

Data Note –Sugar Segment

FY2025 comparatives: Segment Revenue ~₹2738 Cr (~74% of total) | Segment EBIT contribution ~82% of total EBIT.

Operational Performance

During FY2026, DBSIL operated all six sugar mills across Uttar Pradesh and Maharashtra, achieving substantial utilisation despite headwinds from agro-climatic conditions and policy constraints.

SWOT Analysis - Indian Sugar Industry

Metric	FY2026	FY2025	Remarks
Cane Crushed (lakh tonnes)	51.03	55.59	Cane crush affected by lower yields due to agro-climatic conditions
Sugar Produced (lakh tonnes)	5.4	5.6	Adjusted for ethanol diversion
POL (%)	13.55%	13.76%	Impacted by varietal changes and agro-climatic conditions
Net Recovery Rate (%)	10.56%	10.0%	Impacted by B-heavy and juice diversion decisions



Competitive Strengths

Competitive Strengths	
Strategic Scale	Six sugar mills across Uttar Pradesh and Maharashtra have a combined crushing capacity of 43,200 TCD as of 31 March 2026. A diversified footprint reduces concentration risk and provides operational resilience to regional climatic variability. The upgradation of the Nigohi unit to 10,500 TCD is fully operational, strengthening throughput capability and enhancing economies of scale.
UP Leadership	One of the leading private-sector sugar manufacturers in Uttar Pradesh, supported by long-standing farmer relationships and structured cane development programmes that enhance cane visibility, varietal improvement and supply stability.
Recovery Performance	Competitive recovery rates supported by improved varietal mix and agronomic interventions. A high proportion of early-maturing cane varieties in Uttar Pradesh supports better recovery, improved throughput and efficient crushing cycles.
Diversion Flexibility	An integrated structure enables calibrated allocation between sugar and ethanol, optimising revenue realisation within regulatory limits. In FY2026, diversion decisions were aligned with prevailing guidelines and ethanol blending requirements.

Challenges and Mitigation

The sugar business continues to be exposed to structural industry risks, including agro-climatic variability, government-determined cane pricing, export controls and inventory management pressures. In FY2026, moderated cane availability in parts of northern India and regulatory constraints on sugar diversion required tighter operational coordination. DBSIL mitigates these risks through:

- ▶ Strong farmer engagement and varietal development programmes
- ▶ High proportion of early-maturing cane varieties to improve recovery.
- ▶ Integrated flexibility between sugar and ethanol production streams
- ▶ Prudent inventory and working capital management across the season.
- ▶ Cost discipline across all six manufacturing operations

OUR STRENGTHS. OUR EDGE.

Driving sustainable growth through integration, efficiency and operational excellence

01

STRONG FARMER ENGAGEMENT AND VARIETAL DEVELOPMENT PROGRAMMES

Building long-term partnerships with farmers and promoting high-yielding, climate-resilient varieties.



02

HIGH PROPORTION OF EARLY-MATURING CANE VARIETIES

Enabling early crushing, higher recovery and better operational efficiency.



03

INTEGRATED FLEXIBILITY BETWEEN SUGAR AND ETHANOL PRODUCTION STREAMS

Agile operations to optimise mix based on market dynamics and value realisation.



04

PRUDENT INVENTORY AND WORKING CAPITAL MANAGEMENT

Maintaining optimal inventory levels and disciplined working capital management across the season.



05

COST DISCIPLINE ACROSS ALL SIX MANUFACTURING OPERATIONS

Driving efficiency, reducing costs and enhancing competitiveness across all units.



Segment Outlook

Sugar Segment Outlook

The sugar segment is expected to remain the cornerstone of DBSIL's integrated agro- energy model. India continues to maintain a structurally strong domestic sugar market. Industry estimates indicate gross sugar production could increase significantly in the next sugar season. For integrated players such as DBSIL, the ability to dynamically allocate sugarcane between sugar and ethanol provides greater operational flexibility and margin stability. While influenced by agro-climatic conditions and policy developments, the ongoing integration of sugar operations with downstream ethanol production is expected to reduce cyclicity and support more stable long-term performance.

Business Segment Review - 02

Distillery



The distillery segment continues to represent a strategic growth engine within DBSIL's integrated business model, providing structural diversification from the cyclical sugar business. As of 31 March 2026, the segment has transitioned from expansion-led growth to optimisation-led scale, with capacities fully integrated into the Company's operational framework.

FY2026 was characterised by calibrated policy direction around sugar diversion and ethanol blending. With India's ethanol blending programme achieving approximately 20%

blending nationally - five years ahead of the original target - ethanol remains a structurally supported segment under the country's energy transition roadmap. The distillery business continues to enhance revenue stability, improve working-capital velocity, and support margin resilience across the broader agro-to-energy portfolio.

India's Ethanol & Biofuel Industry Landscape

India's energy transition has gathered significant momentum as the country aligns its development pathway with long-term climate commitments and energy security goals. At COP26, India announced its net-zero target for 2070, supported by the five-point 'Panchamrit' strategy, which includes achieving 500 GW of non-fossil fuel energy capacity by 2030 and meeting 50% of energy requirements from renewable sources.

Non-fossil fuel sources now account for approximately 51.93% of India's total installed power capacity, surpassing fossil-fuel-based capacity for the first time. Within this mix, bioenergy - including bagasse-based cogeneration and ethanol - plays a critical role. Biofuels, particularly ethanol, have emerged as a key pillar of India's efforts to decarbonise the transport sector.

Under the Government's Ethanol Blended Petrol (EBP) programme, India has achieved a major milestone: 20% ethanol blending in petrol, five years ahead of its original target. Ethanol blending has expanded from around 1.5% in 2014, supported by policy incentives, assured procurement by Oil Marketing Companies (OMCs), and capacity expansions across both sugarcane-based and grain-based distilleries.



Key Ethanol Blending Benefits

Dimension	Impact
Energy Security	India imports ~85% of its crude oil requirements; domestic ethanol reduces import dependence and strengthens energy security.
Environmental	Ethanol blending has reduced carbon emissions by ~5.4 million metric tonnes of CO ₂ and lowered vehicular CO and hydrocarbon emissions.
Rural Economy	Government initiatives supporting ethanol production have enabled payments of approximately ₹87,000 crore to farmers.
Foreign Exchange	Increased ethanol blending has generated forex savings of over ₹1 lakh crore by reducing crude oil imports.
Production Scale	India is currently the third-largest ethanol producer globally after the United States and Brazil.
Demand Outlook	With petrol consumption of ~698 crore litres, ethanol demand is projected to exceed 1,000 crore litres by FY2026 under a 20% blending rate.

Financial Performance

(Segment - FY2025–26 vs. FY2024–25)

Segment Revenue	₹993Cr ↑1%	EBIT Margin	9.80% ↑2.71%
Segment EBITDA	₹157Cr ↑21%	Segment EBIT	₹97 ↑40%

Data Note –Distillery Segment

FY2025 comparatives: Segment Revenue ~₹981 Cr (~28% of total) | Segment EBIT contribution ~17% of total EBIT | EBITDA Margin ~7%.

Operational Performance

With the removal of ethanol production caps for ESY 2025–26, DBSIL operated with enhanced flexibility during FY2026, optimising its feedstock mix and maintaining healthy utilisation levels across distillery operations.

SWOT Analysis -

Metric	FY2026	FY2025	Remarks
Installed Capacity (KLPD)	950	850 KLPD + 100 CWIP	Gangapur (Baghaulti) grain distillery of 100 KLPD was commissioned on December 27, 2025.
Ethanol Production (crore litres)	19.23	18.18	Includes molasses and grain- based output
Average Realisation (₹/litre)	60.5	₹62.2	Varies by feedstock; price reset in ESY2025
Feedstock Mix (Molasses: Grain)	65%:35%	64%:36%	Higher grain usage due to expanded grain distillery capacity
Capacity Utilisation (%)	67%	66%	
EBIT Contribution (Segmental)	25%	~17%	The highest margin segment across the integrated portfolio

Competitive Strengths

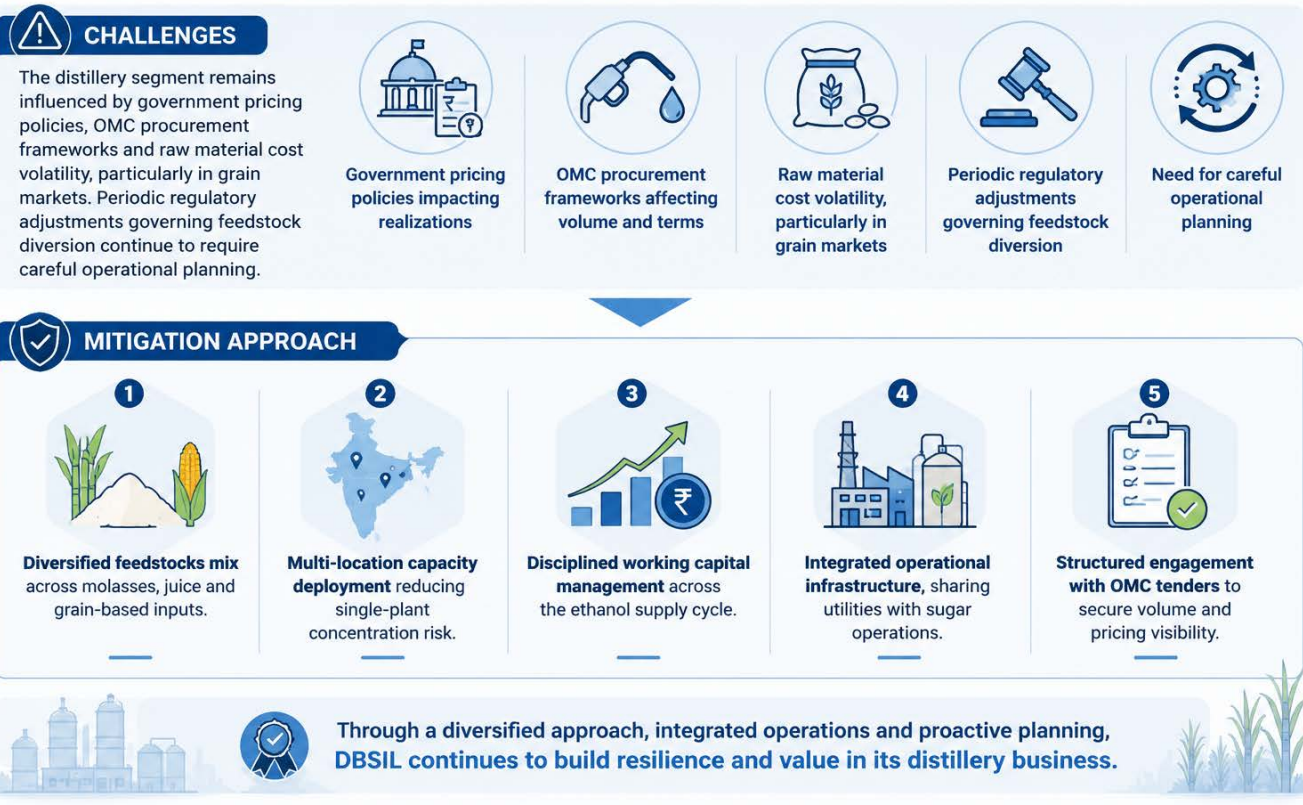
Feedstock Versatility	Ability to operate across multiple feedstocks - B & C- heavy molasses, direct sugarcane juice (subject to regulatory permissions), and grain. This diversified architecture enhances flexibility in response to policy changes and commodity price movements.
Scaled Capacity Platform	Installed distillery capacity of approximately 850 KLPD, supplemented by the 100 KLPD grain-based unit at Gangapur (Baghauli). This expanded base reduces dependence on a single feedstock stream and strengthens participation in the EBP programme.
Integrated Cost Advantage	Distillery operations benefit from captive utilities, steam from cogeneration, shared infrastructure, and logistical efficiencies, supporting cost competitiveness and operational discipline as part of fully integrated sugar complexes.
EBP Programme Alignment	Structured ethanol supply to Oil Marketing Companies under assured procurement frameworks, providing pricing visibility and demand assurance that supports earnings stability relative to standalone sugar operations.
Regulatory Agility	During periods of restrictions on sugar-based ethanol production, grain-based capacity is utilised to sustain volumes. This agility has reduced disruption risk and reinforced segment resilience under varying policy conditions.

Challenges and Mitigation

The distillery segment remains influenced by government pricing policies, OMC procurement frameworks and raw material cost volatility, particularly in grain markets. Periodic regulatory adjustments governing feedstock diversion continue to require careful operational planning. DBSIL mitigates these risks through:

- ▶ Diversified feedstocks mix across molasses, juice and grain-based inputs.
- ▶ Multi-location capacity deployment reducing single-plant concentration risk.
- ▶ Disciplined working capital management across the ethanol supply cycle
- ▶ Integrated operational infrastructure, sharing utilities with sugar operations.
- ▶ Structured engagement with OMC tenders to secure volume and pricing visibility

CHALLENGES AND MITIGATION



Case Study:
The Kolhapur CBG Project

“Spent Wash to Green Fuel: Closing the Distillery Loop”

At DBSIL, our commitment to Circular Infrastructure is best demonstrated by the flagship ₹58 Crore Compressed Biogas (CBG) project at our Kolhapur unit. This initiative represents a defining “Waste-to-Wealth” milestone, transforming one of the distillery segment’s most challenging environmental liabilities - spent wash - into a high-value, revenue-generating green fuel.

Engineering the Circular Loop: From Pollutant to Power

Distillery spent wash has traditionally been a complex byproduct to manage due to its high organic load. By adopting advanced anaerobic digestion technology, we are engineering a closed-loop system that converts this waste into renewable energy. The Kolhapur plant is designed to achieve a peak output of 13 Tonnes Per Day (TPD) of Compressed Biogas, effectively neutralising the environmental footprint of our distillation process while maximising the caloric value of our waste streams.

The Revenue Model: Monetising Green Molecules

Monetising Green Molecules This project is not merely an environmental safeguard but a strategic driver of Financial Capital. We have established a robust commercial model in which the produced bio-CNG will be sold directly into India’s emerging green energy grid. Expected to be commissioned by November 2026, the project is to be funded through a disciplined mix of debt and equity, ensuring that our transition to a CBG leader remains aligned with disciplined capital allocation and long-term value creation.

Environmental Stewardship and ESG Impact

The Kolhapur CBG project directly addresses the core concerns of ESG investors regarding distillery waste management. By diverting spent wash into biogas production, we are:

- ▶ **Decarbonising Operations:** Contributing to our phased decarbonization roadmap and reducing Scope 1 emissions.
- ▶ **Enhancing Resource Efficiency:** Moving closer to our goal of near 100% circularity for all industrial byproducts.
- ▶ **Supporting Energy Security:** Positioning DBSIL at the frontier of India’s National Biofuel Policy ecosystem by adding a new tier of renewable energy to our portfolio.

Through this project, Kolhapur continues its legacy as a global efficiency leader, validated by its three consecutive CII Excellence in Energy Management Awards, proving that intelligent infrastructure can simultaneously protect the planet and the bottom line.

For more details on how our waste-to-wealth initiatives support regenerative agriculture and soil health, refer to the Natural Capital chapter on page [70]. For the specific financial impact of byproduct commercialisation, see the Financial Capital section on page [42].

Segment Outlook

Distillery Segment Outlook

The distillery segment is expected to remain a key growth driver as India continues to strengthen its biofuel ecosystem through the EBP programme. With 20% ethanol blending achieved ahead of schedule, ethanol demand from OMCs is expected to remain structurally strong, providing long-term visibility into volumes. The segment is likely to benefit from sustained policy support, expanding ethanol demand, increasing grain-based capacity (including the commissioning of the Gangapur (Baghauli) 100 KLPD unit), and growing adoption of diversified feedstocks. While regulatory developments related to feedstock allocation and ethanol pricing will continue to be monitored, the structural shift towards biofuels is expected to support stable medium-to-long-term growth.

Risk Management

Risks, Threats and Concerns

DBSIL operates in a complex, policy-regulated agro-industrial environment characterised by commodity price volatility, agro-climatic dependencies, and evolving regulatory frameworks. The Company maintains a structured enterprise risk management framework to identify, assess, monitor, and mitigate material risks across its integrated operations.

Competitive Strengths

Risk Category	Risk Identification	Mitigation Strategy
Regulatory & Policy	The sugar and ethanol industries operate within a highly regulated framework. Changes in FRP/SAP pricing, export quotas, ethanol diversion guidelines, and OMC procurement policies may affect operational and pricing dynamics.	Continuous monitoring of regulatory developments; proactive engagement with industry bodies and policymakers (ISMA, NFCSF); maintaining operational flexibility to balance sugar and ethanol production in line with policy directives.
Market & Economic	Volatility in global and domestic sugar prices, fluctuations in grain costs for ethanol production, inflationary pressures, and changes in interest rates can influence profitability and working capital requirements.	Diversified revenue streams across sugar, ethanol and renewable power moderate exposure to single-product price volatility. Disciplined inventory management and procurement strategies mitigate input price fluctuations.
Agro-Climatic & Operational	Sugarcane availability and recovery rates are influenced by climatic conditions, including irregular rainfall, droughts, floods, pest outbreaks (red rot disease), and soil health degradation, thereby impacting crushing volumes and throughput.	Strong farmer engagement programmes; adoption of high-yield and disease- resistant cane varieties; agronomic support initiatives; geographic diversification of manufacturing units across multiple cane belts in UP and Maharashtra.
Geopolitical & Trade	The ongoing conflict in the Middle East has heightened risks around energy prices, freight costs, shipping availability, petrochemical supply chains and broader trade flows. According to Reuters, the war has disrupted oil, LPG, and petrochemical movements through and around the Strait of Hormuz, contributing to higher crude prices, tighter input markets, and increased volatility across currencies and bond markets, including in India. These conditions may influence commodity realisations, input costs, export economics and overall market sentiment.	The Company remains predominantly oriented toward the domestic market and therefore has limited direct exposure to fluctuations in international demand. This provides partial insulation from external trade dislocation.However, the business may still be indirectly affected by higher fuel, logistics, fertiliser, packaging, and other input costs arising from global supply disruptions.Management continues to closely monitordevelopments in energy markets, trade flows and pricing conditions, while maintaining sourcing flexibility, prudent inventory planning and calibrated market strategies to respond to evolving conditions.
Sustainability & Environmental	Sugar manufacturing is resource-intensive, particularly in terms of water consumption and seasonal biomass utilisation. Increasing environmental regulations and evolving ESG disclosure expectations may impose additional compliance requirements.	Investment in water conservation; adoption of energy-efficient technologies; utilisation of bagasse for renewable power generation; structured ESG reporting and compliance mechanisms to manage regulatory evolution.
Technology & Cybersecurity	The increasing digitalisation of plant operations, ERP platforms (SAP), and data infrastructure exposes operations to potential cyber threats, system disruptions, and data security risks.	Implementation of robust IT security protocols, network monitoring systems, data backup mechanisms, periodic cybersecurity audits, and employee awareness programmes to strengthen digital resilience.
Financial & Liquidity	Seasonal cash flows characterise the sugar industry, with inventory build-up cycles and significant working capital requirements. Movements in interest rates or tightening credit conditions could impact financing costs.	Prudent leverage levels; disciplined capital allocation; adequate liquidity buffers; long-standing banking relationships to ensure continued access to credit facilities across seasonal cycles.



Governance

Internal Control Systems and Their Adequacy

DBSIL maintains a comprehensive and evolving internal control framework designed to support its integrated operations across the sugar, distillery and cogeneration businesses. These systems are intended to ensure reliable financial reporting, operational efficiency, compliance with applicable laws and regulations, and the protection of the Company's assets across its geographically distributed facilities.

The Company's internal control architecture is built on clearly defined responsibilities, risk-based control mechanisms and continuous monitoring processes. It includes well-established policies, documented standard operating procedures (SOPs), defined authorisation hierarchies, and periodic review mechanisms conducted at the plant, functional, and corporate levels.

Financial Controls

The Company has implemented structured financial controls covering key operational and financial processes such as procurement, inventory management, revenue recognition and capital expenditure. Transactions are governed by a maker- checker-approver framework, supported by enterprise-level SAP systems that facilitate automation, traceability, and compliance with internal policies and statutory requirements. Financial statements are prepared in accordance with Indian Accounting Standards (Ind AS) and are subjected to periodic review and audit by statutory auditors.

Operational Controls

Operational controls are embedded within the Company's manufacturing, cane procurement and logistics processes. Standard operating procedures govern critical plant processes across all six manufacturing units. Regular management reviews and cross-functional oversight ensure that operational performance is monitored against established benchmarks and that deviations are identified and addressed promptly.

Compliance and Risk Management Controls

The Company maintains a structured Compliance Management Tool that tracks regulatory filings, environmental compliance requirements and industry-specific regulatory guidelines issued by central and state authorities. The regulatory developments and compliance requirements are promptly updated in the tool and mapped to the relevant operational and functional teams through the legal and compliance officer(s) to ensure adherence to evolving requirements.

Compliance with the SEBI Prevention of Insider Trading Regulations is ensured through the Insider Trading Compliance Management

System, which tracks all disclosures and approvals and maintains a Structured Digital Database with respect to Unpublished Price Sensitive Information.

The Audit Committee of the Board reviews the adequacy and effectiveness of internal control and compliance systems based on inputs from internal audits, statutory audits, and auto-generated compliance certificates generated through the compliance management tool and management assessments.

IT and Cybersecurity Controls

In line with the increasing digitalisation of business operations, the Company has implemented layered information technology controls designed to safeguard data integrity and system security. These include firewalls, controlled access mechanisms and secure authentication protocols. Periodic cybersecurity reviews and disaster recovery preparedness exercises are conducted to evaluate system resilience. Role- based access permissions and audit trails are maintained to monitor system usage and ensure accountability.

Internal Audit

The Company has engaged an independent internal audit firm to conduct risk-based internal audits in accordance with an audit plan approved by the Audit Committee.

The scope of these audits covers key operational processes, financial controls and compliance systems across business units. Observations and recommendations arising from internal audits are reviewed by management and presented to the Audit Committee for oversight. Appropriate corrective actions are undertaken to strengthen control mechanisms and enhance operational effectiveness.



Human Resources

Material Developments in Human Resources and Industrial Relations

In FY2026, DBSIL has accelerated its transition from “Metal to Mind,” repositioning its workforce from manual task execution to “Value Architects” of a tech-led agro-energy enterprise. The total number of employees employed by the Company (directly or indirectly) during the year are 3400. Our human capital strategy is now aligned with capital discipline, productivity and operating excellence, focusing on three transformative pillars:

- ▶ **Organisational Restructuring and Agility:** The NCLT-sanctioned demerger of the non-core refractory (DMC) and travel (GT) units was completed in FY2026, resulting in a leaner, more specialised workforce dedicated to our core Sugar, Distillery, and Power segments. Simultaneously, the Company successfully established its first international footprint in Tanzania, setting global mobility standards and workforce profiles for the Eagle Agrotech project.
- ▶ **The Digital Leap:** Moving beyond the foundational digital retrofitting of FY2025, the Company has set a target of 100% digital literacy for the total workforce in FY2026. This initiative ensures that frontline factory

staff can effectively “master” the predictive analytics, SCADA/DCS systems, and AI-driven forecasting tools that now govern our operational units.

- ▶ **Industrial Relations and Regulatory Evolution:** Industrial relations remained harmonious throughout the organisational transition, supported by transparent collective bargaining and a zero-tolerance approach to human rights risks. On November 21, 2025, the Government of India notified four new Labour Codes; DBSIL has proactively recognised the initial financial impacts of these changes and is prepared for full compliance as final rules are notified.
- ▶ **Safety Mastery:** Maintaining the Zero Fatality milestone remains our core priority. We have intensified our health and safety monitoring.

✦ For a detailed analysis of our talent acquisition strategies, digital upskilling metrics, and comprehensive health and safety performance, please refer to the Human Capital chapter on page [88].



Sustainability Initiatives during FY2026

In FY2026, DBSIL has elevated sustainability from a compliance mandate to a primary strategic lens for “Mastering Challenges and Creating Value.” Our Natural Capital strategy is now an essential engine for de-risking the supply chain and long-term margin protection. This year marks a transition from foundational environmental reporting to a regenerative industrial model, in which our physical operations are designed to return more to the ecosystem than they extract. Key initiatives for the year include:

- ▶ **Water Stewardship Leadership:** We have intensified our watershed management and pond rejuvenation investments advancing near water-neutral operations through water-efficiency and stewardship initiatives. This progress keeps us on the definitive path toward our 10x Water Positive goal by 2030, supported by a reduction in specific water consumption to <0.06 KL/MT of cane.
- ▶ **Circular Economy & Waste-to-Wealth:** A defining milestone is the development of our flagship 13 TPD Compressed Biogas (CBG) project at Kolhapur. By utilising anaerobic digestion to convert distillery spent wash into renewable biogas for sale to the grid, we are closing the loop on one of our most challenging waste streams while creating a new revenue driver.
- ▶ **Decarbonization & Thermal Efficiency:** To “Master” climate risks, we have expanded the use of Mechanical Vapour Recompression (MVR) technology to lower energy intensity below 600 million KJ / million INR. A major forward-looking initiative is the ₹49 Crore steam-saving project at Jawaharpur, targeted to reduce steam consumption by 10% and save 54,000 MT of bagasse annually.
- ▶ **Regenerative Agriculture & Soil Health:** We are deepening our engagement with 200,000+ partner cultivators to restore soil integrity. Through large-scale soil testing (18,000 samples analysed annually) and the provision of press mud and bio-compost, we are driving toward a soil organic carbon target of 0.5%–0.75% by 2030.
- ▶ **ESG Digital Integration:** We have updated our ESG monitoring framework to a centralised, real-time reporting system that tracks core metrics - including carbon footprint and water intensity - across all operational units, including the newly integrated Gangapur (Baghauli) unit.

For a detailed analysis of our flagship rural transformation metrics, DIKSHA outcomes, and community impact assessments, please refer to the Social and Relationship Capital chapter on page [78].

CSR Initiatives during FY2026

In FY2026, DBSIL has evolved its Corporate Social Responsibility (CSR) from a compliance mandate into a strategic lens for “Mastering Challenges and Creating Value” across its rural ecosystem. Rooted in the Gandhian principle of Trusteeship, our social strategy is designed to drive a triple bottom-line impact by sharing wealth and expertise with the 200,000+ partner cultivators who form the backbone of our supply chain. The Company's flagship Gram Parivartan program continues to anchor rural transformation. At the same time, the DIKSHA skilling centres have been repositioned to align with our digital leap, targeting 100% digital literacy and industry-ready vocational training for youth across Uttar Pradesh and Maharashtra. By integrating precision agriculture feedback loops and intensifying investments in community water stewardship and social infrastructure, DBSIL ensures that its industrial growth directly catalyses the socio-economic resilience of its host communities. For FY2026, we remain committed to a scalable impact model with an investment aligned with the statutory 2% mandate, ensuring that every rupee deployed reinforces our social license to operate and our long-term business viability.

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 may 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.

Boards' Report

Dear Members,

Your Directors' have pleasure in presenting their 74th 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 2025-26.

Financial Highlights

Particulars	Consolidated FY (2025-26)	Standalone FY (2025-26)	*Standalone FY (2024-25)
₹ in Crore			
Total Income	3712	3712	3,786
EBITDA	519	520	539
Less:- Interest & Financial Charges	63	63	63
PBDT	456	458	476
Less:- Depreciation	136	136	131
PBT	320	322	345
Less:- Tax			
Current Tax	86	86	6.05
Deferred Tax	-4	-4	(26.31)
Tax from earlier years	2	2	
Profits after tax	236	238	365
Add:- Surplus brought forward	2581	2581	2,262
Balance available for appropriation	2818	2819	2,628
Appropriations			
Dividend	-49	-49	-47
Balance carried Forward	2769	2770	2581

*In FY 2024-25, the Consolidated Financial Statements were not prepared in view of merger of Baghauli Sugar and Distillery Limited.

Operational and Business Performance

The Company has achieved strong results driven by its operational efficiency amidst cane pricing and cane availability pressures.

Key factors are:

- The Company successfully commercialized its operations of Grain Distillery in Gangapur (Baghauli) in December 2025.
- Sugarcane SAP (State Advisory Price) in Uttar Pradesh has increased by ₹30/Qtl and Fair and Remuneration Price (FRP) in Maharashtra has increased by ₹15/Qtl. This is partially recovered through NSR improvement of 4.5% to ₹39.7 from ₹38.0 in FY'25 and efficient operational cost management.
- Better recovery in Distillery segment and optimization of purchase cost of Grain supported by favourable demand- supply situation.

The working results for key businesses are attached and marked as **Annexure - 1** and forms part of this report.

New Projects

During the financial year under review, the Board of Directors of the Company has approved the following new capital projects:

- The installation of 13 TPD Compressed Bio Gas (CBG) project at the Kolhapur plant with expected commissioning by November 2026.

- The installation of steam-saving equipment at the Jawaharpur plant. This initiative is expected to reduce steam consumption by approximately 10%, resulting in significant bagasse savings. The commissioning of which is expected by November 2026.

The “Metal-to-Mind” Transition

This transition is operationalized through three critical levers of cognitive scale:

- AI-Driven Forecasting and Predictive Analytics:** We are moving beyond simple data collection to deploying AI models that automate complex operational decisions. By integrating IoT sensors with real-time performance tracking, we are maximizing asset turnover and suppressing the margins of error that traditionally characterized manual intervention.
- Process Rewiring and SOP Digitization:** A central pillar of this “Mind” transition is the systematic review of every Standard Operating Procedure (SOP) to identify digital integration opportunities. In FY2026, we progressed from the 50% “halfway mark” of our PwC-developed roadmap to the 75%–100% execution phase, effectively eliminating manual logbooks and codifying institutional knowledge into an automated, traceable framework.
- The Productivity-Growth Decoupling:** By engineering out repetitive, periodically scheduled tasks through

closed-loop automation, we are decoupling industrial growth from labor intensity. Through this cognitive shift, we are transforming our people from administrative processors into “Value Architects” who use engineered intelligence to master sector constraints and deliver superior shareholder value.

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 Regulation 34(2) read with Schedule V of 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 2025-2026 is provided in a separate section and forms part of the Annual Report.

Material Changes and Commitments

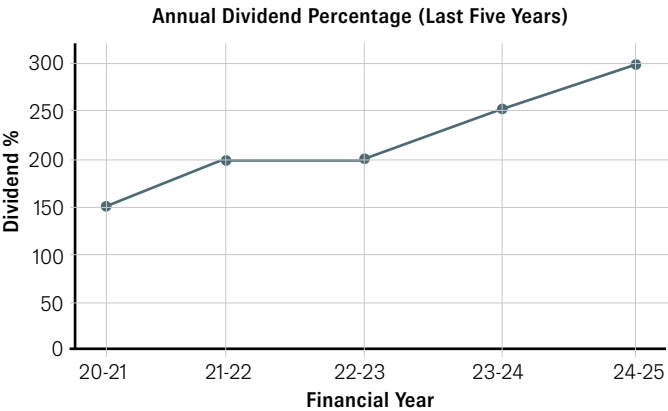
The Company continued to be engaged in the same business during the financial year 2025-26. There have been no material changes and commitments affecting the financial position of the Company, that occurred between the end of the financial year on March 31, 2026 and the date of this Report.

Dividend

The Board of Directors has, at its meeting held on May 05, 2026, recommended a final dividend of ₹1.50 (75%) per equity share of the face value of ₹2/- for the FY 2025-26, 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 as on the Record Date, i.e., July 03, 2026. 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 05, 2026, declared an Interim dividend of ₹4.50 (225%) per equity share of the face value of ₹2/- for the FY 2025-26. The interim dividend was paid to the shareholders on February 23, 2026.

The details of dividend paid by the Company over last 5 years are as under:



The Dividend Distribution Policy was reviewed and revised by the Board of Directors at its meeting held on February 05, 2026 to increase the limit of Dividend to be recommended and declared by the Board from 10% - 20% of the Net Profits after tax to 10% - 35% of the Net Profits after tax. The revised Dividend Distribution Policy of the Company is available at the website of the Company at <https://www.dalmiasugar.com/wp-content/uploads/2026/02/Dividend-Distribution-Policy.pdf>.

Transfer to Reserves

The details of Reserves and Surplus during the financial year under review are provided in Note No. 12 with respect to 'Other Equity' in the Standalone and Consolidated Financial Statements of the Company for FY 2025-26.

Subsidiaries, Associates and Joint Venture Companies

a. Acquisition of Eagle Agrotech Holdings Limited

During the year under review, the Company has entered into a Share Subscription cum Shareholders Agreement with Eagle Agrotech Holdings Limited (EAHL), a Company incorporated in Abu Dhabi, United Arab Emirates and H.E. Mr. Mohamed Ali Rashed Alabbar, on September 26, 2025. EAHL is a holding company of Eagle Agrotech Tanzania Limited (EATL). EATL is a Tanzania based company and is in the process of establishing sugarcane plantation and sugar factory in Tanzania. Pursuant to the said agreement, EAHL and EATL have become subsidiary(ies) of the Company with effect from December 18, 2025 upon allotment of 51% ordinary shares by EAHL to the Company. The Company has also been allotted Nine Hundred Ninety-Eight Thousand, Nine Hundred Fifty-Nine (998,959) Series A 10% Redeemable Preference Shares by EAHL constituting 50% thereof.

b. Amalgamation of Baghauli Sugar and Distillery Limited

Baghauli Sugar and Distillery Limited has been amalgamated with the Company with effect from the Appointed Date, i.e., April 01, 2024 pursuant to the National Company Law Tribunal, Chennai Bench, Order dated April 25, 2025 approving the Scheme of Amalgamation.

c. Demerger of Dalmia Magnesite Corporation and Govan Travels Units of the Company

The Scheme of Arrangement between the Company and Dalmia Bharat Refractories Limited ('DBRL') and respective shareholders, with respect to demerger of Dalmia Magnesite Corporation ("DMC") and Govan Travels ("GT"), the units of the Company, into DBRL, as was approved by the Board of Directors of the Company at its meeting held on February 02, 2024 and by the Shareholders and creditors at their respective meetings held on February 08, 2025, has been approved by the National Company Law Tribunal, Chennai Bench, vide its order dated September 12, 2025. The NCLT Order has

been filed with the Registrar of Companies on October 09, 2025 making the Scheme effective with effect from the Appointed Date, i.e., July 01, 2023. In consideration of demerger of DMC and GT units into DBRL, DBRL has on November 14, 2025 issued and allotted 1 fully paid-up equity share of face value of ₹10 for every 48.18 fully paid-up equity shares of face value ₹2 each held by the equity shareholders of the Company, in terms of the Scheme.

d. Policy on Material Subsidiaries

In terms of the SEBI Listing Regulations, as amended from time to time, the Company's Policy on Material Subsidiaries may be accessed at <https://www.dalmiasugar.com/wp-content/uploads/2026/02/Policy-on-Material-Subsidiaries.pdf>. The Policy on Material Subsidiaries was reviewed and revised by the Board of Directors at its meeting held on February 05, 2026, to align with the statutory changes.

e. Associates or Joint Venture companies

The Company has no Associates or Joint Venture companies.

Financial Statements

In accordance with the provisions of Section 134 of the Companies Act, 2013 read with the Indian Accounting Standards (Ind AS) and Regulation 34 of the SEBI Listing Regulations, the Consolidated Financial Statements of the Company and its subsidiary(ies) for the financial year 2025-26 have been prepared and form part of the Annual Report. The Financial Statements of the Company prepared on standalone and consolidated 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.

Financial Statements of the Subsidiaries/Associates

In terms of the requirements of Section 129(3) of the Companies Act, 2013, as amended from time to time ("Act"), a statement containing the salient features of the Financial Statements of the Company's subsidiary(ies) for the financial year ended on March 31, 2026 in Form AOC 1 is attached and marked as **Annexure - 2** and forms part of this report.

In terms of the provisions of Section 136 of the Act and Regulation 46 of the Listing Regulations, the Financial Statements of the subsidiary company(ies) are placed on the Company's website at www.dalmiasugar.com.

Directors and Key Managerial Personnel

a. Retirement by rotation

Pursuant to the provisions of Section 152 of the Companies Act, 2013, Shri Gautam Dalmia, Managing Director (DIN: 00009758) and Shri Pankaj Rastogi

(DIN:10452835), 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.

b. Re-appointment of Managing Director

Further, Shri Gautam Dalmia was appointed as the Managing Director by the shareholders at the Annual General Meeting held on September 21, 2021 for a term of five years from January 16, 2022 to January 15, 2027. His re-appointment as Managing Director for a further term of five years from January 16, 2027 to January 15, 2032 is recommended by the Board of Directors.

c. Re-appointment of Independent Director

During the year under review, Shri Rajeev Bakshi (DIN: 00044621) has been reappointed by the shareholders at the Annual General Meeting held on July 07, 2025 as an Independent Director of the Company for the second term from February 05, 2026 to February 04, 2031. In the opinion of the Board, Shri Bakshi is a person of integrity. Shri Bakshi, having leadership experience of over 46 years across food and FMCG businesses, possesses relevant expertise and brings objective judgment to the Boardroom.

d. Criteria of Independence

All the Independent Directors of the Company, namely Shri Rajeev Bakshi (DIN: 00044621), Smt. Amita Misra (DIN: 07942122) and Shri Neeraj Chandra (DIN:00444694) have given declaration(s) that they meet the criteria of independence in term of Section 149(6) of the Companies Act, 2013.

e. Change of Chief Financial Officer

In terms of Section 203 of the Companies Act 2013, Shri Piyush Gupta has resigned and Mr. Sandeep Garg has been appointed as the Chief Financial Officer of the Company with effect from March 05, 2026.

f. Key Managerial Personnel

Shri Gautam Dalmia, Managing Director, Shri Pankaj Rastogi, Whole Time Director and Chief Executive Officer, Shri Sandeep Garg, Chief Financial Officer and Ms. Rachna Gorla, Company Secretary and compliance officer hold the positions as Key Managerial Personnel of the Company as on March 31, 2026.

Board meetings

During the year under review, the Board of Directors of the Company met seven times, i.e., on May 13 2025, August 05, 2025, September 18, 2025, November 04, 2025, February 05, 2026, March 05, 2026 and March 23, 2026. 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 2025-26 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:

- in preparation of the annual accounts for the year ended March 31, 2026, the applicable accounting standards have been followed and there are no material departures from the same;
- 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;
- 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;
- the directors have prepared the annual accounts on a going concern basis;
- 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
- 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.

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:

- To formulate the criteria for determining qualifications, competencies, positive attributes and independence for appointment of Directors of the Company;
- 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;
- To set out criteria for the evaluation of performance and remuneration of directors, key managerial personnel and senior managerial personnel;
- To recommend policy relating to the remuneration of Directors, KMPs and Senior Management Personnel to the Board of Directors to ensure:
 - 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 – 3** 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 - 3A** and forms part of this report.

Share Capital

During the financial year under review, the Company did not issue any equity shares. As on March 31, 2026, the Authorized share capital of the Company was ₹540,50,00,000/- divided into 2,61,72,26,820 Ordinary Shares of ₹2/- each and 8,52,73,180 Unclassified Shares of ₹2/- each.

The Issued, Subscribed and Paid-up equity share capital of the Company as on March 31, 2026, was ₹16,18,78,606/- divided into 8,09,39,303 Ordinary Shares of ₹2/- each.

Investor Education and Protection Fund

During the year under review, the Company has transferred ₹17,51,236.50 Final Dividend 2024-25 and ₹52,01,151/- Interim Dividend 2025-26 to Investor Education and Protection Fund ("IEPF"), established by the Central Government under Section 125 of the Act, on the shares already transferred to IEPF. The details of Unclaimed & Unpaid dividends transferred to IEPF are available on the website of the Company <https://www.dalmiasugar.com/investors/>.

Pursuant to the provisions of Section 124 of the Act, the Company was not required to transfer any shares to IEPF during the financial year under review as no dividend was paid for 2017-18 and accordingly no dividend had remained unclaimed for a period of seven years from the date of transfer to unpaid dividend account.

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

Your Directors reaffirm their commitment to good corporate governance practices. During the financial year under review, your Company was compliant with the provisions relating to corporate governance. The compliance report is provided in the Corporate Governance section of this 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 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 2025-26 in terms of Regulation 34(3) of the Listing Regulations, along with the Secretarial Auditors' Certificate thereon is attached hereto and forms part of the Annual Report for FY 2025-26.

Business Responsibility and Sustainability Report

Your Directors have provided Business Responsibility and Sustainability Report for the FY 2025-26, which is mandatory for top 1000 companies by market capitalization with effect from FY 2022-23 in terms of Regulation 34(2) of the Listing Regulations. Your Company is at 988 number as per average market capitalisation from July 01, 2025 to December 31, 2025. 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. Our plan of action has always been aligned with the 17 Sustainable Development Goals (SDGs) set by the United Nations, and we actively contribute to 13 of these goals through our programs.

The targeted efforts in Sustainable Livelihoods, Climate Action, and Social Infrastructure are harmoniously synchronized with domestic and global benchmarks. Our prime focus is on creating employment, generating farm and off-farm livelihoods, conserving water and soil natural resources, and strengthening social infrastructure in health, education, and community infrastructure.

Through our strategic partnerships, we successfully execute last-mile delivery of various Government schemes. We also engage in multi-stakeholder collaborations wherein multiple partners bring in their expertise to ensure project success. In partnership with organizations like NABARD, Schneider Electric, BAIF, Jaipur Rugs, Women on Wings, and BOSCH, we ensure last-mile delivery of various initiatives, empowering youth, farmers, and communities to build a regenerative society.

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 ₹6,64,41,500/- (Rupees Six Crore Sixty Four Lakh Forty One Thousand Five Hundred) towards Corporate Social Responsibility activities during the financial year 2025-26 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 – 4** 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. The Company provides the information to the Audit Committee for approval of related party transactions, in accordance with Industry Standards on Minimum Information to be provided to the Audit Committee and Shareholders for approval of Related Party Transactions, as prescribed by SEBI Circular June 26, 2025.

The details of material contracts or arrangement or transactions at arm's length basis entered into with the related parties are provided in Form AOC-2 which is attached and marked as **Annexure – 5** and forms part of this report.

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 by the Board of Directors at its meeting held on February 05, 2026 to align the same with Industry Standards on Minimum Information to be provided to the Audit Committee and Shareholders for approval of Related Party Transactions. The policy can be accessed at <https://www.dalmiasugar.com/wp-content/uploads/2026/02/Related-Party-Transaction-Policy.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.
- ▶ **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 Risk Management Committee 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, insider trading, 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 was reviewed and revised by the Board of Directors at its meeting held on May 13, 2025 and same can be accessed at <https://www.dalmiasugar.com/wp-content/uploads/2025/06/1.-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 2025-26.

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. 44.

Energy Conservation, Technology Absorption and Foreign Exchange Transactions

A statement giving details of Energy Conservation, Technology Absorption and Foreign Exchange Transactions, is attached and marked as **Annexure – 6** 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 related to fraud 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 2025-26. They had submitted the Cost Audit Report for the financial year 2024-25 on August 05, 2025.

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 2026-27 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, Vikas Gera & Associates, a peer reviewed Secretarial Audit Firm, has been appointed as Secretarial Auditor of the Company by the shareholders at the Annual General Meeting held on July 07, 2025, to conduct Secretarial Audit

for a term of five consecutive years with effect from the 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 2025-26 is attached and marked as **Annexure – 7** and forms part of this report. There is no qualification, reservation or adverse remark in the Secretarial Audit Report.

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 2025-26 include:

Sl. No.	Award Description	Awarded By
Corporate Office		
1	Excellence in Compliance	Teamlase Regtech
Nigohi Unit		
1	Utilization of Sugarcane and Sugar Industry Wastes for Sustainable Sugarcane Production and Post-Harvest Quality Management.	In 83 rd Centennial Annual Convention & International Sugar Expo 2025, by The STAI
2	Efficiency Award	In 82 nd Annual Convention and International Sugar Expo, July 2024, by the STAI
3	Excellence Award	34 th session of ICUMSA - 2025 by STAI at Delhi
4	2 nd Prize for Cane Stall at Mithas Mela by Ganna Vikas Mela Evam Krishak Vighyanik Vichar Sangoshti, UP.	UP State Cane Research Centre, Shahjahanpur
5	Utkrishta Karya Yojana, Award.	Cane Commissioner Office, Uttar Pradesh
Kolhapur Unit		
1	Best Cogeneration performance Award	Bhartiya Sugar
2	Excellance in Energy Efficiency Management Award	CII Hyderabad
3	National Energy Leader Award	CII Hyderabad
4	Best Cogeneration Award (Consistent Performance Award)	Cogen Association of India
5	Best Instrumentation Manager Award (Consistent Performance Award)	Cogen Association of India
6	CSR Excellence- WISMA AWARD	West Indian Sugar Mills Association
7	Best Workplace Safety Excellence Award	SafeTech India Limited, Mumbai
Ninaidevi Unit		
1	Best Technical Efficiency Award	Vasantdada Sugar Institute

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.

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.

The Board wishes to place on record its appreciation of the significant contributions made by the employees of the Company. The Company has achieved impressive growth through competence, hard work, solidarity, co-operation and the support of employees at all levels. The enthusiasm and the unstinting efforts of the employees have enabled your Company to remain at the forefront of the industry.

Your Company maintained healthy, cordial and harmonious industrial relations at all levels.

Acknowledgement & Appreciation

Your Directors express their sincere appreciation for the assistance and co-operation received from the Government

Date: May 05, 2026
Place: New Delhi

Sd/-

Gautam Dalmia

Managing Director

DIN: 00009758

For and on behalf of the Board of Directors

Sd/-

Pankaj Rastogi

Whole Time Director and CEO

DIN: 10452835

Annexure – 1

Working Results of key businesses for the Financial Year 2025-2026

Particulars	FY 2025-26	FY 2024-25
Sugar Division ('000 MT)		
Cane Crushed	5,103	5,559
Sugar Production	539	556
Sugar Sales	552	605
Co-Generation		
Installed Capacity (MW)	138	138
Production (Million Units)	406	425
Sales (Million Units)	188	207
Distillery		
Installed Capacity (KL/Day)	950	850
Production ('000 KL)	185	179
Sales ('000 KL)	187	180
Wind Farm		
Installed Capacity (MW)	16.53	16.53
Production (Million Units)	25.18	21.00
Plant Load Factor	16.98%	14%

Date: May 05, 2026
Place: New Delhi

Sd/-

Gautam Dalmia

Managing Director

DIN: 00009758

For and on behalf of the Board of Directors

Sd/-

Pankaj Rastogi

Whole Time Director and CEO

DIN: 10452835

Annexure – 2

Form AOC-1

(Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014)

Statement containing salient features of the financial statement of subsidiaries or associate companies or joint ventures

Part A – Subsidiaries

(Information in respect of each subsidiary to be presented with amounts in ₹ crores)

Sl. No	Particulars	Eagle Agrotech Holdings Limited		Eagle Agrotech Tanzania Limited	
1.	The date since when subsidiary was acquired	18.12.2025		18.12.2025	
2.	Reporting period for the subsidiary concerned, if different from the holding company's reporting period.	Apr-Mar		Apr-Mar	
3.	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries.	AED	₹	TZS '000	₹
		1 AED= = ₹25.7914)		1 TZS= ₹0.037	
4.	Share capital	7,344,850	17.72	2,330,297	8.46
5.	Reserves and surplus	(10127492)	(24.89)	(1371641)	(4.93)
6.	Total assets	17,151,613	44.24	13,942,594	51.39
7.	Total Liabilities	19,934,255	51.41	12,983,938	47.86
8.	Investments	3,838	0.01	-	-
9.	Turnover	-	-	-	-
10.	Profit before taxation	(301372)	(0.74)	(189891)	(0.69)
11.	Provision for taxation	-	-	-	-
12.	Profit after taxation	(301372)	(0.74)	(189891)	(0.69)
13.	Proposed Dividend	-	-	-	-
14.	Extent of shareholding (in percentage)	51%	51%	51%	51%

Notes: The following information shall be furnished at the end of the statement:

- Names of subsidiaries which are yet to commence operations- **Eagle Agrotech Tanzania Limited**
- Names of subsidiaries which have been liquidated or sold during the year: NIL

Part B – Associates and Joint Ventures- None

Sd/-
Gautam Dalmia
Managing Director
DIN: 00009758

For and on behalf of the Board of Directors

**Sd/-
Pankaj Rastogi**
Whole Time Director and CEO
DIN: 10452835

Date: May 05, 2026
Place: New Delhi

Annexure – 3

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.

- Details of the ratio of remuneration of each Director to the median remuneration of the employees of the Company for the financial year 2025-26 and the percentage increase in remuneration of each Director, Chief Financial Officer and Company Secretary during the financial year 2025-26 are as under:

Name of the Director, Chief Financial Officer and Company Secretary and Designation	Remuneration for the financial year 2025-26 (in ₹Crore)	Ratio of remuneration to median remuneration* of employees	% increase in the remuneration during the financial year 2025-26*
Shri Gautam Dalmia Managing Director	15.53	353	0.88
Shri Rajeev Bakshi Chairman, Non-Executive Independent Director	0.19	4.31	0
Smt Amita Misra Non-Executive Independent Director	0.17	3.86	6.25
Shri Neeraj Chandra Non-Executive Independent Director	0.15	3.41	275
Shri T. Venkatesan Non-Executive Director	0.04	0.91	33.33
Shri Bharat Bhushan Mehta Non-Executive Director	0	0	(-100)
Shri Pankaj Rastogi Whole-time Director and Chief Executive Officer	3.11	70.71	101
Shri Piyush Gupta Chief Financial Officer (Till March 05, 2026)	1.62	36.80	110
Shri Sandeep Garg Chief Financial Officer (With effect from March 05, 2026)	0.23	5.24	N.A.
Ms. Rachna Gorla Company Secretary	0.76	17.26	533

* The % increase in the remuneration during the financial year 2025-26 is based on actual payment but is not correct comparison in following cases:

- Shri Neeraj Chandra was appointed as Independent Director on May 14, 2024 and had not received any commission during 2024.
- Shri Bharat Bhushan Mehta was superannuated as Whole Time Director and Chief Executive Officer of the Company with effect from September 30, 2024 and was appointed as Non-Executive Director with effect from October 01, 2024. He was also appointed as Strategic Advisor of the Company with effect from October 01, 2024 and he has received an Advisory fee of ₹2.77 Crore during 2025-26.
- Shri Pankaj Rastogi was appointed as Whole Time Director and Chief Executive Officer with effect from October 01, 2024, and during 2024-25 he received remuneration as such for period from October 01, 2024 to March 2025.
- Shri Piyush Gupta was appointed as Chief Financial Officer of the Company with effect from October 01, 2024, and during 2024-25 he received remuneration for period from October 01, 2024 to March 2025.
- Ms. Rachna Gorla was appointed as Company Secretary of the Company with effect from February 11, 2025 and during 2024-25 she received remuneration for period from February 11, 2025 to March 2025.

Notes:

- The median remuneration of employees of the Company during the financial year 2025-26 was ₹4,40,212/-. The percentage increase in the median remuneration of employees in the financial year was 13.32%.
- The number of permanent employees on the rolls of the Company at the end of the financial year 2025-26 was 2232.
- The average percentage increase in the salaries of employees other than the managerial personnel was about 9.23% during the financial year 2025-26 and the percentage increase in the remuneration of managerial personnel during the said financial year was about 1.77%. The said increase was due to annual appraisals and increments.
- 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.

Sd/-
Gautam Dalmia
Managing Director
DIN: 00009758

For and on behalf of the Board of Directors

**Sd/-
Pankaj Rastogi**
Whole Time Director and CEO
DIN: 10452835

Date: May 05, 2026
Place: New Delhi

Annexure – 3A

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 2025-26

Sl. No	Name	Age	Designation	Qualifications	Experience (in years)	Date of Commencement of Employment	Last Employment held	Remuneration received (in ₹Crore)
1.	Shri Gautam Dalmia	58	Managing Director	B.SC, M.S. in Electrical Engineering	33	16/01/2007	None	15.53
2.	Shri Pankaj Rastogi	62	Whole time Director & CEO	B.Tech, PGDBM	39	1/1/2019	Dalmia Bharat Limited	3.11
3.	Shri Naveen Kumar Gupta	57	Executive Director	BE (Civil)	35	12/1/2009	Dalmia Bharat Limited	1.76
4.	Shri R.H. Dalmia	77	Advisor	B. Tech	53	1/5/2019	Dalmia Cement (Bharat) Limited	1.72
5.	Piyush Gupta*	54	Chief Financial Officer	CA	30	1/10/2024	Arvind Fashions Limited	1.62
6.	Shri Kuldeep Kumar	56	Deputy Executive Director	MBA - Operations	35	17/07/2015	Mawana Sugar Works	1.22
7.	Shri Kapil Nema	43	Assistant Executive Director	BE (Mech) & MBA	19	16/04/2020	Shree Renuka Sugars	1.12
8.	Shri Chandar Pal Chandana	57	Deputy Executive Director	MBA	36	20/08/2007	Century Metal & Alloys	0.99
9.	Shri Tej Narayan Singh**	58	Deputy Executive Director	BA, Dip, Inst.	31	27/10/1998	Dhampur Sugar Mills	0.82
10.	Sandeep Garg***	46	Deputy Executive Director	CA	25	2/3/2026	SLMG Beverages Pvt Ltd	0.23

* Shri Piyush Gupta was Chief Financial Officer of the Company till March 05, 2026.

** Shri Tej Narayan Singh was associated with the Company till October 23, 2025.

*** Shri Sandeep Garg is appointed with effect from March 02, 2026

Notes:

- None of the above employees held 2% or above of the equity share capital of the Company as on March 31, 2026 either himself and /or alongwith his spouse and dependent children.
- Remuneration shown above, inter alia, includes value of perquisites, all other allowances and all retiral benefits (excluding gratuity.)
- Shri Gautam Dalmia was employed as Managerial Personnel on fixed term basis.

Date: May 05, 2026
Place: New Delhi

Sd/-
Gautam Dalmia
Managing Director
DIN: 00009758

For and on behalf of the Board of Directors
Sd/-
Pankaj Rastogi
Whole Time Director and CEO
DIN: 10452835

Annexure – 4

ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026.

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	3	3
2.	Gautam Dalmia	Member, Managing Director	3	1
3.	Bharat Bhushan Mehta	Member, Non-Executive Director	3	1
4.	Pankaj Rastogi	Member, Whole Time Director & CEO	3	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/2025/07/CSR-Annual-Action-Plan-FY-2025-26.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.	3,32,01,70,055
(b)	Two percent of average net profit of the Company as per sub-section (5) of Section 135.	6,64,03,401
(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)]	6,64,03,401



6. In ₹

(a)	Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project)	6,64,41,500
(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)].	6,64,41,500
(e)	CSR amount spent or unspent for the Financial Year:	As under:

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.
6,64,41,500		NIL	-	-	NIL

f) Excess amount for set-off, if any

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	6,64,03,401
(ii)	Total amount spent for the Financial Year	6,64,41,500
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	38,099
(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)]	38,099

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	Nil	Nil	N.A.	Nil	Nil
2	FY-2	Nil	Nil	43,00,000	Nil	N.A.	Nil	Nil
3	FY-3	43,00,000	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		
1.					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.

Sd/-
Gautam Dalmia
Managing Director
DIN: 00009758

For and on behalf of the Board of Directors

Sd/-
Pankaj Rastogi
Whole Time Director and CEO
DIN: 10452835

Date: May 05, 2026
Place: New Delhi

Annexure – 5

FORM NO. AOC -2

(Pursuant to clause (h) of sub-section (3) of section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014.

Form for Disclosure of particulars of contracts/arrangements entered into by the company with related parties referred to in sub section (1) of section 188 of the Companies Act, 2013 including certain arms length transaction under third proviso thereto.

1. Details of contracts or arrangements or transactions not at Arm's length basis:

There were no contracts or arrangements or transactions entered into during the year ended March 31, 2026, which were not at arm's length basis.

2. Details of material contracts or arrangements or transactions at Arm's length basis:

Sl. No	Particulars	Details
a.	Name (s) of the related party & nature of relationship	Mr. Bharat Bhushan Mehta, Non-Executive Director
b.	Nature of contracts/arrangements / transaction	Appointment as Strategic Advisor
c.	Duration of the contracts/arrangements/ transaction	3 years
d.	Salient terms of the contracts or arrangements or transaction including the value, if any	Increase in monthly Advisory Fee payable to Mr. Bharat Bhushan Mehta, a Non-Executive Director, appointed as Strategic Advisor by shareholders at the Annual General Meeting held on July 10, 2024, from ₹22.50 Lakh to ₹23.63 Lakh with effect from October 01, 2025.
e.	Date of approval by the Board	November 04, 2025
f.	Amount paid as advances, if any	N.A.

Date: May 05, 2026
Place: New Delhi

Sd/-
Gautam Dalmia
Managing Director
DIN: 00009758

For and on behalf of the Board of Directors

Sd/-
Pankaj Rastogi
Whole Time Director and CEO
DIN: 10452835

Annexure – 6

PARTICULARS WITH RESPECT TO CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE OUTGO AND EARNINGS FOR THE FINANCIAL YEAR 2025-26

A. Conservation of Energy & Innovative activities:

- i.

In-house steam optimization measures were taken at the Kolhapur unit with a capital investment of ₹1.2 crore. The initiative resulted in reduction in specific steam consumption from 33.5% to 32% on cane, representing an improvement of 1.5% points. The reduction in steam demand has improved thermal efficiency, reduced fuel requirement and proportionately lowered GHG emission intensity.
- ii.

Steam consumption at the Gangapur unit was reduced by approximately 4% during the 2025–26 season through targeted process optimization measures implemented during the preceding off-season.
- iii.

Replacement of existing drives with higher-capacity, energy-efficient drives to optimize load handling and reduce specific power consumption.
- iv.

Implemented AI-driven survey mechanisms and geo-tagging of agricultural plots to enhance data precision.

Cane Development Initiatives

- v.

Promotion of High Yielding and Improved Varieties
- vi.

Promotion of Healthy and Quality Seed
- vii.

Adoption of Scientific Planting Methods
- viii.

Promotion of Autumn Sugarcane Planting
- ix.

Balanced and Scientific Fertilizer Management

The capital investment on energy conservation equipment - Company has invested around ₹9 Crore during the financial year 2025-26 to conserve energy and ₹3 Crore for environment related investment.

- ▶

Steam economy optimization at Kolhapur: ₹2 Crore
- ▶

Gangapur Process improvement – ₹7 Crore
- ▶

Jawaharpur Environment – ₹2 Crore
- ▶

Kolhapur Environment – ₹1 Crore

B. Technology Absorption:

- I.

The efforts made towards technology absorption –

a.

Digitized cane survey, farmer registration, and payment processes through integrated online platforms.

b.

Operationalized a Combined Control Room (CCR) under the digitization framework.

c.

Brix control automation.

d.

Installed ANPR systems across few distilleries for automated vehicle tracking.
- II.

Expenditure incurred on Research and Development

The Company has incurred the expenditure of ₹14.19 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 ₹6.78 Crore
- ii.

Foreign Exchange outgo during the year in terms of actual outflows is ₹9.26 Crore

Date: May 05, 2026
Place: New Delhi

Sd/-
Gautam Dalmia
Managing Director
DIN: 00009758

For and on behalf of the Board of Directors

Sd/-
Pankaj Rastogi
Whole Time Director and CEO
DIN: 10452835

Annexure – 7

FORM MR 3

Secretarial Audit Report

[For the Financial Year ended March 31st, 2026]

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, 2026, 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, 2026 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
- ▶ 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 2025-26.

- 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 period under review were in compliance with the applicable provisions of the Companies Act, 2013.

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) 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, is approved by the National Company Law Tribunal, Chennai Bench vide order dated 12.09.2025. The Scheme has become effective upon filing of the Order with the Registrar of Companies on October 09, 2025 (Effective Date) with effect from the Appointed Date, i.e., July 01, 2023.
- b) During the year under review, the Company has on September 26, 2025 entered into a Share Subscription cum Shareholders Agreement with Eagle Agrotech Holdings Limited ("EAHL"), a Company incorporated in Abu Dhabi, United Arab Emirates, and H.E. Mr. Mohamed Ali Rashed Alabbar. EAHL is a holding company of Eagle Agrotech Tanzania Limited ("EATL"). EATL is in the process of establishing sugarcane plantation and sugar factory in Tanzania. Pursuant thereto, upon allotment of 51% ordinary shares by EAHL to the Company on December 18, 2025, EAHL has become a subsidiary company of the Company with effect from December 18, 2025.

Date: April 22, 2026
Place: New Delhi
UDIN: F005248H000174934

Sd/-
Vikas Gera & Associates
Company Secretaries
FCS No. 5248
P No. 4500

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.

Date: April 22, 2026
Place: New Delhi
UDIN: F005248H000174934

Sd/-
Vikas Gera & Associates
Company Secretaries
FCS No. 5248
P No. 4500

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 from time to time (SEBI Listing Regulations)

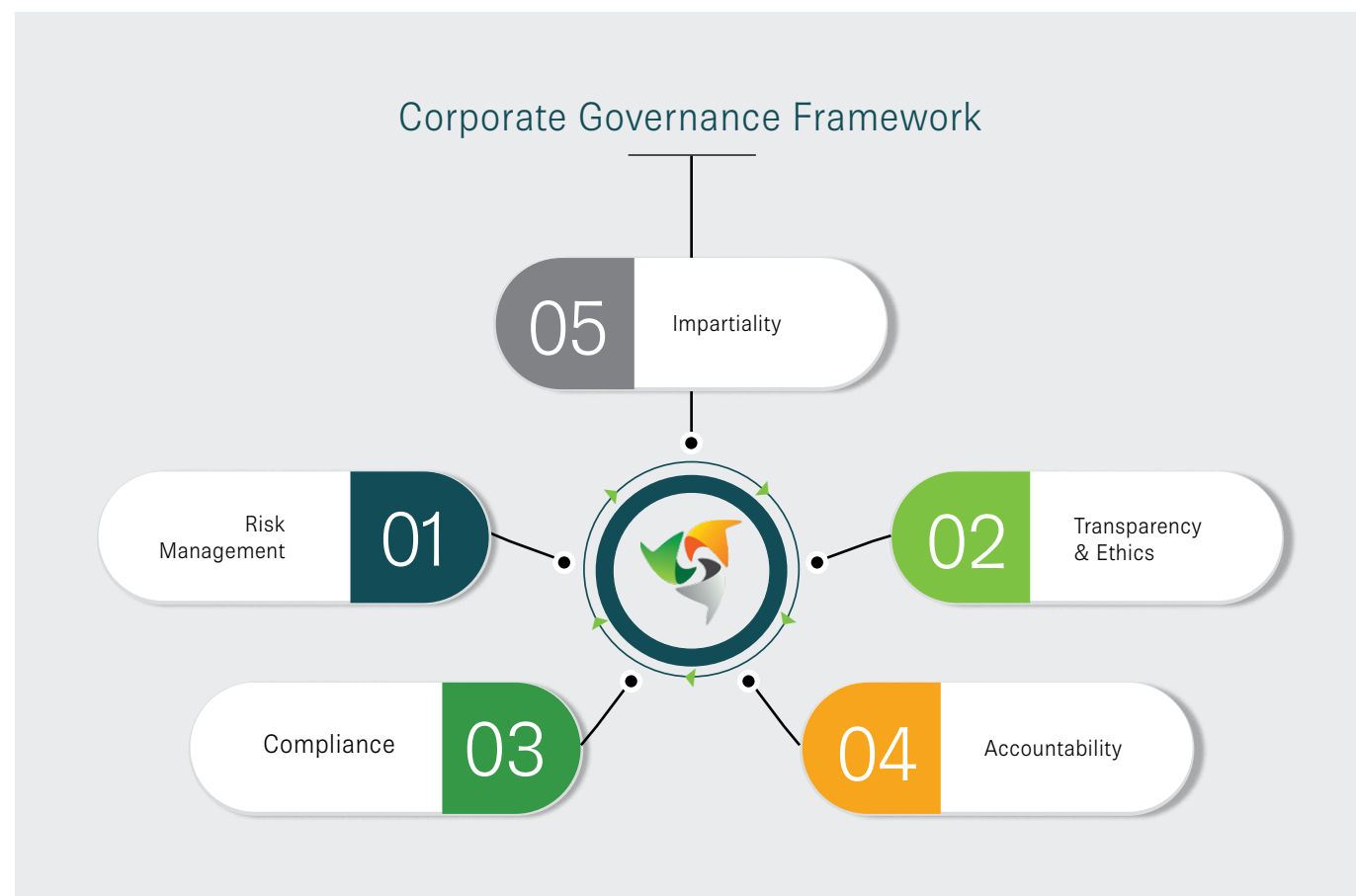
Company's Philosophy on Corporate Governance

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



Our Company represents modern India, which has a blend of traditional Indian values and an aggressive performance-driven culture. Indian "Dharma" Philosophy: An ethical approach that merges modern regulations (SEBI norms) with traditional values like Dharma (duty), Satya (truth), and Nishkama Karma (selfless action).

We inculcate an operational work behaviour of Speed, Learning, Teamwork & Excellence to complement the performance culture. We work with responsibility towards all who are affected by our actions, including employees, customers, suppliers, and the local community.

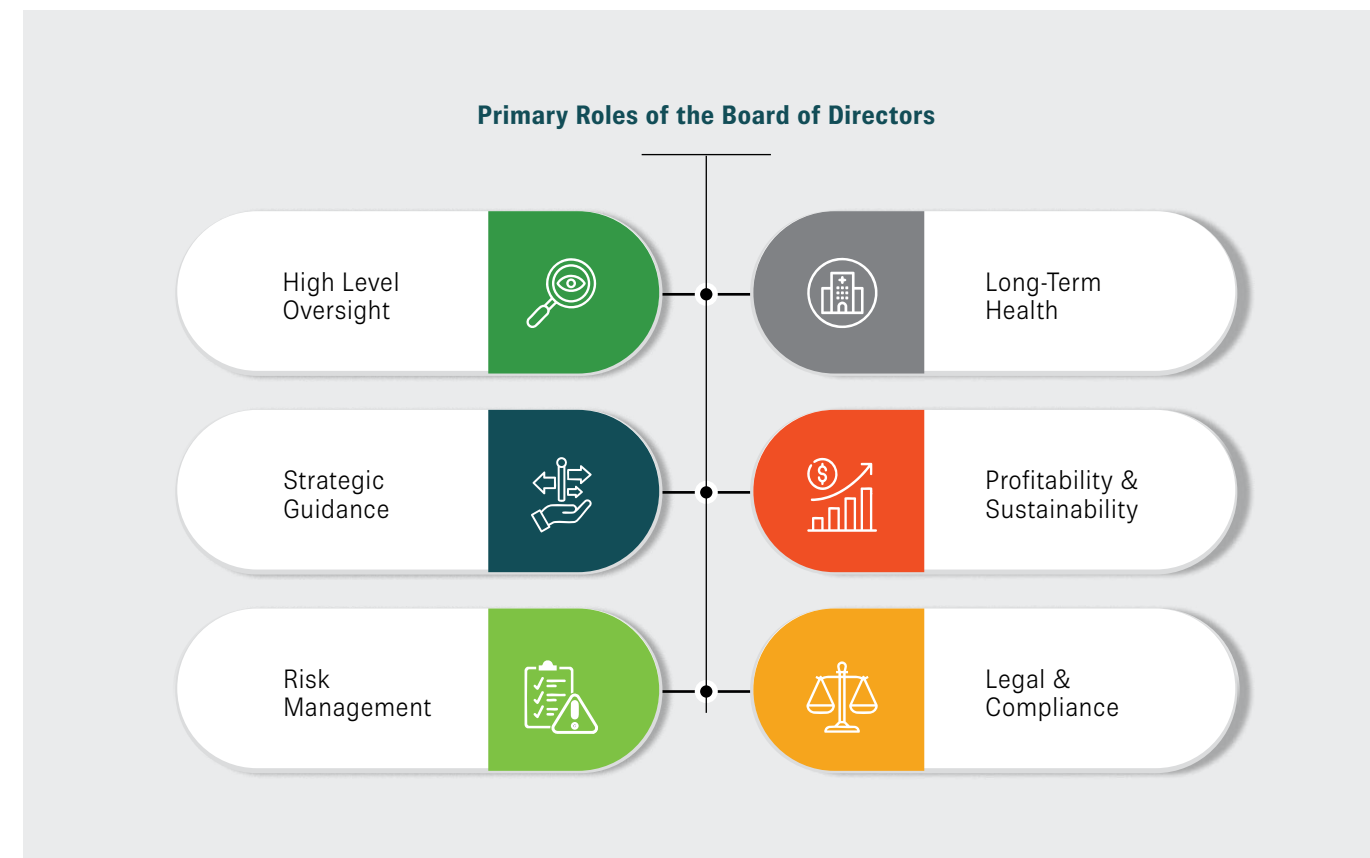


Board of Directors

We have a strong Board of Directors that balances efficiency with control, ensures the integrity of financial reporting and protects the rights of all stakeholders. 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.

Core Responsibilities



Strategic Direction: The Board sets out the Company's long-term goals and approves major corporate initiatives, such as mergers, acquisitions and large capital investments.

Executive Management: It determines executive compensation and oversees succession planning.

Financial Oversight: Approves annual budgets, monitors financial performance and establishes dividend policies. Ensures that the internal controls are in place to safeguard Company assets.

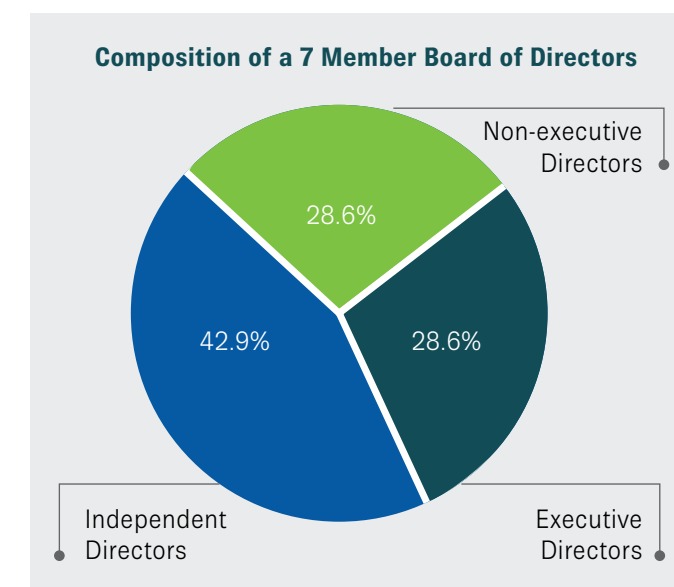
Risk Management: Identifies potential operational, legal, financial and reputational risks to the business and approves mitigation plans. Keeps oversight of cybersecurity and AI governance.

Governance and Compliance: Ensures that the systems to ensure compliance with the provisions of all applicable laws are adequate and operating effectively.

Size and Composition of The Board

The Board of the Company comprises highly experienced persons of repute and eminence and has an optimal mix of professionalism, knowledge, experience and gender

diversity that enables it to discharge its responsibilities and provide effective leadership to the business.



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. There is no change in the Directors during the year under review.

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.

The Composition of the Board, Shareholding of Directors in the Company and their other Directorships held as on March 31, 2026 are provided in below **Table 1**.

Table 1: Composition of Board, shareholding, other directorships

Sl. 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	Lodha Developers Limited VST Industries Limited	1 1	0 0
2.	Shri Gautam Dalmia	ED	151990	5	Dalmia Bharat Limited Indian Energy Exchange Limited	1	0
3.	Smt Amita Misra	ID	-	4	Welspun Specialty Solutions Limited	2	0
4.	Shri Neeraj Chandra	ID	-	2	Hindustan Foods Limited	2	1
5.	Shri T. Venkatesan	NED	9400	1		0	0
6.	Shri Bharat Bhushan Mehta	NED	-	-	-	0	0
7.	Shri Pankaj Rastogi	ED	-	-	-	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.

Independence of Directors

As of March 31, 2026, there are 3 (three) Independent Directors on the Board of the Company. The Company has received requisite declarations from all three Independent Directors of the Company confirming that they meet the criteria of independence prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations. Additionally, the Independent Directors have confirmed their registration with the Independent Directors' Database maintained by the Indian Institute of Corporate Affairs. 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.

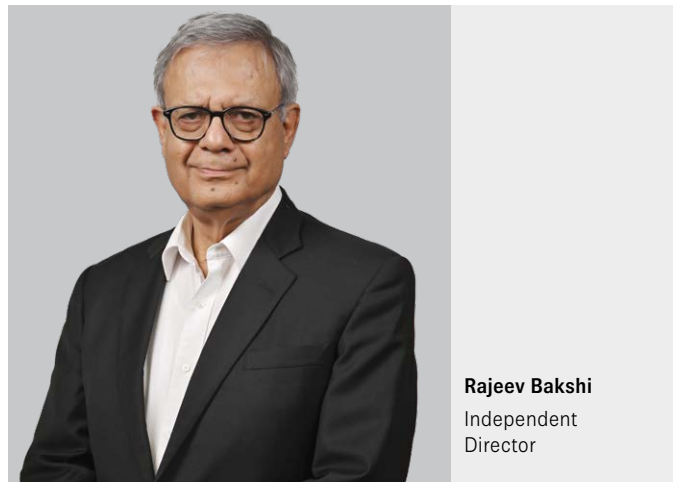


The Company issues a formal letter of appointment at the time of each Independent Director's appointment. The detailed terms and conditions of their appointment are available on the Company's website at: <https://www.hul.co.in/investors/corporategovernance/corporate-information/>.

Director's and Officer's (D&O) Liability Insurance Policy

In compliance with the provisions of the Act and SEBI Listing Regulations, the Company has taken a Director's and Officer's (D&O) Liability Insurance Policy to indemnify Directors, Officers or any employee acting in a managerial capacity, against any personal liability or legal action coming onto them whilst discharging fiduciary responsibilities in relation to the Company.

Board Meetings



Shri Rajeev Bakshi is an Independent Director on the Board of Dalmia Bharat Sugar and Industries since February 05, 2021. He is the Chairman of the Board and the Risk Management Committee of the Board of Directors of the Company. Shri Bakshi is an esteemed Economics graduate from St. Stephen's College, Delhi University and holds an MBA from the Indian Institute of Management (IIM), Bangalore

The Board meetings are generally held once in a quarter at the Corporate Office of the Company in New Delhi and as and when requisitioned in between the quarterly meetings. Audio/ Video conferencing facilities are made available for the Directors who are located outside Delhi and unable to join the Meetings physically.

Effective Measures -

- ▶ Annual calendar for Board / Committee meetings is agreed and circulated in advance.
- ▶ For urgent business needs - approval is taken by resolution passed through circulation.
- ▶ Agenda of Meetings includes detailed notes to enable the Directors to take an informed decision.
- ▶ Board/Committee Meetings Agenda includes Action Taken Report comprising actions desired by the Board/ Committee at previous Meetings and actions taken thereon.
- ▶ At each Board meeting, Chairperson of respective Committees briefs the Board on matters discussed by the Committee at their respective meetings.
- ▶ A strategy meeting is generally held before the Board meeting.

During the financial year 2025-26, the Board of Directors had met seven times on May 13 2025, August 05, 2025, September 18, 2025, November 04, 2025, February 05, 2026, March 05, 2026 and March 23, 2026. All the meetings were held physically. The gap between any two consecutive Board meetings held during the financial year 2025-26 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 2025-2026.

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	AGM
	13.05.25	05.08.25	18.09.25	04.11.25	05.02.26	05.03.26	23.03.26		
Shri Rajeev Bakshi	📺	👤	👤	👤	👤	📺	👤	100	📺
Shri. Gautam Dalmia	👤	👤	👤	👤	👤	📺	👤	100	x
Smt. Amita Misra	📺	👤	👤	👤	👤	📺	👤	100	📺
Shri Neeraj Chandra	👤	👤	👤	👤	👤	📺	👤	100	📺
Shri T. Venkatesan	👤	📺	👤	👤	👤	📺	👤	100	x
Shri. B.B. Mehta	📄	📄	👤	👤	👤	📺	👤	71%	📺
Shri Pankaj Rastogi	👤	👤	👤	👤	👤	📺	👤	100	📺

📺 Attended through Video Conference 👤 Attended Physically 📄 Leave of Absence x Absent

Board Support: Company Secretary



Rachna Gorla
CS&CO

Smt. Rachna Gorla has been the Company Secretary and Compliance Officer of Dalmia Bharat Sugar and Industries since February 11, 2025. Smt. Gorla is a fellow member of the Institute of Company Secretaries of India and a Law Graduate.

The Company Secretary acts as the Secretary to the Board and all its' Committees and serves as the backbone of corporate governance, ensuring that the Company operates within the bounds of legal and regulatory frameworks. The Company Secretary supports the Board by making sure that it has the necessary timely information, the policies and processes, it needs to work and take decisions effectively and efficiently. Besides ensuring compliance with the relevant statutory and regulatory requirements, the Company Secretary also acts as a formalized link between the Board, Management and external stakeholders.

The Company Secretary balances three main roles, i.e., Board Advisor, Compliance Officer and Administrative Manager. The Company Secretary is responsible inter-alia for:

As Board Advisor:

- ▶ Preparing the Agenda of the Board and Committee meetings and General Meetings of Shareholders.
- ▶ Convening of meetings and ensuring minutes of the meetings are recorded properly.
- ▶ Familiarizing the Directors, both collectively and individually, regarding their roles, responsibilities and powers.
- ▶ Assisting the Chairperson in Board, Committees and Directors' evaluation.
- ▶ Assisting the Board in conduct of the Company's affairs and compliance with corporate governance requirements, and best practices.

As Compliance Officer:

- ▶ Ensuring the Company adheres to applicable laws and the system to ensure compliance with the provisions of all applicable laws are operating effectively.

- ▶ Representing the Company and coordinating with various regulators and authorities in connection with the discharge of duties under the Companies Act & SEBI Regulations.

As Administrative Manager:

- ▶ Acting as the first point of contact for shareholder queries and facilitating feedback channels back to the Board.
- ▶ Ensuring timely disclosure of material information and financial results to maintain trust and market integrity.
- ▶ Addressing shareholder grievances related to share transfers, dividends, release of shares and dividends from Investor Education and Protection Fund or other corporate actions.

Tech Support

Statutory Compliance Management System

The Company uses web-based Statutory Compliance Management System to streamline the tracking of all its statutory and legal obligations. The System provides a comprehensive platform for managing compliances across all units of the Company and all domains, ensuring that all legal requirements are met timely and efficiently. It provides the necessary assurances to the Board regarding the Company's adherence to legal requirements. The system helps the Company to effectively navigate the complex statutory requirements and mitigate potential risks.

Insider Trading Compliance Management System

The Company uses Insider Trading Compliance Management System to streamline and track the compliance of various provisions of SEBI (Prevention of Insider Trading) Regulations including maintenance of a Structured Digital Database (SDD), a mandatory tamper-proof electronic record maintained to track the sharing of Unpublished Price Sensitive Information (UPSI).

Independent Directors' Meetings

During the financial year 2025-26, the Independent Directors of the Company met once on February 05, 2026 physically and all the Independent Directors were present at the said meeting. The details of the attendance of Independent Directors are provided in below **Table 3**.

Table 3: Attendance at the Independent Directors' Meeting

Name of the Independent Director	Attendance at Independent Director's Meeting held during the year on February 05, 2026
Shri Rajeev Bakshi	👤
Smt. Amita Misra	👤
Shri Neeraj Chandra	👤

👤 Attended Physically

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.

Directors Induction and Familiarization

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 along with 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 2025-26 are disclosed at <https://www.dalmiasugar.com/wp-content/uploads/2026/05/Familiarization-Programmes-2025-26.pdf> in terms of the SEBI Listing Regulations.

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 in terms of Regulation 17(5) of SEBI Listing Regulations read with Schedule IV of the Companies Act, 2013 on the Code for Independent Directors. The Code of Conduct 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 in terms of Regulation 26(3) of SEBI Listing Regulations. A declaration signed by the Chief Executive Officer to this effect is attached and marked as **Annexure B** and forms part of this report.

Matrix Setting Out The Skills/Expertise/Competence of The Board of Directors

The Nomination and Remuneration Committee follows a defined criteria for identifying and recommending candidates for election as a Director on the Board. The criteria for appointment to the Board inter-alia includes:

- ▶ Composition of the Board, commensurate with the size of the Company, its portfolio, geographical spread and status of a Listed Company;
- ▶ Size of the Board with optimal balance of skills and experience and balance of Executive and Non-Executive

Directors consistent with the requirements of law;

- ▶ Professional qualifications, expertise, balance of skills and experience in specific area of relevance to the Company;
- ▶ Avoidance of any present or potential conflict of interest;
- ▶ Availability of time and other commitments for proper performance of duties; and
- ▶ Personal characteristics being in line with the Company's values, such as Integrity, Respect, Responsibility, and Pioneering.

In alignment with SEBI Listing Regulations, the Board has meticulously identified the requisite skills, expertise, and competencies of its Directors.

BOARD SKILLS

Leadership and Expertise

Expertise in leading well-governed large organizations, with an understanding of organizational systems and processes, complex business and strategic planning. Hands on experience of leading organization at the highest level.

Financial Expertise and Risk Management

Leadership experience in financial & risk management of large organizations with an understanding of accounting & financial statements and leading growth through acquisitions/other business combinations.

Industry knowledge and experience

In-depth knowledge of businesses viz. Sugar, Power and Distillery. Vast industry experience.

Experience in industry advocacy

Professional relationship with the policy makers and regulators. Contribution in shaping of Government policies in the areas of Company's business.

Corporate Governance and Legal Framework

Possess relevant skills in providing the Board an oversight on all dimensions of business, guiding towards maintaining high Corporate Governance standards with an understanding of ever evolving legal & regulatory environment.

A thought leader and a role model in good governance and ethical conduct of business.

People and Talent Development

Demonstrated strengths in developing talent, succession planning and driving change and long-term growth.

Identify possible road maps, approach, processes, key deliverables and mentor the team to channelize energy/efforts in appropriate direction.

The **Table 4** below highlights the core areas of expertise/skills/competencies of the Board members. However, absence of mention of a skill/expertise/competency against a member's name does not indicate that the member does not possess that competency or skill

Table 4: Core areas of expertise/skills/competencies

Name of Director	Leadership Expertise	Financial Expertise and Risk Management	Industry knowledge and experience	Experience in industry advocacy	Corporate Governance and Legal Framework	People and Talent Development
Shri Rajeev Bakshi	✓	✓	✓		✓	✓
Shri Gautam Dalmia	✓	✓	✓	✓		
Smt. Amita Misra		✓		✓	✓	✓
Shri Neeraj Chandra		✓			✓	✓
Shri T. Venkatesan		✓	✓	✓	✓	
Shri B. B. Mehta	✓	✓	✓	✓		
Shri Pankaj Rastogi	✓	✓	✓	✓	✓	✓

Remuneration 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 2025-26 are provided in below Table 5.

Table 5: Remuneration details (₹ in Cr.)

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	-	-	15.53	-	15.53
3	Smt. Amita Misra	0.07	0.10	-	-	0.17
4	Shri P. Kannan	-	0.025	-	-	0.025
5	Shri Neeraj Chandra	0.07	0.075	-	-	0.15
6	Shri T. Venkatesan	0.04	-	-	-	0.04
7	Shri B. B. Mehta*	-	-	-	-	-
8	Pankaj Rastogi	-	-	3.11	-	3.11

* Shri Bharat Bhushan Mehta was appointed as Non-Executive Director with effect from October 01, 2024. He was also appointed as Strategic Advisor of the Company with effect from October 01, 2024 and he has received an Advisory fee of ₹2.77 Crore during 2025-26.

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.

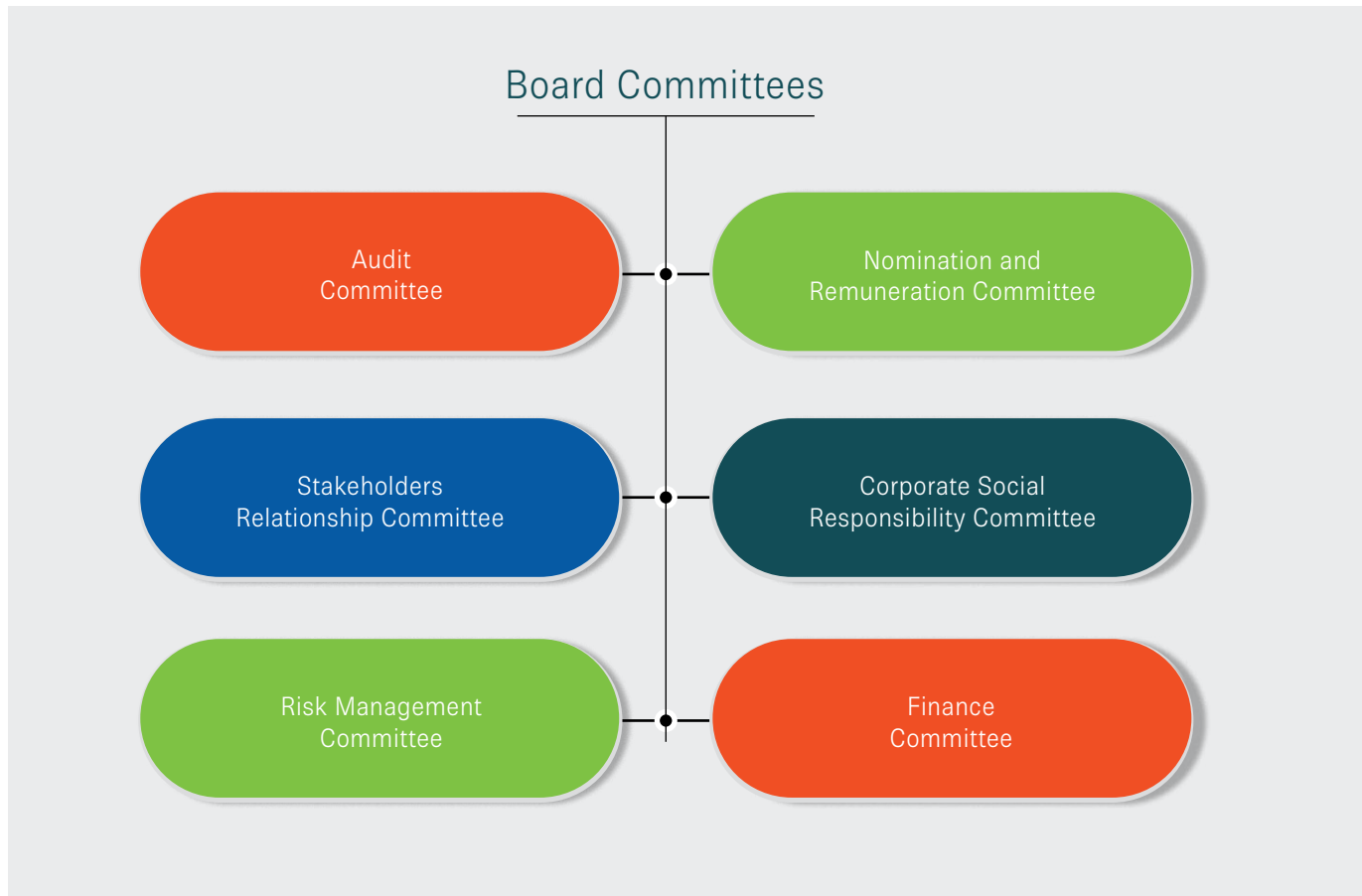


CEO/CFO Certification

The CEO and CFO certification on the financial statements of the Company for the financial year 2025-26 is attached and marked as **Annexure C** and forms part of this report.

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



Amita Misra
Independent
Director

Smt. Amita Misra is an Independent Director on the Board of Dalmia Bharat Sugar and Industries Limited since August 29, 2018. She is the Chairperson of the Audit Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee and Finance Committee of the Board of Directors of the Company. Smt. Misra is a Post-Graduate in Economics, have Executive Certifications from Harvard Business School (Boston), the National Defense College (New Delhi), the Indian Institute of Chartered Accountants (New Delhi) and the Indian Institute of Public Administration (New Delhi).

The Company has a duly constituted Audit Committee. The Audit Committee comprises of three (3) members, out of which two (2) are Independent Directors, i.e., Smt. Amita Misra and Shri Neeraj Chandra and one (1) is Whole Time Director and CEO, i.e., Shri Pankaj Rastogi. All the members have expertise, knowledge and experience in the field of accounting, financial management, internal controls and systems and procedures.

During the financial year 2025-26, the Audit Committee had met five times on May 12/13 2025, August 04/05, 2025, November 03/04, 2025, February 05, 2026 and March 05, 2026. The gap between any two consecutive Audit Committee meetings held during the financial year 2025-26 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 6**.

Table 6: Composition of Audit Committee and attendance details of Audit Committee meetings.

Name of the Director	Attendance at Audit Committee meetings held during the year								% of attendance
	12.05.25	13.05.25 (Adjourned)	04.08.25	05.08.25 (Adjourned)	03.11.25 (Adjourned)	04.11.25 (Adjourned)	05.02.26	05.03.26	
Smt Amita Misra (Chairperson)	🖥️	🖥️	🖥️	👤	🖥️	👤	👤	🖥️	100%
Shri Neeraj Chandra	👤	🖥️	🖥️	👤	🖥️	👤	👤	🖥️	100%
Shri Pankaj Rastogi	👤	👤	👤	👤	👤	👤	👤	🖥️	100%

🖥️ Attended through Video Conference 👤 Attended Physically

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.

The representatives of Statutory Auditors, Internal Auditors and Chief Financial Officer always 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 2025-26 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 07, 2025.

Nomination and Remuneration Committee

The Company has a duly constituted Nomination and Remuneration Committee. The Nomination and Remuneration Committee comprises of three (3) members and all of them are Independent Directors, i.e., Shri Rajeev Bakshi, Smt. Amita Misra and Shri Neeraj Chandra.



The Nomination and Remuneration Committee met three times during the financial year 2025-26 on May 13, 2025, August 05, 2025 and March 05, 2026.

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 7**.

Table 7: Composition of Nomination and Remuneration Committee and attendance details of Nomination and Remuneration Committee meetings.

Name of the Director	Attendance at Nomination and Remuneration Committee meeting held during the year			% of attendance
	13.05.25	05.08.25	05.03.26	
Smt. Amita Misra (Chairperson)	🖥️	👤	🖥️	100%
Shri Rajeev Bakshi	👤	👤	🖥️	100%
Shri Neeraj Chandra	👤	👤	🖥️	100%

🖥️ Attended through Video Conference 👤 Attended Physically

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 generally attends 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 2025-26 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 07, 2025.

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 2025-26, 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.

Corporate Social Responsibility Committee

The Company has a duly constituted Corporate Social Responsibility Committee. The Corporate Social Responsibility Committee comprises of four (4) members, namely Smt. Amita Misra, an Independent Director, Shri Gautam Dalmia, Managing Director, Shri Bharat Bhushan Mehta, a Non-Executive Director and Shri Pankaj Rastogi, the Whole Time Director and CEO.

The Corporate Social Responsibility Committee met three times during the financial year 2025-26 on May 13, 2025, August 04, 2025 and November 03, 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 Director	Attendance at the Corporate Social Responsibility Committee meetings held during the year			% of attendance
	13.05.25	04.08.25	03.11.25	
Smt Amita Misra	🖥️	🖥️	🖥️	100%
Shri Gautam Dalmia	📄	📄	📌	33%
Shri B.B. Mehta	📄	📄	📌	33%
Shri Pankaj Rastogi	📌	📌	📌	100%

🖥️ Attended through Video Conference
📌 Attended Physically
📄 Leave of Absence

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 2025-26 were accepted by the Board of Directors.

The Board has adopted the CSR Policy as formulated and amended from time to time on recommendation 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 2025-26 forms part of the Board's report.

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.

Stakeholders' Relationship Committee



Shri Neeraj Chandra is an Independent Director on the Board of Dalmia Bharat Sugar and Industries Limited since May 14, 2024. He is the Chairman of Stakeholders' Relationship Committee. Shri Chandra is an alumnus of IIM Ahmedabad and IIT Kanpur.

The Company has a duly constituted Stakeholders' Relationship Committee. The Stakeholders' Relationship Committee comprises of four (4) members, namely Smt. Neeraj Chandra, an Independent Director, Shri Gautam Dalmia, Managing Director, Shri Bharat Bhushan Mehta, a Non-Executive Director and Shri Pankaj Rastogi, the Whole Time Director and CEO.

The Stakeholders' Relationship Committee met twice during the financial year 2025-26 on May 12, 2025 and August 04, 2025.

The Composition of the Stakeholders Relationship Committee and details of attendance of members at Stakeholders Relationship Committee meetings are provided in below **Table 9**.



Table 9: Composition of Stakeholders' Relationship Committee and attendance details of Stakeholders' Relationship Committee meetings.

Name of the Director	Attendance at Stakeholders Relationship Committee meetings held during the year		% of attendance
	12.05.2025	04.08.25	
Shri Neeraj Chandra (Chairman)	🖥️	🖥️	100%
Shri Gautam Dalmia	🖥️	📄	50%
Shri B.B. Mehta	📄	📄	0%
Shri Pankaj Rastogi	📌	📌	100%

🖥️ Attended through Video Conference
📌 Attended Physically
📄 Leave of Absence

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:

- ▶ 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 /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.

The Chairperson of the Stakeholders' Relationship Committee was present at the Annual General Meeting of the Company held on July 07, 2025.

Ms. Rachna Gorla, the Company Secretary, was the compliance officer of the Company and responsible for ensuring compliance with the requirements of Securities Laws.

Shareholders complaints:

Details of shareholders' complaints received by the Company during the financial year 2025-26 are given below in **Table 10**:

Table 10: Shareholders complaints.

Received From	Received	Resolved	Pending	Particulars
Investor	2	2	0	(2) Non Receipt of Dividend Warrants
SEBI (SCORES)	5	5	0	(2) Transmission (2) Non receipt of Securities (1) Clarification regarding shares
Stock Exchange	0	0	0	
Others (Registrar of Companies/ Department of Company Affairs)	0	0	0	

Risk Management Committee

The Company has a duly constituted Risk Management Committee. The Risk Management Committee comprises of four (4) members, namely Smt. Rajeev Bakshi, an Independent Director, Shri T. Venkatesan, Non-Executive Director, Shri Bharat Bhushan Mehta, a Non-Executive Director and Shri Pankaj Rastogi, the Whole Time Director and CEO.

The Risk Management Committee met twice during the financial year 2025- 26 on August 04, 2025 and February 05, 2026. The gap between any two consecutive Risk Management Committee meetings held during the financial year 2025-26 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 11**:

Table 11: Composition of Risk Management Committee and attendance details of Risk Management Committee meetings.

Name of the Director	Attendance at Risk Management Committee meetings held during the year		% of attendance
	04.08.25	05.02.26	
Shri Rajeev Bakshi			100%
Shri T. Venkatesan			50%
Shri B.B. Mehta			50%
Shri Pankaj Rastogi			100%

 Attended through Video Conference
  Attended Physically
  Leave of Absence

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 2025-26 were accepted by the Board of Directors.

Senior Management

Particulars of senior management of the Company and changes therein –

S. No.	Name	Designation	Change since close of the previous financial year
1	Shri Gautam Dalmia	Managing Director	No Change
2	Shri Pankaj Rastogi	Whole Time Director & CEO	No Change
3	Shri Sandeep Garg	Chief Financial Officer	Appointed with effect from March 05, 2026
4	Smt. Rachna Gorla	Company Secretary & Compliance Officer	No change
5	Shri Kuldeep Kumar	Unit Head – Nigohi, Jawaharpur and Ramgarh	Given additional charge of Jawaharpur Unit and Ramgarh Unit
6	Shri Santosh Jaikumar Kumbhar	Unit Head – Kolhapur	Given charge of Kolhapur Unit in place of Ninaidevi Unit
7	Shri Sanjeev Raghunath Desai	Unit Head – Ninaidevi	Appointed with effect from August 05, 2025
8	Shri Kapil Nema	Sales - Head	No change
9	Shri Abhishek Baderia	HR – Head	No change
10	Shri Agha Asif Beig	Unit Head - Ramgarh	Ceased with effect from November 25, 2025
11	Shri Tej Narayan Singh	Unit Head - Jawaharpur	Ceased with effect from October 24, 2025
12	Shri Piyush Gupta	Chief Financial Officer	Ceased with effect from March 05, 2026



Governance of Subsidiary Companies

During the year under review, (1) Eagle Agrotech Holdings Limited ('EAHL'), a Company incorporated in Abu Dhabi, United Arab Emirates; and (2) Eagle Agrotech Tanzania Limited ('EATL'), a Tanzania based company engaged in the process of establishing sugarcane plantation and sugar factory in Tanzania, and a subsidiary of EAHL, have become subsidiary(ies) of the Company with effect from December 18, 2025 upon allotment of 51% ordinary shares by EAHL to the Company.

In compliance with Regulation 24 of the SEBI Listing Regulations, the minutes of EAHL and EATL Board meetings, along with details of significant transactions and arrangements, if any, are placed before the Board of Directors, and their financial statements are placed before the Audit Committee.

As on the date of this Integrated Annual Report, the Company has no material subsidiary whose turnover or net worth exceeds 10% of the consolidated turnover or net worth of the Company and its subsidiaries in the immediately preceding financial year.

General Body Meetings

(a) Annual General Meetings ("AGM")

The AGMs are held at the registered office of the Company. However, MCA (Ministry of Corporate Affairs) has, vide General Circular No. 14/2020 dated April 08,

Table 12: Details of last three AGMs.

AGM	Date	Time	Location	Special Resolution(s)
2024-25	July 07, 2025	11 a.m.		▶ Re-appointment of Shri Rajeev Bakshi as an Independent Director
2023-24	July 10, 2024	11 a.m.		▶ 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
2022-23	August 11, 2023	11 a.m.		None

 Attended through Video Conference

(b) Postal Ballot

No Special Resolution was passed during financial year 2025-26 through postal ballot.

As on the date of this report, no Special Resolution is proposed to be passed through Postal Ballot.

Means of Communication

Effective communication of information is an essential component of Corporate Governance. Effective communication promotes management-shareholder relations. The Company regularly interacts with Shareholders through multiple channels of communication such as:

S. No.	Name
Financial Results	The quarterly unaudited/audited financial results of the Company are disseminated to the Stock Exchanges electronically (through NEAPS / BSE listing centre).
Newspaper	The financial results are normally published in Financial Express, i.e., the English language national daily newspaper and in Dinamani, i.e., the daily newspaper published in Tamil language, i.e., the language of the region where the registered office of the Company.
Press Release	The Company issues the press release on the results immediately after the Board meeting and same is disseminated to the Stock Exchanges electronically (through NEAPS / BSE listing centre).
Integrated Annual Report	Integrated Annual Report containing, inter alia, the Report of Board of Directors, Corporate Governance Report, Additional Shareholder's Information, the Business Responsibility and Sustainability Report, Management's Discussion and Analysis (MD&A), audited Standalone and Consolidated Financial Statements together with Auditor's Report and other important information is circulated to the Shareholders.
Annual General Meeting	At the AGM, the Shareholders register their query and interact with the Board and Senior Management.
Dividend	Communication is sent to the shareholders requiring them to submit the necessary documents, as per formats provided to them, to enable the Company determine the applicable TDS / withholding tax rate applicable on the dividend payable to them. The shareholders are also requested to update their bank account details in their respective demat accounts, to enable the Company make timely credit of dividend in their bank accounts. Communication is sent to all the shareholders whose dividend is withheld by the Company in accordance with SEBI (LODR) (Fifth Amendment) Regulations, 2025 and in terms of SEBI Master Circular Number 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, requesting them as under: ▶ In case shares are held in physical form, to send their KYC details including the Active Bank Account details against their folio to the RTA, through self -attested and dated hard copies or through electronic mode or through web- portal of RTA ▶ In case shares are held in dematerialized form, to update their Active Bank Account details with their depository participant and send updated Client Master List to the RTA.
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.
Stock Exchanges	The Company files various disclosures with the Stock Exchanges including inter-alia, the quarterly Shareholding Pattern, Integrated 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.
Website	All relevant documents/information is uploaded on the website of the Company, i.e., www.dalmiasugar.com, including inter alia the following: ▶ Quarterly financial results ▶ Press release(s) ▶ Integrated Annual Report ▶ Necessary formats to enable the shareholders to submit their requests for KYC updation, nomination, etc. ▶ Communication with respect to TDS / withholding tax rate on Dividend ▶ Statement of unpaid and unclaimed dividend.

Shareholder Information

Annual General Meeting

The Annual General Meeting of the Company is scheduled to be held on Friday, July 10, 2026 at 11.00 a.m. through Audio Video Means as permitted by MCA General Circular dated September 22, 2025.



Financial year

The financial year of the Company is from 1st April to 31st March.

Dividend

The Board of Directors has, at its meeting held on May 05, 2026, recommended a dividend of ₹1.50 (75 %) per equity share of face value of ₹2/- for the financial year 2025-26 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., July 03, 2026. The Dividend payment date is July 15, 2026 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 in accordance with Regulation 12 of SEBI Listing Regulations.

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.

Dividends paid by the Company in the last five (5) years are as under:

Financial Year	Interim Dividend (per equity share of face value of ₹ 2/-)		Final Dividend (per equity share of face value of ₹ 2/-)	
	%	Amount (in ₹)	%	Amount (in ₹)
2020-21	-	-	150%	3
2021-22	150%	3	50%	1
2022-23	150%	3	50%	1
2023-24	187.5%	3.75	62.50%	1.25
2024-25	225%	4.50	75%	1.50

Listing

The Equity Shares 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, 5 th Floor, Plot No. C/1, G – Block Bandra Kurla Complex, Bandra (East) Mumbai – 400051
ISIN	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.

Registrar and Transfer Agent

All activities in relation to the share transfer facility are maintained by the Registrar and Share Transfer Agent. The details of the Registrar and Transfer Agent of the Company are as under:

Name: KFIN Technologies Limited

Registered Address: 301, The Centrium, 3rd Floor, 57, Lal Bahadur Shastri Road, Nav Pada, Kurla (West), Mumbai, 400 070, Maharashtra.

CIN: L72400MH2017PLC444072

SEBI Registration No. - INR000000221

Address for Correspondence / Operations Centre: Selenium Building, Tower-B, Plot No 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana, India - 500 032.

Email ID: einward.ris@kfintech.com

Toll Free / Phone Number: 1800 309 4001

WhatsApp Number: (91) 910 009 4099

Investor Support Centre: <https://kprism.kfintech.com/>

KFINTECH Corporate Website: <https://www.kfintech.com>

RTA Website: <https://ris.kfintech.com>

KPRISM (Mobile Application): <https://kprism.kfintech.com/signup>

RTA Search: <https://www.registrarsassociation.com/search>

Online Application for Investor Query, Service Request & Grievance

KFin Technologies Limited has, on the basis of SEBI Circular (SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/72) dated Jun 08, 2023, launched an online application which can be accessed at <https://ris.kfintech.com> > Investor Services > Investor Support.

Members are requested to register / sign up, using the Name, PAN, Mobile and email ID. Post registration, user can login via OTP and execute activities like, raising Service Request, Query, Complaints, check for status, KYC details, Dividend, Interest, Redemptions, e-Meeting and e-Voting details. Quick link to access the signup page: <https://kprism.kfintech.com/signup>

Senior Citizens - Investor Support

A Senior Citizens investor cell has been newly formed by the RTA to assist exclusively the Senior Citizens in redressing their grievances, complaints and queries. The special cell closely monitors the complaints coming from Senior Citizens through this channel and handholds them at every stage of the service request till closure of the grievance.

Senior Citizens wishing to avail this service can send the communication with the below details to the email id, senior.citizen@kfintech.com . Senior Citizens (above 60 years of age) must provide the following details:

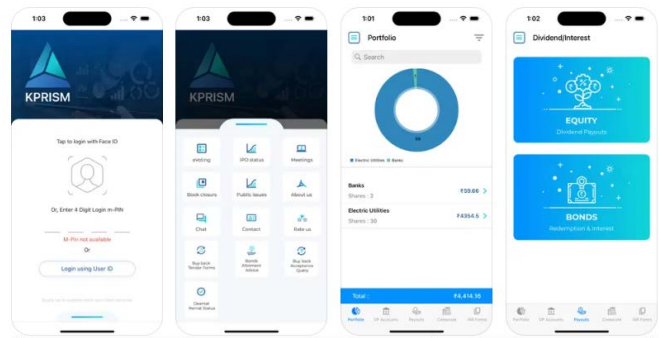
1. ID proof showing Date of Birth
2. Folio Number
3. Company Name
4. Nature of Grievance

A dedicated Toll-free number for Senior Citizens can also be accessed at 1-800-309-4006 for any queries or information

KPRISM Mobile App (Android & iOS)

Mobile applications for all users to review their portfolio being managed by KFINTECH is available in Play store and App Store. Users can download the application and register with the PAN number. Post verification, user can use

functionalities like – Check portfolio / holding, check IPO status / Demat / Remat, Track general meeting schedules, download ISR forms, view the live streaming of AGM and contact the RTA with service request, grievance, and query.



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. 99.27% of the equity shares of the Company are in the dematerialised form. The promoters of the Company hold their entire shareholding in dematerialised form.

During the financial year 2025-26, 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.

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, 2026.

Table 13: Distribution of shareholding by size
As on 31/03/2026

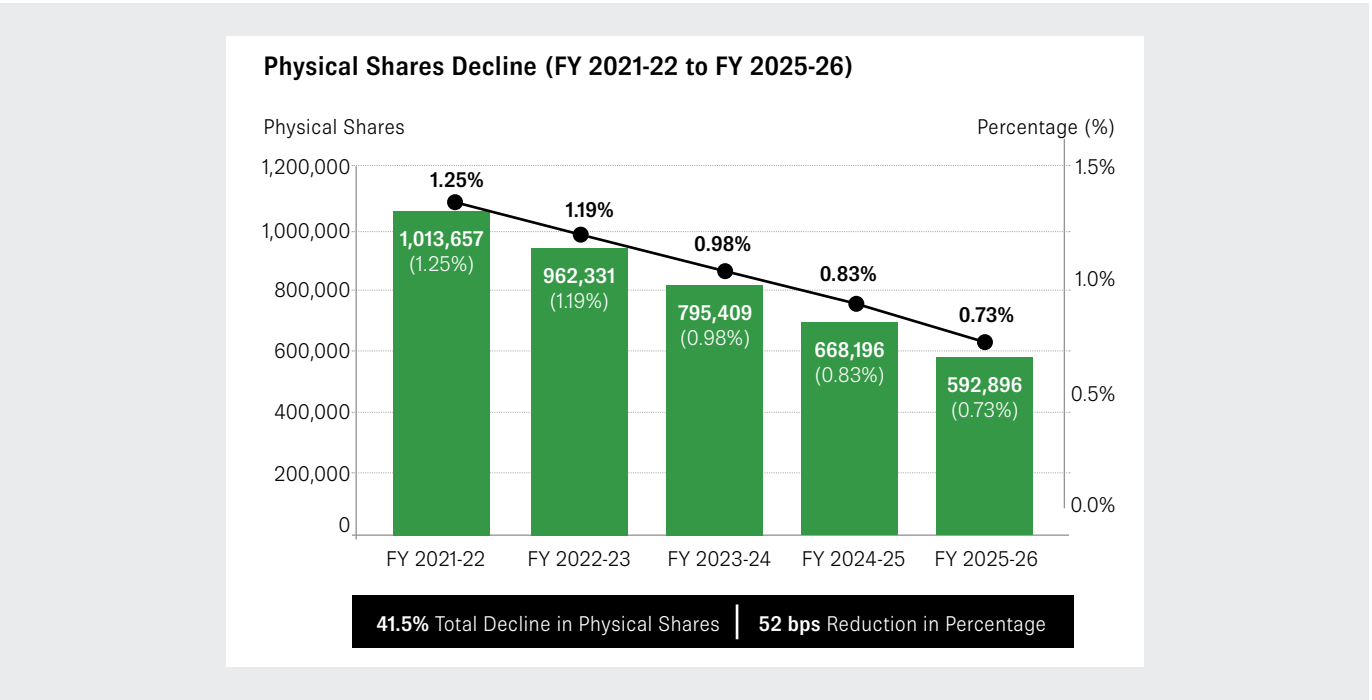
SI No	Category (Shares)		No. of Holders	% To Holders	No. of Shares	% To Equity
1	1	- 500	42369	92.82	2698925	3.33
2	501	- 1000	1506	3.30	1153917	1.43
3	1001	- 2000	902	1.98	1331966	1.65
4	2001	- 3000	311	0.68	782965	0.97
5	3001	- 4000	165	0.36	587238	0.73
6	4001	- 5000	77	0.17	353449	0.44
7	5001	- 10000	163	0.36	1153756	1.43
8	10001-	20000	74	0.16	1048567	1.30
9	20001 and above		79	0.17	71828520	88.74
	TOTAL		45646	100.00	80939303	100.00

Table 14: Distribution of shareholding by ownership as on 31/03/2026.

SI No	Particulars	No. of Shareholders	No. of Shares	% of Shareholding
1	Promoter and Promoter Group	18	60634122	74.91
2	Mutual Funds	1	2500	0.00
3	Financial Institutions & Banks	15	108076	0.13
4	Foreign Portfolio - Corp	43	578475	0.71
5	Government	4	128155	0.16
6	Directors And Their Relatives	1	9400	0.01
7	IEPF Authority	1	1449461	1.79
8	Resident Individuals	43754	16504310	20.40
9	NRIs & Foreign Nationals	904	362765	0.41
10	Bodies Corporates	213	521499	0.64
11	Trusts	8	60227	0.07
12	H U F	683	580113	0.72
13	Clearing Members	1	200	0.00
Total		45646	80939303	100.00

Reduction in physical shareholders

The Company as well as the Regulators such as SEBI, have been making continuous efforts to ensure physical shareholders convert their physical holdings to dematerialized form. As a result of the same, the physical shareholding is reducing year on year. Details of the same for last 5 years are as under:



Outstanding GDRs/ADRs/Warrants/Options

Nil

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. The Company hedged 100% foreign currency exposures.

(f) 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 Dividend	August 29, 2019	September 05, 2026
2019-20 – Interim Dividend	February 13, 2020	February 20, 2027
2020-21 – Final Dividend	September 21, 2021	September 28, 2028
2021-22 – Interim Dividend	February 04, 2022	February 11, 2029
2021-22 – Final Dividend	August 04, 2022	August 11, 2029
2022-23 – Interim Dividend	February 03, 2023	February 10, 2030
2022-23 – Final Dividend	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
2024-25 – Final Dividend	July 07, 2025	July 14, 2032
2025-26 – Interim Dividend	February 05, 2026	February 12, 2033

During the year under review, the Company has transferred ₹17,51,236.50 of Final Dividend 2024-25 and ₹52,01,151/- of Interim Dividend 2025-26 to Investor Education and Protection Fund (“IEPF”), on the shares already transferred to IEPF. The Company has not transferred any shares to IEPF during the year as shares were not due to be transferred to IEPF.

The Company has uploaded the details of unpaid and unclaimed amounts lying with the Company as on March 31, 2026 on the Company's website (www.dalmiasugar.com), as well as also on the website of IEPF Authority (www.iepf.gov.in).

As on March 31, 2026, 14,49,461 equity shares of the Company constituting 1.79% are lying outstanding in demat account of IEPF.

Nodal Officer and Deputy Nodal Officer (IEPF)

Details of Nodal Officer & Deputy Nodal Officer of the Company, appointed in accordance with the provisions of IEPF Rules, are given below. The same is also available on the website of the Company at www.dalmiasugar.com/investors

Nodal Officer	Smt. Rachna Gorla, Company Secretary & Compliance Officer Sec.Corp@dalmiasugar.com
Deputy Nodal Officer	Miss Priyanka Rani, Deputy Manager - Secretarial Sec.Corp@dalmiasugar.com

Plant locations

The Company has manufacturing plants at various locations in India as detailed below in Table 14.

Table 15: 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 – Sitapur Sadar, District - Sitapur, Pincode - 261001, Uttar Pradesh
4	Gangapur	Village Gangapur-Bikapur, 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	
1	Ramgarh	Village & Post – Ramgarh, Tehsil - Mishrikh, District - Sitapur, Pincode - 261403, Uttar Pradesh
2	Jawaharpur	Village- Jawaharpur, Post-Ramkot, Tehsil- Sitapur Sadar, District - Sitapur, Pincode - 261001, Uttar Pradesh
3	Nigohi	Village-Kuiyan, Post- Areli, Tehsil - Tilhar, District - Shahjahanpur, Pincode -242407, Uttar Pradesh
4	Shri Datta, Asurle – Porle	Village - Asurle-Porle, Post – Porle Turf Thane, Taluka – Panhala, District - Kolhapur, Pincode- 416229, Maharashtra
5	Gangapur	Village Gangapur-Bikapur, Distt. Hardoi, Uttar Pradesh – 241122

Others Plants		
S. No.	Description	Address
1	Wind Farm Unit	Dalmia Wind Farm (Prop. Dalmia Bharat Sugar and Industries Limited) Muppandal (Tamil Nadu) Aralvaimozhy –629301 District Kanyakumari (Tamil Nadu)

Address for correspondence

Registered Office	Corporate Office
Dalmiapuram, Dist. Tiruchirapalli, Tamil Nadu - 621651 Phone: 04329 – 235132	4 th 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.

Credit rating

During the financial year 2025-26, CARE has assigned CARE AA+ [Stable] to the long-term banking facilities and has reaffirmed CARE A1+ to the short-term banking facilities.

Further, Commercial Papers (Short Term) have been rated by ICRA and assigned ICRA A1+.

Other Disclosures

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>

Loans and advances

During the year under review, the Company has not given any Loans and advances in the nature of loans to firms/companies in which directors are interested.

Policy on Material Subsidiaries

The Company's Policy on Material Subsidiaries is posted at <https://www.dalmiasugar.com/wp-content/uploads/2026/02/Policy-on-Material-Subsidiaries.pdf>. As per the said policy, the Company does not have any material unlisted subsidiary.

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.

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/2025/06/1.-Whistleblower-Policy-and-Vigil-Mechanism.pdf>

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.

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.

Details of non-compliance

During last three years, there were no instances of non-compliance.

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 M/s 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.

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.

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 ₹37 Lakh.

Unclaimed Suspense Account

After due verification of the investor service requests received from the Shareholders/Claimants, Letter of Confirmation

(LOC) is issued in lieu of physical share certificate(s). The validity of such LOCs is 120 days from the date of issuance, within which the Shareholder/Claimant makes a request to the Depository Participant (DP) for dematerializing the shares covered by the LOC. In case the demat request is not submitted within the aforesaid timeline of 120 days, the Company transfers such shares to Unclaimed Suspense Account opened for the purpose. The voting rights on these shares remain frozen till the rightful owner of the shares claims the shares. Shareholders/Claimants claim back their shares from Unclaimed Suspense Account by submitting the required documents to the Company's RTA.

Details of shares transferred to / released from Unclaimed Suspense Account during the financial year 2025-26 are as under:

Particulars	No. of Shareholders	No. of Shares
Shares lying in Unclaimed Suspense Account as on April 01, 2025	0	0
Shares transferred to Unclaimed Suspense Account during 2025-26	2	820
Shares claimed back from Unclaimed Suspense Account during 2025-26	1	500
Shares lying in Unclaimed Suspense Account as on March 31, 2026	1	320

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.

Smart Online Dispute Resolution Mechanism

In terms of SEBI master circular dated July 31, 2023, investors can opt for arbitration through 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.

	For and on behalf of the Board of Directors	
Sd/-	Sd/-	
Gautam Dalmia	Pankaj Rastogi	
Managing Director	Whole Time Director and CEO	
DIN: 00009758	DIN: 10452835	

Date: May 05, 2026
Place: New Delhi

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., Tamilnadu (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, 2026 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 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 Sd/-
	(Vikas Gera) Company Secretaries C. P. No. 4500 M. No. F5248 UDIN – F005248H000200399
Date: April 25, 2026 Place: New Delhi	

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.

	Sd/-
	Pankaj Rastogi
	Whole Time Director & CEO
	DIN: 10452835
Date: April 25, 2026 Place: New Delhi	

Annexure – C

To,
The Members
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, 2026 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, 2026 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, 2026;

b. that there are no significant changes in accounting policies during the financial year ended March 31, 2026; 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	
	Sd/-	Sd/-
	Sandeep Garg	Pankaj Rastogi
Date: May 05, 2026	Chief Financial Officer	Whole-time Director & CEO
Place: New Delhi	PAN: AHOPG8046P	DIN: 10452835

Annexure – A

PRACTICING COMPANY SECRETARIES' CERTIFICATE ON CORPORATE GOVERNANCE

To,
The Members
Dalmia Bharat Sugar and Industries Limited
Dalmiapuram Tiruchirapalli Distt,
Tamilnadu 621651

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 2026, 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

We have conducted our examination in accordance with the Guidance Note on Corporate Governance Certificate issued by the Institute of Company Secretaries of India.

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

This certificate is addressed and provided to the members of the Company solely to certify that the Company has complied with the conditions of Corporate Governance, 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 Dalmia Bharat Sugar and Industries Limited	For Vikas Gera & Associates
	Sd/-	Sd/-
	Pankaj Rastogi	(Vikas Gera)
	Whole-time Director & CEO	Company Secretaries
Date: May 05, 2026		C. P. No. 4500
Place: New Delhi		M. No. F5248
		UDIN: F005248H000200377

Business Responsibility & Sustainability Report

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	01-11-1951
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	2025-26
10	Name of the Stock Exchange(s) where shares are listed	BSE Limited and National Stock Exchange of India Limited
11	Paid-up Capital (In ₹)	1,61,878,606.00
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 Gorla, 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
14	Name of assessment or assurance provider	NA
15	Type of assessment of assurance obtained	NA

II. Products/services

16	Details of business activities (accounting for 90% of the turnover):			
	S. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
	1	Manufacturing	Food, beverages and tobacco products and power	67%
	2	Manufacturing	Chemical and chemical products, pharmaceuticals, medicinal chemical and botanical products	33%
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	63%
	2	Industrial alcohol	11011	33%
	3	Power	35106	4%

III. Operations

18	Number of locations where plants and/or operations/offices of the entity are situated:			
	Location	Number of plants	Number of offices	Total
	National	6	8	14
	International	0	0	0
19	Markets served by the entity:			
	a. Number of locations			



Locations	Number
National (No. of States)	24
International (No. of Countries)	5

b. What is the contribution of exports as a percentage of the total turnover of the entity?

0.62%

c. A brief on types of customers

DBSIL 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.

IV. Employees

20 Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
EMPLOYEES						
1	Permanent (D)	526	520	98.86%	6	1.14%
2	Other than Permanent (E)	0	0	0.00%	0	0.00%
3	Total employees (D + E)	526	520	98.86%	6	1.14%
WORKERS						
4	Permanent (F)	1,706	1,703	99.82%	3	0.18%
5	Other than Permanent (G)	1,168	1,164	99.66%	4	0.34%
6	Total Workers (F + G)	2,874	2,867	99.76%	7	0.24%

b. Differently abled Employees and workers

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
EMPLOYEES						
1	Permanent (D)	0	0	0.00%	0	0.00%
2	Other than Permanent (E)	0	0	0.00%	0	0.00%
3	Total differently abled employees (D + E)	0	0	0.00%	0	0.00%
DIFFERENTLY ABLED WORKERS						
4	Permanent (F)	0	0	0.00%	0	0.00%
5	Other than Permanent (G)	0	0	0.00%	0	0.00%
6	Total differently able workers (F + G)	0	0	0.00%	0	0.00%

21 Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	7	1	14.29%
Key Management Personnel	2	1	50.00%



22 Turnover rate for permanent employees and workers (Disclose trends for the past 3 years)

	FY 2025-26			FY 2024-25*			FY 2023-24*		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	18.65%	0.00%	18.44%	17.28%	33.33%	17.48%	17.18%	27.27%	17.38%
Permanent Workers	7.81%	33.33%	7.85%	7.75%	25.00%	7.81%	7.21%	20.00%	7.24%

* Data restated for FY 2024-25 and FY 2023-24 due to organizational restructuring

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23 (a) Names of holding / subsidiary / associate companies / joint ventures

S. No.	Names 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	Eagle Agrotech Holdings Limited, Abu Dhabi, UAE*	Subsidiary	51%	Yes
2	Eagle Agrotech Tanzania Limited, Tanzania*	Subsidiary	51%	Yes

* Acquired in October 2025

VI. CSR Details

24 (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No)

Yes

(ii) Turnover (in ₹)

36,18,08,05,907.00

(iii) Net worth (in ₹)

32,43,85,33,146.00

VII. Transparency and Disclosures Compliances

25 Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then Provide web-link for grievance redress policy)		FY 2025-26			FY 2024-25		
			Number of Complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of Complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes	https://www.dalmiasugar.com/wp-content/uploads/2025/06/1-Whistleblower-Policy-and-Vigil-Mechanism.pdf	1	0	-	2	0	-
Investors (other than shareholders)	Yes		0	0	-	0	0	-
Shareholders	SEBI, SCORES, SMART ODR, Stock Exchanges		7	0	-	9	0	-
Employees and workers	Yes		2	0	-	6	0	-
Customers	Yes		16	0	-	32	0	-
Value Chain Partners	Yes		6	0	-	4	0	-
Ex-employee			1	0	-	0	0	-

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	Raw materials (Sugarcane availability & quality)	Risk	DBSIL's operations are significantly dependent on the availability, quality, and recovery of sugarcane, which are influenced by climatic variability, agronomic practices, and farmer productivity.	Strengthening cane development initiatives through farmer engagement, promotion of high-yield and early maturing varieties, irrigation support, and long-term supply agreements.	Negative: Substantial Impact on profitability and production strategy of the company.
2	Government policies	Risk	The sector operates under a stringent regulatory framework, including environmental norms and government policies on pricing and production.	Establishing robust compliance management systems, periodic audits, and continuous monitoring of regulatory developments.	Negative
3	Energy and emissions	Risk/ Opportunity	Sugar manufacturing and distillery operations are energy-intensive; however, the use of bagasse for cogeneration presents a strategic opportunity for renewable energy generation and reduced carbon footprint.	Enhancing energy efficiency through process optimization, expanding cogeneration capacity, increasing renewable energy utilization, and implementing advanced emission control technologies.	Positive
4	Community Relation	Opportunity	The Company's operations are closely linked with rural communities, making their socio-economic development integral to business sustainability.		Positive
5	Economic performance (Sugar vs. ethanol mix)	Opportunity	The Government has placed significant strategic emphasis on accelerating ethanol blending in fuel as part of its energy transition and import substitution agenda.		Positive
6	Climate change	Risk	Erratic rainfall patterns and rising temperature variability are increasingly disrupting sugarcane crop cycles, adversely affecting both yield and sucrose content. The growing frequency and intensity of extreme weather events, such as droughts and floods, pose significant risks to supply chain stability as well as plant operations.	The Company promotes the adoption of climate-resilient agricultural practices among cane growers, including the use of drought-tolerant cane varieties and efficient irrigation techniques to enhance productivity under changing climatic conditions. In addition, efforts are being made to diversify sourcing and deepen partnerships with farmers to enhance resilience and ensure stability in cane availability.	Negative: Substantial Impact on profitability of the company.

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.

S. No.	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) b. Has the policy been approved by the Board? (Yes/No) c. Web Link of the Policies, if available	Yes, the Company's policies comprehensively cover each of the principles and their core elements as outlined under the National Guidelines on Responsible Business Conduct (NGRBCs). Policies that are mandated under the Companies Act, 2013/SEBI Regulations are approved by the Board and other Policies are approved / reviewed by the Senior Management of the Company. 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, Trustea) 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.	The Company is committed towards continuous improvement in Environmental, Social and Governance (ESG) performance through efficient resource utilization, operational excellence, and sustainable business practices. A.Environmental i) Energy Efficiency & GHG Reduction ▶ Continuous reduction in specific steam and power consumption through process optimization and technological improvements. ▶ Implementation of steam optimization projects across units to improve thermal efficiency and proportionately reduce GHG emission intensity. ▶ Increased utilization of renewable and biomass-based fuels such as bagasse and energy recovery from process streams. ▶ Periodic upgradation of pollution control systems and process equipment in line with regulatory and operational requirements. ▶ Adoption of automation and digital monitoring systems for efficient process control and energy management. ii) Water & Waste Management ▶ Focus on efficient water utilization, recycling, and reduction in freshwater consumption across operations. ▶ Continued strengthening of Zero Liquid Discharge (ZLD) systems and spent wash management practices. ▶ Promotion of circular economy practices through utilization of bagasse, spent wash, and press mud for value-added applications.								

		Overview	Strategy	Governance	Capitals	Reports	Financials			
S. No.	Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
		iii) Sustainable Operations ▶ Continuous modernization and process improvement initiatives aimed at enhancing operational efficiency and environmental performance. ▶ Development and maintenance of greenbelt within plant premises and implementation of environmental monitoring systems. B.Social ▶ Continued focus on farmer engagement through cane development initiatives, promotion of improved cane varieties, and quality seed distribution. ▶ Strengthening digital platforms for farmer services including cane survey, registration, and payment systems to improve transparency and accessibility. ▶ Commitment towards employee safety, skill enhancement, and community development in operational areas. C.Governance ▶ Strengthening governance practices through process digitalization, operational transparency, compliance monitoring, and responsible business conduct. ▶ Continuous review and enhancement of systems and controls to ensure compliance with applicable statutory and regulatory requirements.								
6	Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met	The Company continues to make steady progress towards its sustainability and operational efficiency commitments through various initiatives undertaken across its operations. During the reporting period, the Company implemented measures related to steam optimization, energy efficiency improvement, process automation, digitalization, water conservation, and utilization of renewable biomass-based fuels. Key improvements achieved during the year include reduction in specific steam consumption by over 50%, enhancement in process efficiency, strengthening of digital systems, and continued focus on pollution control and environmental compliance. These initiatives have contributed towards improvement in operational performance and reduction in resource consumption and GHG emission intensity. The Company remains committed to further strengthening its ESG framework and will continue to evaluate, monitor, and enhance its sustainability performance through phased targets and continuous improvement initiatives aligned with business and regulatory requirements.								
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 remains committed towards sustainable and responsible business practices with continuous focus on energy efficiency, resource optimization, environmental management, and stakeholder value creation. During the year, the Company implemented initiatives including steam optimization, process automation, digitalization, and to improve operational efficiency and reduce environmental impact. The Company also strengthened its ESG performance through water conservation, pollution control, circular utilization of by-products, and community-focused initiatives.								
8	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy(ies).	Mr. Pankaj Rastogi Whole Time Director and CEO DIN: 10452835								
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.	No, there is no dedicated committee of the board responsible for the oversight of sustainability related issues. However, 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 KPIs 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 senior management.								

Details of Review of NGRBCs by the Company:

S. No.	Disclosure Questions	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	Subject for Review	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
10	Performance against above policies and follow up action	Mr. Pankaj Rastogi, Whole Time Director & CEO and Business Responsibility Head and Mr. Bharat Bhushan Mehta, Director reviews the performance regularly.									Monthly by Mr. Pankaj Rastogi and Mr. Bharat Bhushan Mehta and Annual by the Board.								
	Compliance with Statutory requirements of relevance to the principles, and rectification of any non-compliances	Relevant board committees review 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.	P1	P2	P3	P4	P5	P6	P7	P8	P9	No								
12	If answer to question (1) above is “No” i.e. not all Principles are covered by a policy, reasons to be stated:	P1	P2	P3	P4	P5	P6	P7	P8	P9									
	The entity does not consider the principles material to its business (Yes/No)	No	No	No	No	No	No	No	No	No									
	The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)	No	No	No	No	No	No	No	No	No									
	The entity does not have the financial or/human and technical resources available for the task (Yes/No)	No	No	No	No	No	No	No	No	No									
	It is planned to be done in the next financial year (Yes/No)	No	No	No	No	No	No	No	No	No									
	Any other reason (please specify)	No	No	No	No	No	No	No	No	No									

Section C: Principle Wise Performance Disclosure

Principle 1 Businesses Should Conduct And Govern Themselves With Integrity, And In A Manner That Is Ethical, Transparent And Accountable.

Essential Indicators

1

Percentage coverage by training and awareness programmes on any of the Principles during the financial year:			
Segment	Total number of training and Awareness programmes held	Topics / principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	4	Ethical and transparent business conduct, Sustainable products and services, Stakeholder engagement, Environmental protection, Public policy engagement	100.00%
Key Managerial Personnel	4	Ethical and transparent business conduct, Sustainable products and services, Stakeholder engagement, Environmental protection, Public policy engagement	100.00%
Employees other than BoD and KMPs	23	Ethical and transparent business conduct, Employee wellbeing, Human rights, Environmental protection	100.00%
Workers	55	Ethical and transparent business conduct, Employee wellbeing, Human rights	92.00%

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 ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine				None	
Settlement				None	
Compounding fee				None	
Non-Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the Case		Has an appeal been preferred? (Yes/No)
Imprisonment			None		
Punishment			None		

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
	None



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 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. Any breach of Policy is reported to the Ethics Officer. An appropriate action is taken treating the violation/breach of the policy as violation of the Code of Conduct of the Company.

Weblink:
<https://www.dalmiasugar.com/wp-content/uploads/2025/03/Anti-Bribery-Corruption-Policy.pdf>

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 2025-26	FY 2024-25
Directors	0	0
KMPs	0	0
Employees	0	0
Workers	0	0

6 Details of complaints with regard to conflict of interest:

	FY 2025-26		FY 2024-25	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	0	-	0	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	0	-	0	-

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.

-

8 Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured) in the following format:

	FY 2025-26	FY 2024-25
Number of days of accounts payables	21	27

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 2025-26	FY 2024-25
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	72%	75.2%
	b) Number of dealers / distributors to whom sales are made	12	15
	c) Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	98.5%	98.38%

Share of RPTs in	a) Purchases (Purchases with related parties / Total Purchases)	0	0
	b) Sales (Sales to related parties / Total Sales)	0	0
	c) Loans & advances (Loans & advances given to related parties / Total loans & advances)	0	0
	d) Investments (Investments in related parties / Total Investments made)	43%	99.83%"

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
1. 12		P3	100%
Provided safety training & measures, training about hygiene/pollution free environment, health check-up and first aid facility.			
2. 30		P4	42%
Farmers capacity building/ yield improvement/ seed & soil health improvement training			

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 in place Code of Conduct for Directors and Senior Management Personnel, duly approved by the Board of Directors pursuant to Regulation 17(5) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Same is also posted on the Company's website at <https://www.dalmiasugar.com/wp-content/uploads/2024/05/DBSIL-Code-of-Conduct-for-Directors-and-SMP.pdf>

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.

	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
R&D	100.00%	100.00%	▶ Digitalization and centralized monitoring initiatives (CCR) for improved process control and operational performance
			▶ Continuous assessment and upgradation of energy-efficient drives, motors, and process equipment to reduce specific power consumption
			▶ Brix control automation
Capex	100.00%	100.00%	▶ Steam optimization investment
			▶ Replacement of drives with energy-efficient drives
			▶ CCR implementation
			▶ Digital logbook system
			▶ Pollution control equipment upgradation

2	a. Does the entity have procedures in place for sustainable sourcing? (Yes/ No)	Yes, the Company follows a structured approach to responsible sourcing through: ▶ Direct farmer engagement and traceability systems for sugarcane procurement. ▶ Promotion of sustainable agricultural practices, including soil health management, water-efficient irrigation, and reduced chemical input usage. ▶ Use of bio-inputs such as Trichoderma to support environmentally sustainable cultivation. ▶ Farmer training and capacity-building initiatives to improve productivity, crop quality, and resilience. These procedures enable the Company to ensure sustainable and responsible sourcing, while enhancing farmer livelihoods and reducing environmental impact across its value chain.
	b. If yes, what percentage of inputs were sourced sustainably?	Almost 100% of the raw materials are procured sustainably. Sugarcane constitutes around 95% of total input cost and same 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	The Company's products primarily comprise sugar and related commodities, which do not generate significant end-of-life waste requiring take-back mechanisms. However, the Company has established processes for responsible management, recycling, and disposal of waste generated from its operations, in line with applicable environmental regulations.
	(a) Plastics (including packaging)	▶ Plastic packaging waste is segregated at source and managed in compliance with Extended Producer Responsibility (EPR) guidelines ▶ Recyclable plastic waste is disposed of through authorized recyclers / vendors ▶ Efforts are made to minimize plastic usage and promote reuse where feasible
	(b) E-waste	▶ E-waste arising from IT and electrical equipment is handled in accordance with the E-Waste Management Rules ▶ Disposal is undertaken through authorized e-waste recyclers to ensure environmentally sound management
	(c) Hazardous waste	▶ Hazardous waste (if any), such as used oil, chemicals, or process residues, is managed as per the Hazardous and Other Wastes (Management and Transboundary Movement) Rules ▶ Storage, handling, and disposal are carried out through authorized agencies, with proper documentation and compliance controls
	(d) other waste	▶ By-products such as bagasse, press mud, and molasses are effectively reused within the value chain (e.g., cogeneration, composting, distillery operations) ▶ Organic waste is utilized for bio-composting and soil enrichment ▶ The Company follows waste minimization and circularity practices across operations
4	Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No)	Yes, the Company is subject to Extended Producer Responsibility (EPR) obligations under the Plastic Waste Management Rules, 2016 and amendments thereof.
	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	The Company is registered with the Central Pollution Control Board (CPCB) as a Brand Owner and has implemented a waste collection mechanism in accordance with the EPR plan submitted to the Pollution Control Boards. The collection and disposal of plastic waste are carried out through authorized recyclers / agencies, and EPR targets are achieved and duly reported on the CPCB online portal. Accordingly, the Company's waste collection plan is fully aligned with its approved EPR plan, and it remains compliant with applicable regulatory requirements.



Leadership Indicators

1 **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

NIC Code	Name of Product/ Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If yes, provide the web-link.
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No, DBSIL has not conducted any Life Cycle Assessment (LCA) for its products during FY 2025-26. All its 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
The Company manufactures sugar, ethanol (a green fuel in cane-based / grain-based distillery/ies) and cogeneration power (through use of bagasse, a by-product). These are agriculture based and biodegradable. There are no social or environmental concerns and /or risks arising from production or disposal of 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 2025-26	FY 2024-25
Molasses	100.00%	100.00%
Bagasse	100.00%	100.00%

4 **Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:**

	FY 2025-26			FY 2024-25		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (including packaging)	0	588	883	0	516	1,204
E-waste	0	0	0	0	0	0
Hazardous waste	0	0	0	0	0	3*
Other waste	0	0	0	0	0	0

* Restated to correct a misstatement identified in previous year's reporting cycle

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
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The indicator is currently not applicable as the company's products/packaging are not reclaimed or recycled in the normal course of business.

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	520	520	100.00%	520	100.00%			520	100.00%	0	0.00%
Female	6	6	100.00%	6	100.00%	6	100.00%			6	100.00%
Total	526	526	100.00%	526	100.00%	6	1.14%	520	98.86%	6	1.14%
Other than Permanent employees											
Male	0	0	0.00%	0	0.00%			0	0.00%	0	0.00%
Female	0	0	0.00%	0	0.00%	0	0.00%			0	0.00%
Total	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

b. Details of measures for the well-being of workers:

Category	% of Worker Covered by										
	Total	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	1,703	557	32.71%	1,430	83.97%			0	0.00%	0	0.00%
Female	3	0	0.00%	3	100.00%	3	100.00%			0	0.00%
Total	1,706	557	32.65%	1,433	84.00%	3	0.18%	0	0.00%	3	0.18%
Other than Permanent workers											
Male	1,164	163	14.00%	1,122	96.39%			5	0.43%	0	0.00%
Female	4	1	25.00%	4	100.00%	4	100.00%			4	100.00%
Total	1,168	164	14.04%	1,126	96.40%	4	0.34%	5	0.43%	0	0.00%

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format –

	FY 2025-26	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the company	0.13%	0.09%*

* Restated to reflect demerger of refractory and travel business undertakings effective from July 2023

2 Details of retirement benefits, for Current Financial Year and Previous Financial Year.

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers Covered as a % of total workers	Deducted and Deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers Covered as a % of total workers	Deducted and Deposited with the authority (Y/N/N.A.)
PF	100.00%	100.00%	Yes	100.00%	100.00%	Yes
Gratuity	100.00%	100.00%	Yes	100.00%	100.00%	Yes
ESI	0.00%	0.00%	NA	0.00%	0.00%	NA
Others - please specify	-	-	-	-	-	-

3 Accessibility of workplaces.

Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

Yes, the Company continues to review its facilities and on need basis strengthen accessibility measures across locations to support an inclusive and safe working environment

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, equal opportunity, and fair treatment across the employee lifecycle, including recruitment, learning and development, promotion, compensation, transfers, and separation. Employment-related decisions are based on objective criteria and are free from discrimination on grounds such as caste, creed, religion, gender, marital status, age, nationality, or other protected characteristics.

These principles are embedded in its broader governance framework through its Human Rights Policy.

Web-link: <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	100.00%	100.00%	0.00%	0.00%
Female	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	0.00%	0.00%

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, Dalmia Bharat Sugar and Industries Limited has established structured mechanisms for grievance redressal of workers through Works Committees at its Uttar Pradesh units and recognized labour unions at its Maharashtra units. These forums facilitate dialogue between management and workers, address matters of common interest, and help resolve grievances and disputes in a timely manner.
Other than Permanent Workers	In addition, workers have access to the Company's Whistle Blower Policy and Vigil Mechanism, which enables reporting of concerns related to unethical behaviour, Code of Conduct violations, or other grievances. Complaints are recorded, reviewed, and addressed with confidentiality and oversight by the Ethics Committee, and are tracked through an independent third-party monitored Ethics Helpline.
Permanent Employees	The Company has a Whistle Blower Policy and Vigil Mechanism applicable to all employees and stakeholders. The mechanism provides a structured platform to report concerns which are reviewed and addressed in a transparent and confidential manner.
Other than Permanent Employees	

7 Membership of employees and worker in association(s) or Unions recognized by the listed entity:

Category	FY 2025-26			FY 2024-25		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D/C)
Total Permanent Employees	526	0	0.00%	537	0	0.00%
Male	520	0	0.00%	527	0	0%
Female	6	0	0.00%	10	0	0%
Total Permanent Workers	1,706	502	29.43%	1,777	621	34.95%
Male	1,703	499	29.30%	1,773	617	34.95%
Female	3	3	100.00%	4	4	100.00%

8 Details of training given to employees and workers:

Category	FY 2025-26					FY 2024-25				
	On Health and safety measures			On Skill upgradation		On Health and safety measures			On Skill upgradation	
	Total (A)	No. (B)	% (B/ A)	No. (C)	% (C / A)	Total (D)	No. (E)	% (E/ D)	No. (F)	% (F / D)
Employees										
Male	520	480	92.31%	322	61.92%	492	260	52.85%	46	9.35%
Female	6	3	50.00%	0	0.00%	3	0	0.00%	0	0.00%
Total	526	483	91.83%	322	61.22%	495	260	52.53%	46	9.29%
Workers										
Male	2,867	2,651	92.47%	1,121	39.10%	2,823	670	23.73%	149	5.28%
Female	7	7	100.00%	1	14.29%	8	3	37.50%	0	0.00%
Total	2,874	2,658	92.48%	1,122	39.04%	2,831	673	23.77%	149	5.26%

9 Details of performance and career development reviews of employees and worker:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B / A)	Total (C)	No. (D)	% (D / C)
Employees						
Male	520	448	86.15%	492	403	90.24%
Female	6	3	50.00%	3	3	100.00%
Total	526	451	85.74%	495	447	90.30%
Workers						
Male	2,867	2,867	100.00%	2,823	1,642	58.17%
Female	7	7	100.00%	8	4	50.00%
Total	2,874	2,874	100.00%	2,831	1,646	58.14%

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 of such system?	Yes, the Company undertakes third party safety audit on periodical basis and further relevant initiatives are taken at its plant locations. The OHS initiatives covers: - Permanent and contractual employees, as well as on-site workers - Identification and mitigation of workplace hazards through risk assessment and control measures - Safety training, awareness programmes, and use of personal protective equipment (PPE) - Incident reporting, investigation, and corrective action mechanisms - Periodic health check-ups and occupational health surveillance
b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?	Dalmia Bharat Sugar and Industries Limited follows established processes to identify work-related hazards and assess risks across its operations as part of its safety framework. These include: - Continuous monitoring of plant operations by safety personnel and use of surveillance systems to identify unsafe acts and conditions - Periodic safety inspections and audits, including assessments by independent external agencies - Provision and mandatory use of personal protective equipment (PPE) - Analysis of incidents and repeated injury trends to implement corrective and preventive actions - Pre-task checks and safety protocols for operational activities These processes support systematic identification and mitigation of workplace risks and enable continuous improvement in safety performance.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)	Yes, DBSIL has processes in place for workers to report work-related hazards and unsafe conditions. The Company encourages reporting of near-miss incidents and unsafe conditions through digital platforms, which are consolidated and analyzed at a central level for corrective and preventive actions. Employees are also encouraged to proactively report such instances, and recognition mechanisms are in place to promote a strong safety culture. Workers can raise safety concerns through established reporting mechanisms, which are reviewed and addressed by the safety team to mitigate risks and improve workplace safety.
d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)	Yes, the Company provides access to non-occupational medical and healthcare services to its employees and workers. - It facilitates healthcare support through: - Access to medical facilities and healthcare services at operational locations - Medical reimbursement for critical illnesses for workers as well as employees - Preventive health camps and wellness initiatives, including preventive health check-ups and awareness programmes - Maternity and paternity leaves These initiatives support the overall well-being of employees and workers beyond occupational health requirements.

11 Details of safety related incidents, in the following format:

Safety Incident/Number	Category*	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.00	0.00
	Workers	1.44	0.00
Total recordable work-related injuries	Employees	0	0
	Workers	52	75
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

*Including in the contract workforce

12 Describe the measures taken by the entity to ensure a safe and healthy workplace.

DBSIL has established a safety framework implemented across its operations, covering its manufacturing units, distilleries, and associated facilities.

Key measures implemented to ensure a safe and healthy workplace include:

- Mandatory use of personal protective equipment (PPE) and monitoring of compliance
- Display of safety signages and awareness materials to reinforce safe practices
- Continuous monitoring of plant operations to identify any hazards
- Periodic safety audits, including assessments by independent agencies such as the National Safety Council, etc.
- Incident and near-miss reporting mechanisms, with analysis to implement corrective and preventive actions
- Ongoing safety awareness and engagement initiatives for employees and contract workers

These measures are integrated into the Company's safety framework to ensure continuous improvement in safety performance.

13 Number of Complaints on the following made by employees and workers:

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	0	0	-	0	0	-
Health & Safety	0	0	-	0	0	-

14	Assessments for the year: (2025-26)						
	<table> <tr> <th></th><th>% of your plants and offices that were assessed (by entity or statutory authorities or third parties)</th></tr> <tr> <td>Health and safety practices</td><td>75.00%</td></tr> <tr> <td>Working Conditions</td><td>75.00%</td></tr> </table>		% of your plants and offices that were assessed (by entity or statutory authorities or third parties)	Health and safety practices	75.00%	Working Conditions	75.00%
	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)						
Health and safety practices	75.00%						
Working Conditions	75.00%						
15	Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.						
	DBSIL undertakes continuous corrective and preventive actions to address safety-related incidents and mitigate significant risks identified. Key actions taken include: ▶ Safety systems and protocols: SOPs are implemented across operations. Permit-to-work systems are followed. Toolbox talks are conducted before task execution. ▶ Training and awareness: Safety induction is provided to all employees and contractors. Regular training sessions are conducted. Awareness programmes on safety, firefighting, and first aid are organized. ▶ Risk identification and control: Workplace hazards are identified through due diligence. Repeated injury trends are analyzed. Corrective and preventive measures are implemented. ▶ Emergency preparedness: Fire risks from bagasse, coal, and rectified spirit/ethanol are identified. Fire hydrants and extinguishers are installed. Fire drills and mock drills are conducted regularly. ▶ Inspection and testing: Lifting tools, tackles, and pressure vessels are tested by approved agencies. Equipment and portable machinery are inspected before use. Welding machines are periodically checked. Training and awareness on safe welding practices are provided. ▶ Infrastructure improvements: Unsafe or deteriorated structures, including rusted platforms, are upgraded. ▶ Employee participation: Safety Committees are constituted with representation from management and workers. Committee meetings are conducted quarterly. Joint walkthroughs are carried out across departments. ▶ Audits and oversight: Safety audits are conducted by independent agencies, including the National Safety Council and other third-party agencies. Audit findings and corrective actions are reviewed by the Risk Management Committee and Audit Committee.						

These measures enable the Company to systematically address safety concerns, reduce incident risks, and strengthen overall workplace safety and health conditions.

Leadership Indicators

1

Does the entity extend any life insurance or any compensatory package in the event of death of

(A) Employees (Y/N)

DBSIL provides life insurance coverage to all employees, offering monetary support to nominees in the event of death.

In addition, employees are covered under:

▶ Group personal accident insurance and term insurance, covering death, permanent/partial disability, and related contingencies

▶ Medical insurance (including family floater plans), providing financial support in case of hospitalization for employees and their dependents

These measures are aimed at providing financial security and support to employees and their families in unforeseen circumstances.

(B) Workers (Y/N)

Yes, the Company provides compensation in the event of the workers' demise, in accordance with applicable statutory provisions and internal policies.

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 no. of affected employees/ workers	No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment			
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25	
Employees	0	0	0		0
Workers	0	0	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)						
	NO						
5	Details on assessment of value chain partners:						
	<table> <tr> <th></th><th>% of value chain partners (by value of business done with such partners) that were assessed</th></tr> <tr> <td>Health and safety practices</td><td>0.00%</td></tr> <tr> <td>Working Conditions</td><td>0.00%</td></tr> </table>		% of value chain partners (by value of business done with such partners) that were assessed	Health and safety practices	0.00%	Working Conditions	0.00%
	% of value chain partners (by value of business done with such partners) that were assessed						
Health and safety practices	0.00%						
Working Conditions	0.00%						
6	Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.						
	-						

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1

Describe the processes for identifying key stakeholder groups of the entity.

DBSIL identifies its key stakeholder groups based on their ability to influence or be influenced by the Company's activities, operations, and performance.

The process involves:

▶ Identification of stakeholders across categories such as employees, farmers, customers, suppliers, communities, regulators, and investors

▶ Assessment of materiality and relevance, considering the extent of impact and dependency on the Company's operations

▶ Periodic engagement through structured channels, including meetings, disclosures, and formal communication platforms

▶ Review of stakeholder feedback and expectations to refine engagement priorities

The Company follows a structured approach to stakeholder engagement, ensuring two-way communication through various platforms such as annual reports, corporate social responsibility disclosures, press releases, and digital media. Feedback received is considered for continuous improvement.

The Stakeholder Engagement Policy is available 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 & 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, Newspaper Advertisement, communication through emails/post, Annual Reports	Quarterly	To make stakeholders aware of the financial standing of the company; finance related matters, expansions, new product launches, new markets, etc. To create awareness about re-lodgement of transfers, dividend withheld, transfer of shares into IEPF and process of release of same.
Industrial association	No	Tie up with industrial associations through membership and being part of various committees and active participation	Monthly	Coordination of sugar industry and policy advocacy for conducive government policies. Concerns: Changing government policies.

Community	No	CSR Reports, pamphlets, websites, SMSs, events and functions	All the year round	Inclusive growth and community development, sustainable livelihood, social infrastructure.
Supplier	No	Farmers - SMS, meetings, noticeboards, IT-enabled apps, websites, roadshows, display boards, announcements	All the year round	Business continuity, enhancing 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 crops from pests and animals, reduce the cut to crush time.
Customers	No	B2B: Emails, contact numbers on the bag of products, regular interaction through meetings, suppliers meet regular feedback from customers, customer satisfaction survey	All the year round	To increase institutional sales, better product development, obtain customer feedback on existing supplies. Concerns: Price volatility, government policies, product quality.
Government and regulatory bodies	No	Regulatory compliance - through ISMA, Grain and Ethanol Manufacturers Association (GEMA) and All India Distillery Association (AIDA)	All the year round	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.
Employees	No	Emails; floor visits, morning meetings, helpdesk options on employee portals, intranet, festivals.	All the year round	Trust and loyalty, work life balance, employee retention; query handling, reducing bottlenecks for employee efficiency, enhanced employee engagement Concerns: Payroll, leaves related concern, self-development related concerns, complaints, performance related
Competitor	No	Peer review and analysis of the best practices adopted	From time to time	Sectorial performance review of peers for 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.

The Company follows a structured process for stakeholder consultation on economic, environmental, and social topics, with outcomes periodically presented to the Board.

The process includes:

- ▶ Determining material topics through benchmarking with peer companies and reference frameworks such as Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI)
- ▶ Preparation of a list of potential material issues, followed by stakeholder engagement to gather inputs and perspectives
- ▶ Consultation with key stakeholder groups to understand their concerns and expectations on identified topics
- ▶ Prioritization and validation of material issues, which are grouped under key themes such as empowering people, responsible consumption, responsible growth and business ethics, and sustainable business practices

Feedback from stakeholder consultations is consolidated and presented to the Board through periodic updates and presentations, including during quarterly meetings. This enables the Board to consider stakeholder perspectives in strategic decision-making and long-term value creation.

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, DBSIL uses stakeholder consultation to support the identification and management of environmental and social topics.

Key stakeholder groups, particularly farmers, suppliers, and local communities, provide input on issues relevant to the Company's operations. Stakeholder feedback has highlighted concerns related to soil health, water conservation, and rural livelihoods.

The Company has incorporated these inputs into its policies and activities through:

- ▶ Promotion of sustainable agricultural practices, including soil health management and improved farming techniques through its cane development initiatives
- ▶ Water conservation and efficient water usage measures across operations and community programmes
- ▶ Implementation of CSR initiatives focused on livelihood enhancement, including skill development centers offering placement-linked training programmes for local youth

These initiatives reflect the Company's approach to integrating stakeholder feedback into its environmental and social strategy and operations.

3 Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

DBSIL engages with vulnerable and marginalized stakeholder groups, particularly small and marginal farmers, women, youth, and local communities, through its cane development and CSR initiatives.

Key instances of engagement and actions taken include:

- ▶ **Support to marginal farmers:**
 - Provision of guidance on selection of appropriate crop varieties, agronomic practices, and use of agri-inputs. The Company also supports initiatives such as farmyard manure units and vermicomposting and promotes use of tools such as solar-operated sprayers to improve productivity and sustainability.
- ▶ **Women empowerment initiatives:**
 - Formation and promotion of Self-Help Groups (SHGs) and delivery of skill development programmes (e.g., stitching, weaving, Moonj craft) to create additional livelihood opportunities. Promotion of energy-efficient cooking solutions and solar lighting has also improved quality of life for women and children.
- ▶ **Healthcare interventions:**
 - Organization of maternal, neonatal, and adolescent health camps to improve access to healthcare services in rural communities
- ▶ **Education and sanitation initiatives:**
 - Olmplementation of school intervention programmes, establishment of remedial education centers, and construction of sanitary latrines under national initiatives such as Swachh Bharat Abhiyaan and Swachh Vidyalaya Abhiyaan.
- ▶ **Youth skill development and employability:**
 - Operation of skill training centers (e.g., ITI and DIKSHa) to enhance employability and livelihood opportunities for local youth.

These initiatives demonstrate the Company's commitment to addressing the needs and concerns of vulnerable stakeholder groups and promoting inclusive development in its areas of operation.

PRINCIPLE 5 Businesses should respect and promote human rights

Essential Indicators

1 Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees / Workers covered (B)	% (B / A)	Total (C)	No. of employees / Workers covered (D)	% (D / C)
Employees						
Permanent	526	412	78.33%	495	395	79.80%
Other than permanent	0	0	0.00%	0	0	0.00%
Total Employees	526	412	78.33%	495	395	79.80%

Workers						
Permanent	1,706	1,658	97.19%	1,695	1,346	79.41%
Other than permanent	1,168	1,136	97.26%	1,136	1,071	94.28%
Total Workers	2,874	2,794	97.22%	2,831	2,417	85.38%

2
 Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2025-26					FY 2024-25				
	Equal to Minimum Wage			More than Minimum Wage		Equal to Minimum Wage			More than Minimum Wage	
	Total (A)	No. (B)	% (B /A)	No. (C)	% (C /A)	Total (D)	No. (E)	% (E /D)	No. (C)	% (F /D)
Permanent Employees										
Male	520	0	0.00%	520	100.00%	492	0	0.00%	492	100.00%
Female	6	0	0.00%	6	100.00%	3	0	0.00%	3	100.00%
Other than Permanent Employees										
Male	0	0	0.00%	0	0.00%	0	0	0.00%	0	0.00%
Female	0	0	0.00%	0	0.00%	0	0	0.00%	0	0.00%
Permanent Workers										
Male	1,703	0	0.00%	1,703	100.00%	1,691	0	0.00%	1,691	100.00%
Female	3	0	0.00%	3	100.00%	4	0	0.00%	4	100.00%
Other than Permanent Workers										
Male	1,164	0	0.00%	1,164	100.00%	1,132	21	1.86%	1,111	98.14%
Female	4	0	0.00%	4	100.00%	4	1	25.00%	3	75.00%

3
 Details of remuneration/salary/wages, in the following format:

a. Median remuneration/wages:				
	Male		Female	
	Number	Median remuneration/ Salary/ wages of respective category	Number	Median remuneration/ Salary/ wages of respective category
Board of Directors (BoD)	6	19,70,000.00	1	17,40,000.00
Key Managerial	1	92,66,275.50	1	75,98,618.00
Personnel				
Employees other than BoD and KMP	520	8,32,729.00	6	11,36,041.00
Workers	1,703	4,07,796.00	3	2,86,641.00

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	0.04%	0.02%*

* Restated to give effect to demerger of refractory and travel business undertakings effective from July 2023

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, DBSIL has designated responsible personnel for addressing human rights impacts or issues arising from its operations.

The responsibility is assigned to:

- The Head – Human Resources at the Corporate Office, and
- Unit Heads at respective locations

The designated focal point oversees implementation of the Company's human rights commitments and addresses any related concerns or issues. These roles ensure that human rights considerations are integrated into operational practices and are addressed in a timely and appropriate manner.

5
 Describe the internal mechanisms in place to redress grievances related to human rights issues.

The Company has established multiple internal mechanisms to address and redress grievances related to human rights issues across its operations.

These include:

- Works Committees and recognized Unions, which facilitate resolution of worker-related concerns at plant locations
- Safety Committees, which address workplace safety and well-being issues
- A Whistle Blower Policy and Vigil Mechanism, supported by an independent ethics helpline, to report concerns related to unethical conduct, violations of the Code of Conduct, or human rights issues
- Prevention of Sexual Harassment (POSH) framework, including Internal Committees to address complaints related to workplace harassment

These mechanisms are supported by the Human Resources, Legal, and Compliance functions, which work in coordination with operational teams to ensure timely resolution of grievances and adherence to the Company's human rights commitments

6
 Number of Complaints on the following made by employees and workers:

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	0	0	-	0	0	-
Discrimination at workplace	0	0	-	0	0	-
Child Labour	0	0	-	0	0	-
Forced Labour/ Involuntary Labour	0	0	-	0	0	-
Wages	0	0	-	0	0	-
Other human rights related issues	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 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	0
Complaints on POSH as a % of female employees / workers	0.00%	0.00%
Complaints on POSH upheld	0	0

8
Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

DBSIL has established mechanisms to prevent adverse consequences to complainants in cases of discrimination and harassment.

Key safeguards include:

Whistle Blower Protection:

The Company ensures that individuals making protected disclosures are not subjected to any form of unfair treatment. It strictly prohibits retaliation, including actions such as termination, suspension, demotion, transfer, denial of promotion, or any form of intimidation. The identity of the whistle blower is kept confidential, to the extent permitted by law. Protection is also extended to individuals assisting in investigations.

Protection against Victimization:

The Company has an Anti-Harassment and Non-Discrimination framework, aligned with globally recognized standards such as the UN Global Compact (UNGC), UN Guiding Principles on Business and Human Rights (UNGPR), and ILO conventions. The policy applies to all employees, including permanent, temporary, contractual staff, trainees, and visitors.

Prevention of Sexual Harassment (POSH) Mechanism:

The Company follows Anti-Sexual Harassment guidelines, with an Internal Complaints Committee (ICC) responsible for handling complaints. The ICC ensures that complainants, witnesses, and associated people are protected from victimization during and after the investigation process.

Zero-tolerance approach:

The Company maintains a zero-tolerance stance towards harassment, discrimination, bullying, and any hostile work environment, and ensures that complaints are addressed in a confidential, fair, and unbiased manner.

9
Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes, DBSIL incorporates human rights-related requirements within its business agreements and contracts.

The Company includes provisions requiring counterparties to comply with applicable labour laws, ethical standards, and statutory requirements, thereby promoting fair working conditions, non-discrimination, and adherence to human rights principles across its value chain. Compliance is supported through contractual obligations and periodic verification of statutory documents and records.

10
Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100.00%
Forced/involuntary labour	100.00%
Sexual harassment	100.00%
Discrimination at workplace	100.00%
Wages	100.00%
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.

DBSIL ensures adherence to human rights principles across its operations, including prohibition of child labour and forced or involuntary labour, non-discrimination, and compliance with applicable wage regulations.

The Company maintains a zero-tolerance approach towards discrimination and harassment on grounds such as religion, gender, caste, disability, nationality, sexual orientation, race, and age. It also ensures that employees and workers are compensated in line with or above statutory minimum wage requirements.

Based on the assessments carried out and the existing policies and control mechanisms in place, no significant human rights risks or concerns were identified, and therefore, no additional corrective actions were required during the reporting period.



Ledership Indicators

1
Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

The Company has established mechanisms to address human rights grievances through its internal frameworks, including the **Whistle Blower Policy**, **POSH mechanism**, and **other grievance redressal platforms**. IT continues to review its processes periodically to strengthen its human rights framework.

Based on the assessments carried out and the nature of grievances reported during the year, no material human rights complaints were identified that required modification or introduction of new business processes. The existing policies, procedures, and control mechanisms were found to be adequate to address such concerns.

2
Details of the scope and coverage of any Human rights due diligence conducted.

DBSIL undertakes human rights due diligence as part of its broader sustainability and operational frameworks, supported by internal policies and external standards.

The scope and coverage of human rights due diligence include:

- ▶ Operational coverage: All manufacturing units, distilleries, and associated facilities
- ▶ Workforce coverage: Employees and workers (including contractual workforce), with focus on fair labour practices, non-discrimination, occupational health and safety, and compliance with statutory requirements
- ▶ Value chain coverage: Suppliers and farmers, through adherence to sustainability standards and contractual compliance requirements
- ▶ Framework alignment: The Company aligns with recognized standards such as the Bonsucro Production Standard, which includes principles on compliance with law, respect for human rights and labour standards, and continuous improvement in sustainability practices

Additionally, certifications such as Environmental Management Systems (EMS) and Food Safety and Quality (FSQ), along with adherence to sustainability frameworks, support the Company's approach to responsible operations, including human rights considerations.

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, Dalmia Bharat Sugar and Industries Limited is committed to providing an inclusive and accessible environment and considers accessibility requirements in its premises and offices in line with applicable provisions of the Rights of Persons with Disabilities Act, 2016.

The Company continues to incorporate accessibility aspects in its infrastructure and workplace practices to facilitate ease of access for differently abled individuals.

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	
Forced/involuntary labour	
Sexual harassment	The premises/office locations of the value chain partners have not been assessed.
Discrimination at workplace	However, all contracts with value chain partners (wherever applicable) having strict guidelines on human rights are monitored constantly for compliance.
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.

None

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 2025-26	FY 2024-25
From Renewable Sources		
Total electricity consumption (A) (GJ)	0	11,38,991.00
Total fuel consumption (B) (GJ)	1,39,23,382.34	1,44,77,896.00
Energy consumption through other sources (C) (GJ)	0.00	83,95,167.00
Total energy consumption from renewable sources (A+B+C) (GJ)	1,39,23,382.34	2,40,12,054.00
From Non - Renewable Sources		
Total electricity consumption (D) (GJ)	9,634.98	5,045.18*
Total fuel consumption (E) (GJ)	91,341.87	0
Energy consumption through other sources (F) (GJ)	0	0
Total energy consumption from non-renewable sources (D+E+F) (GJ)	0	0
Total energy consumed (A+B+C+D+E+F)	1,40,24,359.19	2,40,17,099.00
Energy intensity per rupee of turnover	387.62	644.67
(Total energy consumption/ turnover in ₹ million)		
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	7,885.33	12,945.59
(Total energy consumed / Revenue from operations adjusted for PPP)		
Energy intensity in terms of physical output	-	-
Energy intensity (optional) – the relevant metric may be selected by the entity	-	-
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		
* Restated to correct a misstatement identified in previous year’s reporting cycle		

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.

No, the Company does not have any sites/facilities identified as Designated Consumers (DCs) under the Perform Achieve and Trade Scheme.

Accordingly, disclosure on achievement of PAT targets is not applicable.

3

Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilolitres)		
(i) Surface water	2,14,004.00	3,10,436.00
(ii) Groundwater	7,54,408.00	8,04,125.00
(iii) Third party water	39,343.00	-
(iv) Seawater / desalinated water	-	-
(v) Others	1,89,886.00	-
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	11,97,641.00	11,14,561.00
Total volume of water consumption (in kilolitres)	6,27,407.30	6,96,649.00*

Parameter	FY 2025-26	FY 2024-25
Water intensity per rupee of turnover (Water consumed in litre / turnover in ₹ million)	17,340.89	18,702.29*
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	3.76	3.53*
(Total water consumption / Revenue from operations adjusted for PPP)		
Water intensity in terms of physical output	-	-
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
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		
* Restated to correct a misstatement identified in previous year’s reporting cycle		
4	Provide the following details related to water discharged:	
Parameter	FY 2025-26	FY 2024-25
Water discharged by destination and level of treatment (in kilo litres)		
(i) To Surface water	15,420.00	-
a. No treatment	-	-
b. With treatment – please specify level of treatment	15,420.00	-
(ii) To Groundwater	-	-
a. No treatment	-	-
b. With treatment – please specify level of treatment	-	-
(iii) To Seawater	-	-
a. No treatment	-	-
b. With treatment – please specify level of treatment	-	-
(iv) Sent to third-parties	-	-
a. No treatment	-	-
b. With treatment – please specify level of treatment	-	4,17,912.00
(v) Others	5,54,813.70	-
a. No treatment	-	-
a. With treatment – please specify level of treatment	5,54,813.70	-
Total volume of water discharged (in kilolitres) (i + ii + iii + iv + v)	5,70,233.70	4,17,912.00

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

**5 Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

Yes, DBSIL has implemented Zero Liquid Discharge (ZLD) practices across all its operations, in line with regulatory requirements.

Coverage:

ZLD systems are implemented across all the business units, where process effluents are treated and managed to ensure no discharge outside the premises.

Key implementation measures:

- **Effluent treatment and reuse:** Treated water is reused within operations, including for process and utility requirements
- **Spent wash management:** Distillery effluents are treated through processes such as bio-methanation and evaporation, with further utilization (e.g., incineration/composting) to avoid discharge
- **Water conservation:** Treated water is utilized for applications such as cooling and greenbelt development

6 Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify unit	FY 2025-26	FY 2024-25
NOx	MT	108.86	-
SOx	MT	51.22	-
Particulate matter (PM)	MT	401.51	445.00
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	-	-	-
Hazardous air pollutants (HAP)	-	-	-
Others – please specify	-	-	-

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

7 Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	701.84	1,20,491.64
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	1,907.09	1,052.73
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	Metric tonnes of CO ₂ equivalent / revenue in ₹ million	0.07	3.26*
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)	Metric tonnes of CO ₂ equivalent / USD	1.47	65.51*
Total Scope 1 and Scope 2 emission intensity in terms of physical output		-	-
Total Scope 1 and Scope 2 emission intensity (optional)– the relevant metric may be selected by the entity		-	-

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

* Restated to correct a misstatement identified in previous year's reporting cycle

8 Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

Yes, DBSIL has undertaken several initiatives to reduce GHG emissions and improve environmental performance across its operations.

Key implementation measures include:

- **Air emission control upgrades:** Enhancement of Electrostatic Precipitators (ESP) and installation of Electrified Gravel Bed (EGB) systems to improve particulate capture and reduce emissions
- **Use of renewable fuel:** The Company utilizes bagasse, a by-product of sugar manufacturing, as the primary fuel for cogeneration. As stated by the Company, its operations are 100% renewable in terms of fuel usage, contributing to lower carbon intensity
- **Energy efficiency improvements:** Optimization of boiler operations and power generation systems through automation, resulting in reduced steam and energy consumption
- **Process efficiency initiatives:** Implementation of technologies such as Mechanical Vapour Recompression (MVR) to enhance steam efficiency
- **Carbon-conscious operations:** Ongoing initiatives aligned with the Company's sustainability approach to reduce emissions from operations
- **Afforestation and green initiatives:** Expansion of tree plantation activities to support carbon sequestration

9 Provide details related to waste management by the entity, in the following format:

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	9.99	0
E-waste (B)	4.30	0
Bio-medical waste (C)	0.07	0
Construction and demolition waste (D)	0.00	0
Battery waste (E)	0.00	0
Radioactive waste (F)	0.00	0
Other hazardous waste generated (G)	1,20,961.14	2,06,735.00
Spent Wash	1,20,961.14	2,06,735.00
Other non-hazardous waste generated (H)	14,36,524.65	15,66,160.00
Bagasse-internal generation	13,40,377.00	15,27,730.00
Ash to farmer	18,673.15	16,413.00
Kash	12,740.13	22,017.00
Sugar-Press Mud	62,695.99	
Sludge to farmers	2,038.38	
Total (A+B + C + D + E + F + G+ H)	15,57,500.14	17,72,952.00
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations in ₹ million)	43.05	47.60*
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	875.72	955.65*
Waste intensity in terms of physical output	-	-
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 tonnes)		
Category of waste		
(i) Recycled (lubrication oil)	1.42	9.00
(ii) Re-used Bagasse as fuel	13,02,395.00	13,78,887.00

Parameter	FY 2025-26	FY 2024-25
(ii) Slop as fuel	1,20,961.14	2,06,735.00
(iv) Other recovery operations	0.00	0.00
Total	14,23,357.56	15,85,631
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration K ash (used as manure)	12,740.13	22,017.00
(ii) Cogen ash (Cogen ash Used as fly ash bricks manufacturing)	31,413.28	16,413.00
(iii) Other disposal operations (Sludge - Used Biogas generation with Third party)	2,038.38	4,284.00
Total	46,191.79	42,714

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

* Restated to correct a misstatement identified in previous year’s reporting cycle

10
 Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

The Company continues to strengthen its commitment to circular economy principles by maximizing resource efficiency and converting waste streams into valuable products.

Key initiatives include:

- Compressed Biogas (CBG) Project:**
A CBG plant utilizing spent wash is currently under development. This initiative aims to convert distillery waste into renewable biogas through anaerobic digestion, contributing to clean energy generation and reduced environmental impact.
- Ethanol Production from Molasses:**
Molasses, a by-product of sugar manufacturing, is effectively utilized for alcohol (ethanol) production, supporting the biofuel ecosystem and reducing dependency on fossil fuels.
- Bagasse-Based Renewable Power:**
Bagasse is used as a renewable fuel in cogeneration plants for power and steam generation, ensuring efficient utilization of biomass and lowering carbon footprint.
- Fly Ash Brick Manufacturing:**
Fly ash generated from boilers is utilized in the production of eco-friendly bricks, promoting waste valorization and reducing landfill dependency.
- Press Mud Utilization:**
Press mud is supplied to farmers as organic manure, enriching soil nutrients and supporting sustainable agriculture practices.
- Future Roadmap:**
The Company is exploring additional opportunities to enhance circularity by integrating waste streams such as press mud into biogas production and further optimizing resource recovery across operations.

Through these initiatives, the Company aims to create a closed-loop system, minimize waste, and maximize value extraction while contributing to sustainability and energy transition goals.

Strategy to Reduce Hazardous and Toxic Chemicals & Waste Management

The Company adopts a process-driven approach to minimize the use of hazardous and toxic chemicals and ensure safe handling of such wastes:

- Preference for cleaner inputs and processes, including use of bio-based alternatives where feasible
- Process optimization and efficiency improvements to reduce generation of hazardous waste
- Treatment and safe disposal of hazardous waste through authorized agencies, in compliance with applicable regulations
- Monitoring and control mechanisms to ensure proper handling, storage, and disposal of hazardous materials

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
1	Ninaidevi Unit, Sangli, Maharashtra	Sugar Manufacturing & Co-generation	Yes

12
 Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
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No environmental impact assessment undertaken by the Company during financial year 2025-26.

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
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Yes, the Company is 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.

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:

- Name of the area -
- Nature of operations -
- Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilo litres)		
(i) Surface water	-	-
(ii) Groundwater	-	-
(iii) Third party water	-	-
(iv) Seawater / desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	-	-
Total volume of water consumption (in kilolitres)	-	-
Water intensity per rupee of turnover (Water consumed / turnover)	-	-
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
Water discharged by destination and level of treatment (in kilolitres)		
(i) Into Surface water	-	-
a. No treatment	-	-
b. With treatment – please specify level of treatment	-	-



Parameter	FY 2025-26	FY 2024-25
(ii) Into Groundwater	-	-
a. No treatment	-	-
b. With treatment – please specify level of treatment	-	-
(iii) Into Seawater	-	-
a. No treatment	-	-
b. With treatment – please specify level of treatment	-	-
(iv) Sent to third-parties	-	-
a. No treatment	-	-
b. With treatment – please specify level of treatment	-	-
(v) Others	-	-
a. No treatment	-	-
b. With treatment – please specify level of treatment	-	-
Total volume of water discharged (in kilolitres) (i + ii + iii + iv + v)	-	-

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

2 Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions			
(Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	NA	NA
Total Scope 3 emissions per rupee of turnover		NA	NA
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity		NA	NA

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

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.

There is no significant direct or indirect impact of the Company's operations on biodiversity. The Company is committed to protecting and preserving biodiversity in and around its areas of operation. Through a strong environmental management framework and sustainable practices, the Company ensures that its activities are conducted responsibly with due care for the surrounding ecosystem.

Key initiatives undertaken include:

- ▶ Adoption of **Zero Liquid Discharge (ZLD)** and efficient effluent treatment systems to prevent any impact on nearby water bodies
- ▶ Utilization of **bagasse and spentwash** for renewable energy generation, promoting circular economy practices
- ▶ Development and maintenance of a **green belt and regular plantation drives** to support and enhance local biodiversity
- ▶ Continuous **monitoring of air, water, and noise parameters** to ensure adherence to environmental standards
- ▶ Implementation of **water conservation and recycling measures** to minimize resource usage
- ▶ Regular **environmental audits and compliance checks** to ensure adherence to all regulatory requirements

4 If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

S. No	Initiative undertaken	Details of the initiative (summary)	Outcome of Initiative
1	Kolhapur – Steam Optimization	In-house steam optimization during 2025-26 season with ₹1.2 Cr investment	Steam consumption reduced by 1.5% on cane; improved energy efficiency
2	Gangapur – Steam Optimization	Process improvements implemented during off-season for 2025-26 season	~4% reduction in steam consumption; optimized operations
3	Cane Development Initiatives	Promotion of high-yielding varieties and quality seed distribution to farmers	Improved cane quality, yield, and sustainable sourcing
4	Digitalization – Cane Management	Digitized cane survey, farmer registration, and payment systems through integrated platforms	Improved transparency, faster processing, and better farmer engagement
5	Digitalization – Control Room (CCR)	Implementation of Combined Control Room (CCR) for centralized monitoring	Enhanced process control and real-time decision-making
6	Digitalization – Logbook System	Transition from manual to digital logbook systems	Improved data accuracy, traceability, and operational efficiency
7	Automation – C-Pan (vacuum) Condensers	Automation of C-pan condensers for optimized boiling operations	Improved efficiency and reduction in molasses losses

5 Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

Yes, the Company has established disaster management and emergency response plans across its operational units.

Each site maintains an onsite emergency plan aligned with regulatory requirements, supported by defined standard operating procedures (SOPs), roles, and response protocols. The framework includes risk identification, mitigation measures, evacuation procedures, emergency communication systems, and recovery planning.

Regular mock drills and employee awareness programmes are conducted to enhance preparedness and response effectiveness. These measures ensure timely response to potential disruptions and support operational continuity across the Company's facilities.

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.

The Company has not reported any significant adverse environmental impact arising from its value chain during the reporting period.

However, given the nature of its operations, particularly sugarcane cultivation, it recognizes potential environmental concerns such as water usage and soil health. To address this, the Company has undertaken the following mitigation measures:

- ▶ Promotion of sustainable agricultural practices through its cane development initiatives
- ▶ Encouragement of efficient water usage and conservation practices
- ▶ Support for improved agronomic practices and responsible input usage
- ▶ Continuous engagement with farmers to enhance resource efficiency and environmental sustainability

These measures help mitigate potential environmental impacts and strengthen sustainability across the value chain.

7 Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

0.00%

8 How many Green Credits have been generated or procured:

	FY 2025-26
By the listed entity	0
By the top ten (in terms of value of purchases and sales, respectively) value chain partners	0

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.

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	The Sugar Technologists' Association of India (STAI)	National, http://staionline.org/About_stai.aspx
6	All India Distillers' Association	National
7	UP Sugar Mills Co Gen Association	State
8	UP Distillery Association	State
9	Indian Biogas Association	National
10	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 as no adverse order received from any regulatory authority(ies).		

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.					

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	
	Not Applicable, the Company did not undertake any projects requiring SIA during the reporting year						
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	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
	Not applicable. The Company did not undertake any Rehabilitation and Resettlement activities during the financial year 2025- 26.						



3
 Describe the mechanisms to receive and redress grievances of the community.

The Company has established structured mechanisms to receive and address community grievances effectively. Its location teams remain in regular contact with the community through SHG meetings, farmer meetings, and other village-level forums where concerns and feedback are openly discussed. In addition, written requests and grievances received by the CSR team are recorded in a Grievance Register, which tracks the issue, action taken, and current status to ensure timely resolution and accountability.

4
 Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/small producers	10.26%	2.22%
Directly from within India	100%	100%

5
 Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost

Location	FY 2025-26	FY 2024-25*
Rural	98.91%	98.49%
Semi-urban	0.00%	0.00%
Urban	0.00%	0.00%
Metropolitan	1.19%	1.51%

(Place to be categorized as per RBI Classification System - rural / semi-urban / urban / metropolitan)

* Restated to correct a misstatement identified in previous year's reporting cycle

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 ₹)	
No CSR projects undertaken in designated aspirational districts as identified by government bodies.				
3	(a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/ No)		There is no preferential procurement policy. However, 100% of sugarcane (constituting about 95% of total inputs cost) is procures from local farmers.	
	(b) From which marginalized /vulnerable groups do you procure?		Local farmers	
	(c) What percentage of total procurement (by value) does it constitute?		100.00%	
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	Support to start a Dairy Unit (MH (Kolhapur), U.P (Jawaharpur, Ramgarh and Nigohi)) Aim: To establish a sustainable source of daily income for rural households by providing a high-yielding milch animal Benefit: Income Generation of the Households	439	100%
2	Goatery Rearing Unit - Support through 1/2/4 goat model (MH (Kolhapur), U.P. (Jawaharpur, Ramgarh and Nigohi)) Aim: To create a low-investment, high-return livelihood asset for landless families through the provision of female goats Benefit: Income Generation of the Households	579	100%
3	1000 Fingerlings Support for Fish Farming (U.P. (Jawaharpur & Ramgarh)) Aim: To promote productive use of existing water bodies with fish fingerlings for commercial cultivation Benefit: Income Generation of the Households	12	100%
4	Promotion of Kitchen Garden by providing High Yield Varieties Seeds (U.P (Jawaharpur & Ramgarh)) Aim: To enable households to utilize small plots of land for growing nutritious vegetables throughout the year Benefit: Income Generation of the Households	55	100%
5	Supported with Battery operated Electric pump sprayer (U.P (Jawaharpur & Ramgarh)) Aim: To enhance the efficiency and ease of crop protection for small and marginal farmers through modern, user-friendly equipment Benefit: Reduces labor fatigue and spraying time while ensuring better and more uniform crop coverage, leading to improved yields	250	100%
6	Promotion of Vegetable Cultivation by providing High yield seeds (U.P. (Ramgarh)) Aim: To promote commercial farming of high-value vegetables on small landholdings for income generation Benefit: Provides farmers with high-income crop cycle that ensures regular earnings throughout the year	30	100%
7	Milkcan support for Dairy Farming (U.P. (Jawaharpur & Ramgarh)) Aim: To provide hygienic and safe storage for milk produced by dairy households Benefit: Maintains milk quality and freshness, reducing spoilage and enabling farmers to gain better market prices	650	100%
8	Support to set up New Microenterprises (MH (Kolhapur), U.P. (Jawaharpur, Ramgarh and Nigohi)) Aim: To enable rural entrepreneurs to establish small-scale businesses that generate sustainable self-employment Benefit: Creates diversified livelihood opportunities for income generation of households	78	100%
9	Support to existing Microenterprises (MH (Kolhapur), U.P. (Jawaharpur, Ramgarh and Nigohi)) Aim: To strengthen and expand the capacity of existing rural micro-enterprises through strategic investment and support Benefit: Enhances business to scale for income generation of households	39	100%
10	BAIF - Artificial Insemination (U.P. (Ramgarh)) Aim: To improve the genetic potential of livestock through advanced artificial insemination services under the BAIF initiative Benefit: Results in healthier, higher-yielding offspring, increasing milk production and overall profitability for dairy farmers	570	100%
11	Chaff Cutter Support for Livestock rearing (MH (Kolhapur))	100	100%

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups*
	Aim: To provide efficient machinery for chopping fodder for livestock Benefit: Reduces wastage of green and dry fodder, improve income and reduce labor expenses		
12	DIKSHA - Skill development Training Program (MH (Kolhapur & Ninaidevi), U.P. (Jawaharpur & Ramgarh)) Aim: To equip rural youth with market-relevant vocational skills through structured training under the DIKSHA program Benefit: Enhances employability and self-employment opportunities	1,180	100%
13	RCC Flooring of Water Pond (MH (Kolhapur)) Aim: To prevent seepage and ensure water conservation in village ponds Benefit: Enhances water availability for irrigation and livestock	1,500	100%
14	HDPE Pipe for Irrigation (U.P. (Ramgarh)) Aim: To facilitate efficient and leak-proof water conveyance from source to farmland for irrigation purposes Benefit: Minimizes water loss and saves both time and labor for farmers	20	100%
15	Rug weaving in collaboration with Jaipur Rugs (U.P. (Ramgarh)) Aim: To provide women with skill training and handlooms to produce hand-knotted rugs, creating sustainable livelihood opportunities Benefit: Enables women to earn a regular income of ₹8,000-10,000 per month	64	100%
16	Installation of Two Water Cooler at Composite school Kabirpur and Primary School, Harpala Village (U.P. (Nigohi)) Aim: To provide safe and chilled drinking water access to students in government schools Benefit: Ensures better hydration, reduces heat-related fatigue, and improves students' health	500	100%
17	Installation of Handpump at Chakkanhauwa Village (U.P. (Nigohi)) Aim: To provide safe and chilled drinking water access to students in government schools Benefit: Enhances drinking water facility for rural communities	150	100%
18	Support E-learning setup for 6 government schools (MH (Kolhapur)) Aim: To provide adequate and comfortable seating for students in government school classrooms Benefit: Creates a conducive learning environment	1,800	100%
19	Support of 16 Dual Desk Benches in Composite School, Kabirpur Village (U.P. (Nigohi))_ Aim: To provide adequate and comfortable seating for students in government school classrooms Benefit: Creates a conducive learning environment	48	100%
20	Procurement of School Bags for ICDS Centre, Kabirpur (U.P. (Nigohi)) Aim: To provide durable school bags to young children enrolled at ICDS Benefit: Encourages regular attendance and readiness for formal schooling among early learners	77	100%
21	Blanket Distribution (U.P. (Nigohi))_ Aim: To protect vulnerable communities, especially the elderly and marginalized, from severe cold weather conditions Benefit: Ensures warmth and dignity during winter months and preventing cold-related illnesses	100	100%
22	Plantation of 4000 saplings across the core villages (U.P. (Ramgarh))_ Aim: To enhance green cover and promote environmental sustainability Benefit: Improves air quality, provides shade and fodder and contributes to climate resilience	200	100%
23	Wheelchair support to disabled children (MH (Ninaidevi))_ Aim: To provide mobility assistance to children with disabilities for their daily movement and activities	2	100%

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups*
24	Benefit: Enhances physical independence and social participation Distributed 6000 National Flags on Republic day (U.P. (Nigohi and Gangapur, Hardoi))_	6,000	100%
	Aim: To promote a sense of national pride and patriotism		
25	Benefit: Strengthens community bonding and civic consciousness Ambulance support to Hospital (U.P (Gangapur,Hardoi))_	800	100%
	Aim: To improve patient survival through faster and safer ambulance transport to the hospital		
	Benefit: Saves critical time during emergencies, leading to better medical outcomes		
26	HP WoW and CSL (U.P. (Gangapur,Hardoi))	223	100%
	Aim: To bridge the digital divide by equipping underserved communities with foundational technology skills		
	Benefit: Empowers with digital knowledge, creating opportunities for education and employment		
27	Computer assistance to Govt Schools (MH (Ninaidevi))	219	100%
	Aim: To enhance students' digital literacy by providing access to computers, enabling them to learn basic IT skills, online research, and modern learning tools		
	Benefit: Improves learning outcomes, builds confidence in using technology, bridges the digital divide, and prepares students for higher education and future employment opportunities		
28	Cycle Support to girls (MH (Ninaidevi & Kolhapur))	30	100%
	Aim: To support girls' education by providing bicycles, making it easier and safer for them to travel to school, especially in rural or distant areas		
	Benefit: Improves school attendance, reduces dropout rates, promotes independence, and encourages continued education and empowerment of girls		
29	Installation of Solar Streetlights (MH (Ninaidevi & Kolhapur))	23,104	100%
	Aim: To provide reliable, energy-efficient lighting in public places using solar power, especially in areas with limited or no electricity access.		
	Benefit: Improves safety and visibility at night, reduces electricity costs and carbon emissions, supports sustainable development, and enhances community mobility and security		
30	Intercrop (1 acre, U.P (Ramgarh))	80	100%
	Aim: Intercropping helps farmers grow two or more crops together on the same land to better utilize soil, water, and sunlight, while reducing risks of crop failure		
	Benefit: It increases overall farm income, improves soil fertility, reduces pest attacks, ensures food security, and provides multiple sources of earnings, making farmers more resilient and sustainable		
31	Support for 2 Public Announcement System (U.P. (Ramgarh & Jawaharpur))	2,500	100%
	Aim: For training of the farmers in agriculture best practices		
	Benefit: Enhances community participation, improves information reach, ensures better attendance in programs, and strengthens coordination and awareness at the grassroots level		
32	Bala Painting and Whitewash (MH (Kolhapur))	600	100%
	Aim: To create an engaging and interactive learning environment through BALA Painting that integrates educational concepts into school infrastructure		
	Benefit: Enhances students' understanding, creativity, and interest in learning by making classrooms visually stimulating and activity-based		
33	Pipeline Support for Irrigation (MH (Kolhapur))	35	100%
	Aim: To provide farmers with reliable access to water by installing lift irrigation pipelines, enabling efficient water distribution from available sources to their fields		

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups*
	Benefit: Improves crop yield and productivity, reduces dependency on rainfall, supports multiple cropping, increases farmers' income, and promotes sustainable water management		
34	Sports Material Support (MH (Ninaidevi))	284	100%
	Aim: To promote physical fitness, teamwork, and holistic development among students by providing essential sports materials to ZP schools		
	Benefit: Enhances student participation in sports, improves health and discipline, builds confidence, and supports overall personality development		
35	Support for Washroom Repair (MH (Ninaidevi))	198	100%
	Aim: To support washroom repair in schools to ensure clean, safe, and functional sanitation facilities for students		
	Benefit: Improves hygiene and health, increases student attendance (especially among girls), enhances dignity and comfort, and creates a better learning environment		
36	Support for Books & Stationary Items in Library (MH (Kolhapur))	500	100%
	Aim: To provide essential books and stationery items to library students, ensuring access to quality learning resources and supporting their academic development		
	Benefit: Improves reading habits, enhances learning outcomes, promotes equal educational opportunities, and encourages students to actively engage in studies		
37	School Roof Repair & Playground Renovation Work (MH (Kolhapur))	200	100%
	Aim: To improve school infrastructure by repairing the roof and renovating the playground, ensuring a safe, secure, and conducive environment for learning and physical activities		
	Benefit: Enhances student safety and attendance, prevents damage from weather, and promotes physical fitness, overall well-being, and holistic development of students		
38	33 Barricades to support public safety infrastructure (U.P. (Ramgarh & Nigohi))	5,000	100%
	Aim: Barricades are used to restrict access, manage crowd movement, and clearly mark hazardous or restricted areas to ensure smooth and safe operations in public spaces		
	Benefit: They enhance public safety by preventing accidents, reducing unauthorized entry, guiding traffic and pedestrians, and supporting effective emergency and infrastructure management		
39	Desktop Support to PHC (MH (Kolhapur))	3,000	100%
	Aim: To provide desktop support to the Primary Health Centre (PHC) for smooth operation of digital systems, data management, and healthcare services		
	Benefit: Improves efficiency in patient record handling, reduces downtime, enhances service delivery, and supports better decision-making through accurate digital data		
40	Support of Nutrition Kit for Tuberculosis Patients (U.P. (Nigohi))	50	100%
	Aim: To provide essential nutrition support to tuberculosis (TB) patients, helping improve their immunity, treatment adherence, and overall recovery		
	Benefit: Enhanced patient health, faster recovery, reduced treatment default rates, and improved quality of life for TB patients		
41	Silai Machine Support (U.P. (Ramgarh))	20	100%
	Aim: To provide women with silai (sewing) machines to develop stitching skills and create self-employment opportunities from home		
	Benefit: Enhances income generation, promotes financial independence, builds confidence, and supports women's empowerment within the community.		

NOTE: DBSIL's CSR projects are focused on household development, which are majorly marginalized

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.

The Company has established a robust and structured mechanism to receive, track, and address consumer complaints and feedback through multiple accessible channels:

Complaints can be raised through:

- ▶ Company representatives such as Sales Officers or Technical Service Engineers
- ▶ Channel partners engaged with the customer
- ▶ The Company’s helpline number
- ▶ Email or the official website

All complaints are documented in a standardized format capturing comprehensive details, including product specifications, supply and usage information, dealer and location details, nature and application of the issue, and any prior technical support provided. This ensures accurate assessment and traceability.

Upon receipt, the Company follows a defined response protocol, which includes acknowledging and attending to complaints within a stipulated timeframe of 48 to 72 hours. The process involves root cause analysis, sample collection where required, and testing either at Company facilities or accredited third-party laboratories. Findings are systematically communicated to the customer, and appropriate corrective actions are undertaken to ensure closure. An escalation matrix is also in place to address critical or unresolved issues, ensuring timely and effective resolution.

2 Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:

As a percentage to total turnover	
Environmental and social parameters relevant to the product	100.00%
Safe and responsible usage	100.00%
Recycling and/or safe disposal	100.00%

3 Number of consumer complaints in respect of the following:

	FY 2025-26		Remarks	FY 2024-25		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	-
Advertising	0	0	-	0	0	-
Cyber-security	0	0	-	0	0	-
Delivery of essential services	0	0	-	0	0	-
Restrictive Trade Practices	0	0	-	0	0	-
Unfair Trade Practices	0	0	-	0	0	-
Other				0	0	

4 Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	0	-
Forced recalls	0	-

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 established a structured framework to manage cybersecurity and data privacy risks, supported by internal IT/IM policies. A robust mechanism is in place for the identification, assessment, and management of IT-related risks, with an IT risk register maintained to systematically track risks and corresponding mitigation actions. Cybersecurity is an integral part of the company's internal policies, ensuring data protection and system integrity. Additionally, regular presentations on IT risks and their management are made to the risk management committee, enabling effective oversight and alignment with the overall risk governance framework.

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 complaints were received during the financial year 2025-26. The Company maintains continuous engagement with relevant stakeholders and is committed to delivering high-quality products. All stakeholder feedback is duly considered and integrated into business processes to drive continuous improvement.

7 Provide the following information relating to data breaches:

Number of instances of data breaches	0
Percentage of data breaches involving personally identifiable information of customers	0.00%
Impact, if any, of the data breaches	Not Applicable

Leadership Indicators

1 Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).

The company disseminates details about its products and services across multiple channels and platforms. Customers and stakeholders have access to information about their offerings on the official websites:

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.

DBSIL undertakes several initiatives to educate consumers about its products and their composition, including the display of nutritional information on product packaging such as Dalmia Utsav sugar packs. It also conducts on-ground promotional activities to enhance consumer awareness and actively participates in trade and consumer exhibitions to engage with and educate customers

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)

Yes, the Company ensures that product labels provide accurate information and safety guidelines in compliance with the Food Safety and Standards Act, 2006, and other applicable regulations. In addition to meeting statutory requirements, the Company proactively addresses consumer information needs by clearly disclosing product composition, nutritional content, and relevant health benefits on labels and packaging.

Sd/-
Gautam Dalmia
 Managing Director
 DIN: 00009758

For and on behalf of the Board of Directors
 Sd/-
Pankaj Rastogi
 Whole Time Director and CEO
 DIN: 10452835

Date: May 05, 2026
 Place: New Delhi

Independent Auditor's Report

To the Members of Dalmia Bharat Sugar And Industries Limited
Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying Standalone Financial Statements of **Dalmia Bharat Sugar and Industries Limited** (“the Company”), which comprise the Balance Sheet as at March 31, 2026, 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 Standalone Financial Statements including a summary of material accounting policies and other explanatory information (hereinafter referred to as “the Standalone Financial Statements”).

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Standalone 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, 2026 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 Standalone 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 Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (“ICAI”) together with the ethical requirements that are relevant to our audit of the Standalone Financial Statements under the provisions of the Act and the Rules 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 Standalone Financial Statements.

Emphasis of Matter

Attention is drawn to Note No.45(A) regarding demerger of its refractory unit ("DMC") and travel unit ("Govan Travels"). The Board of Directors of the Company had, in its meeting held on February 02, 2024, approved the Scheme of Arrangement under sections 230-232 and other applicable provisions of the Companies Act, 2013 between Dalmia Bharat Sugar and Industries Limited ("Demerged Company") and Dalmia Bharat Refractories Limited ("Resulting Company") for demerger of its refractory unit ("DMC") and travel unit ("Govan Travels"), collectively referred to as "Demerged Undertakings". The aforesaid Scheme has been sanctioned by the National Company Law Tribunal, Chennai Bench, vide its order dated September 12, 2025. The certified true copy of the said Order has been filed with the Registrar of Companies, Ministry of Corporate Affairs, on October 09, 2025. The Appointed date of the Scheme was July 01, 2023. Comparative figures for the previous period's have been restated for the accounting impact of the demerger.

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 Standalone Financial Statements of the current period. These matters were addressed in the context of our audit of the Standalone Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. 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, 2026 (Refer note 8 & 34 to the Standalone Financial Statements)	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 30 of the Standalone Financial Statements)	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 development in these litigations during the year ended March 31, 2026. ▶ 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 Standalone 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 Standalone 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 Standalone Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Standalone 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.

Responsibilities of the Management and Those Charged with Governance for the Standalone Financial Statements

The company's Board of Directors hereinafter referred as Those Charge with Governance are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Standalone Financial Statements that give a true and fair view of the financial position, financial performance including Other Comprehensive Income, 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 Standalone Financial Statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the Standalone Financial Statements, 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 Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the Standalone Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these Standalone 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 Standalone Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal 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 Standalone 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 Standalone Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Standalone Financial Statements, including the disclosures, and whether the Standalone Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Standalone Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

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 Standalone Financial Statements comply with the Ind AS specified under Section 133 of the Act.
 - e. On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026, 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 standalone 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 standalone 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, 2026 on its financial position in its Standalone Financial Statements. Refer note 30 to the Standalone 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 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 Standalone 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, 2026, 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: 26082389KJDIKI7427

Date: May 05, 2026
Place: New Delhi

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 Three years which is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on last physical verification.
- (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 Standalone Financial Statements are held in the name of the Company.
- (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 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.
- 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				
Other (employees of the Company)	-	-	0.04	-
Balance outstanding as at balance sheetdate in respect of above cases (net of impairment provision)				
Other (employees of the Company)	-	-	0.28	-

- (b) During the year, the investments made to subsidiary company are not prejudicial to the Company’s interest. During the year, the Company has not made investments other than investment made in subsidiary company or provided guarantees, provided security and granted loans and advances in the nature of loans to companies, firms, limited liability partnerships or any other parties.
- (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
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	Demand of Service tax on Commissioning & Installation charges	0.03	-	2006-07 & 2007-08	Dy. Commissioner

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)	0.36	-	2012 to 2015	CESTAT, Delhi
Central Excise Act, 1944	Denial of Cenvat Credit to erstwhile SDSSKL	0.13	-	2004-2005	CESTAT, Delhi
Central Sales Tax	Entry tax demand	1.63	-	2015-16	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	Entry tax demand	0.08	-	2013-14	Additional Commissioner (Appeal) Lucknow
Income Tax Act, 1961	Income Tax	16.15		2022-23	CIT Appeals
Income Tax Act, 1961	Income Tax	25.67		2021-22	CIT Appeals
Income Tax Act, 1961	Income Tax	0.95	-	2003-04	Assessing Officer
Income Tax Act, 1961	Income Tax	32.38	-	2019-20	CIT Appeals
Income Tax Act, 1961	Income Tax	20.49	-	2020-21	CIT Appeals
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
Essential Commodity Act, 1955	Payment of sugarcane	7.88	-	2024-25	Mumbai, High Court
Goods and Service Tax Act, 2017	Reversal and Re-availment of ITC	0.12	0.01	2021-22	Commissioner Appeal
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	1.39	-	2016-17 and 2017-18	Allahabad, High Court
Uttar Pradesh Excise Act, 1910	Import/Export fee on supplies of industrial alcohol	23.61	-	2018-19 to June 2025	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 Standalone Financial Statements of the Company, no funds raised on short-term basis have been used for long-term purposes by the Company.
- (e) According to the information and explanation given to us and on an overall examination of the Standalone Financial Statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiary as defined under the Act. The Company does not hold any investment in any associate or joint venture (as defined under the Act) during the year ended March 31, 2026.
- (f) According to the information and explanation given to us and procedure performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiary (as defined under the Act). The Company does not hold any investment in any associate or joint venture (as defined under the Act) during the year ended March 31, 2026.
- 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 Standalone 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 47(ix) to the Standalone Financial Statements, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the Standalone 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 44(e) to the Standalone 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 44(e) to the Standalone Financial Statements.

For NSBP & Co.

Chartered Accountants

Firm's Registration Number: 001075N

Ram Niwas Jalan

Partner

Membership Number: 082389

UDIN: 26082389KJDIK17427

Date: May 05, 2026

Place: New Delhi



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 standalone financial statements of Dalmia Bharat Sugar and Industries Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the Standalone 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 standalone 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 standalone 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 standalone financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to the standalone 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 standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to the standalone financial statements included obtaining an understanding of internal financial controls with reference to the standalone financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the Standalone Financial Statements, whether due to fraud or error.

We believe that the audit evidence we have obtained, is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to the standalone financial statements.

Meaning of Internal Financial Controls with reference to the Standalone Financial Statements

A company's internal financial control with reference to the standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the Standalone Financial Statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to the standalone 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 Standalone Financial Statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with 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 Standalone Financial Statements.

Inherent Limitations of Internal Financial Controls with reference to the Standalone 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 standalone financial statements to future periods are subject to the risk that the internal financial control with reference to the standalone 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 standalone financial statements and such internal financial controls with reference to the standalone financial statements were operating effectively as at March 31, 2026, based on the criteria for internal financial control with reference to the standalone 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: 26082389KJDIK17427

Date: May 05, 2026
Place: New Delhi

Standalone Balance Sheet

As at March 31, 2026

(₹ in crores)			
Particulars	Note No.	As at March 31, 2026	As at March 31, 2025
ASSETS			
A) Non-current assets			
a) Property, plant and equipment	4	1,733.09	1,637.23
b) Capital work-in-progress	4	14.62	185.94
c) Goodwill	3c (b)	18.68	18.68
d) Intangible assets	4	1.66	1.24
e) Financial assets			
i) Investments	5(i)	1,245.51	582.79
ii) Trade receivables	5(ii)	-	0.62
iii) Loans	5(iii)	0.06	0.07
iv) Others	5(iv)	6.41	4.77
f) Income tax assets (net)	6	25.16	41.28
g) Other non-current assets	7	6.59	16.53
Total Non-current assets		3,051.78	2,489.15
B) Current assets			
a) Inventories	8	1,692.92	1,646.73
b) Financial Assets			
i) Investments	9(i)	102.10	-
ii) Trade receivables	9(ii)	180.30	121.08
iii) Cash and cash equivalents	9(iii)	317.76	286.93
iv) Bank Balances other than (iii) above	9(iv)	4.14	24.02
v) Loans	9(v)	1.14	0.82
vi) Others	9(vi)	78.79	39.14
c) Other current assets	10	27.64	40.58
Total Current assets		2,404.79	2,159.30
Total Assets		5,456.57	4,648.45
EQUITY & LIABILITIES			
A) Equity			
a) Equity share capital	11	16.19	16.19
b) Other equity	12	3,227.66	3,047.02
Total Equity		3,243.85	3,063.21
B) Liabilities			
Non- current liabilities			
a) Financial liabilities			
i) Borrowings	13	459.42	513.71
b) Provisions	14	47.97	42.53
c) Deferred tax liabilities (net)	15	187.42	190.59
Total Non- current liabilities		694.81	746.83
Current liabilities			
a) Financial liabilities			
i) Borrowings	16(i)	1,280.16	530.37
ii) Trade payables	16(ii)		
Due to micro small and medium enterprises		2.18	0.78
Others		142.93	195.59
iii) Others	16(iii)	75.35	79.98
b) Other current liabilities	17	12.80	26.66
c) Provisions	18	4.49	5.03
Total Current liabilities		1,517.91	838.41
Total Equity & liabilities		5,456.57	4,648.45
Corporate Information	1		
Basis of preparation of standalone financial statements	2		
Material accounting policies	3		

The accompanying note no. 1 to 49 are integral part of these standalone 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
M No.: 082389
UDIN: 26082389KJDIK17427
Date: May 5, 2026
Place : New Delhi

Rachna Gorla
Company Secretary
M. No.: FCS6741

Sandeep Garg
Chief Financial Officer

Pankaj Rastogi
Whole Time Director
DIN:10452835

Gautam Dalmia
Managing Director
DIN:00009758

Standalone Statement of Profit and Loss

For the year ended March 31, 2026

(₹ in crores)			
Particulars	Note No.	For the year ended March 31, 2026	For the year ended March 31, 2025
I. Income			
Revenue from operations	19	3,618.08	3,724.94
Other income	20	93.68	61.22
Total Income (I)		3711.76	3786.16
II. Expenses			
Cost of raw materials consumed	21	2,667.57	2,689.92
Change in inventories of finished goods ,work in progress and stock in trade	22	(21.05)	27.05
Employee benefits expense	23	220.46	213.77
Finance costs	24	62.49	62.95
Depreciation and amortization expense	4 & 25	135.86	130.51
Other expenses	26	324.75	316.72
Total Expenses (II)		3,390.08	3,440.92
Profit/(loss) before exceptional items and tax		321.68	345.24
Exceptional items		-	-
Profit/(loss) before tax		321.68	345.24
Tax expense:	27		
Current tax		85.79	6.05
Deferred tax		(3.91)	(26.31)
Tax adjustment for earlier years		1.99	-
Total of tax expense		83.87	(20.26)
Profit / (Loss) for the year		237.81	365.50
Other comprehensive income			
a) i) Items that will not be reclassified to profit/(loss)	28	(9.35)	(38.51)
ii) Income tax relating to items that will not be reclassified to profit/(loss)		0.84	0.56
b. i) Items that will be reclassified to profit/(loss)			
Fair value changes on derivatives designated as cash flow hedge		(0.13)	0.13
ii) Income tax relating to items that will be reclassified to profit/(loss)		0.03	(0.03)
Total comprehensive income for the year (net of taxes)		229.20	327.65
(Comprising profit/(loss) and other comprehensive income for the year)			
Earnings per share			
Basic & Diluted (in ₹)	29	29.38	45.15
[Face value of share ₹ 2 each]			
Corporate Information	1		
Basis of preparation of Standalone Financial Statements	2		
Material accounting policies	3		

The accompanying note no. 1 to 49 are integral part of these standalone 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
M No.: 082389
UDIN: 26082389KJDIK17427
Date: May 5, 2026
Place : New Delhi

Rachna Gorla
Company Secretary
M. No.: FCS6741

Sandeep Garg
Chief Financial Officer

Pankaj Rastogi
Whole Time Director
DIN:10452835

Gautam Dalmia
Managing Director
DIN:00009758

Statement of Standalone Cash Flows

For the year ended March 31, 2026

(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
A. Cash Flow from Operating Activities		
Profit Before Tax	321.68	345.24
Adjustments for Non-cash and Non-operating items:		
Add:		
Depreciation / Amortization	135.86	130.51
Bad Debts/ Advances written off	-	0.00
Finance Cost	62.49	62.95
Less:		-
Dividend Income	(2.88)	(2.88)
Interest Income	(46.57)	(19.03)
(Profit)/Loss on sale of Investments	(8.24)	(1.84)
(Profit)/Loss on sale of property, plant & equipment and Assets written off	0.82	0.35
Grant amortized	(11.61)	(16.82)
Operating Profit before Working capital changes	451.55	498.48
Adjustments for Working capital changes :		
Inventories	(46.19)	113.40
Trade and Other Payables	(67.25)	(179.24)
Trade and Other Receivables	(58.10)	(21.76)
Cash Generated from Operations	280.01	410.88
Direct Taxes (Paid)/Refund	(70.05)	(1.04)
Net Cash generated from Operating activities	209.96	409.84
B. Cash Flow from Investing activities		
Purchase of property, plant and equipment	(58.54)	(143.32)
(Purchase)/Sale of Investments (net)	(765.93)	8.77
Interest Received	46.57	19.03
Dividend Received from Non Current Investments	2.88	2.88
Net Cash used in Investing activities	(775.02)	(112.64)
C. Cash Flow from Financing activities		
Proceeds/(Repayment) of Short term Borrowings (net)	749.79	(562.00)
Proceeds/(Repayment) of Long term Borrowings (net)	(54.29)	175.93
Finance Cost	(51.05)	(46.90)
Dividend Paid	(48.56)	(46.54)
Net cash used in financing activities	595.89	(479.51)
Net increase/(decrease) in cash and cash equivalents (A+B+C)	30.83	(182.31)
Cash and cash equivalents at the beginning of the year	286.93	469.24
Cash and cash equivalents at the end of the year	317.76	286.93

Statement of Standalone Cash Flows contd.

For the year ended March 31, 2026

(₹ in crores)		
Components of Cash & Cash Equivalents	As at March 31, 2026	As at March 31, 2025
Balances with banks		
Cash on hand	-	0.16
Balances with banks	317.76	286.77
Net Cash & Cash Equivalents	317.76	286.93

Changes in liabilities arising from financing activities:

Particulars	As at March 31, 2026	Cash flows	As at March 31, 2025
Current borrowings	1,280.16	749.79	530.37
Non current borrowings	459.42	(54.29)	513.71

Particulars	As at March 31, 2025	Cash flows	As at March 31,2024
Current borrowings	530.37	(562.00)	1092.37
Non current borrowings	513.71	175.93	337.78

Note:

- 1) Cash & cash equivalents components are as per Note 9 (iii).
- 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 standalone financial statements	2
Material accounting policies	3
The accompanying note 1 to 49 are integral part of these standalone financial statements.	

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 M No.: 082389 UDIN: 26082389KJDIK17427 Date: May 5, 2026 Place : New Delhi	Rachna Gorla Company Secretary M. No.: FCS6741	Sandeep Garg Chief Financial Officer	Pankaj Rastogi Whole Time Director DIN:10452835	Gautam Dalmia Managing Director DIN:00009758

Standalone Statement of Changes in Equity

For the year ended March 31, 2026

A. Equity Share Capital (₹ in crores)

Particulars	As at March 31, 2026	Changes during the year	As at March 31, 2025	Changes during the year	As at March 31, 2024
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			Total
	Capital reserve	Retained earnings	General Reserve	Equity instruments through other comprehensive income	Cash flow hedge	Actuarial Gain & Losses on Defined Benefits Plan	
Balances as at March 31, 2024	4.07	2262.21	52.54	456.64	-	(9.55)	2765.91
Movement during FY 24-25							
Dividend paid during the year	-	(46.54)	-	-	-	-	(46.54)
Profit for the year	-	365.50	-	-	-	-	365.50
Other comprehensive income	-	-	-	(38.51)	0.10	0.56	(37.85)
Balances as at March 31, 2025	4.07	2581.17	52.54	418.13	0.10	(8.99)	3047.02
Movement during FY 25-26							
Dividend paid during the year	-	(48.56)	-	-	-	-	(48.56)
Profit for the year	-	237.81	-	-	-	-	237.81
Other comprehensive income	-	-	-	(11.92)	(0.10)	3.41	(8.61)
Balances as at March 31, 2026	4.07	2770.42	52.54	406.21	-	(5.58)	3227.66

	Note No.
Corporate Information	1
Basis of preparation of standalone financial statements	2
Material accounting policies	3

The accompanying note 1 to 49 are integral part of these standalone financial statements.

As per our report of even date

For NSBP & Co.
Chartered Accountants
Firm's Registration Number : 001075N

Ram Niwas Jalan
Partner
M No.: 082389
UDIN: 26082389KJDIK17427
Date: May 5, 2026
Place : New Delhi

Rachna Gorla
Company Secretary
M. No.: FCS6741

Sandeep Garg
Chief Financial Officer

For and on behalf of the Board of Directors of
Dalmia Bharat Sugar and Industries Limited.

Pankaj Rastogi
Whole Time Director
DIN:10452835

Gautam Dalmia
Managing Director
DIN:00009758

Notes to Standalone Financial Statements

For the year ended March 31, 2026

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 and manufacturing of Industrial alcohol.

The Company is listed on the National Stock Exchange of India and Bombay Stock Exchange of India. These standalone financial statements are presented in Indian Rupees (₹).

2. Basis of preparation of Standalone Financial Statements

A. Statement of Compliance with Ind AS

The Standalone 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 Standalone 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 standalone financial statements are approved and adopted by board of directors of the Company in their meeting held on May 5, 2026.

B. Basis of preparation and presentation.

The standalone financial statements have been prepared on 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:

- e. The Company expects to settle the liability in its normal operating cycle;
- f. The Company holds the liability primarily for the purpose of trading;
- g. The liability is due to be settled within twelve months after the reporting period; or
- h. 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 standalone 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 lacs as per the requirement of Schedule III to the Act, unless stated otherwise.

E. Use of judgment, estimates and assumptions

The preparation of standalone 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 disclosure of contingent liabilities and contingent assets at the date of the financial statements 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 degree of judgment is required in establishing fair values. Changes in assumptions used 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 standalone 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 standalone 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

The Ministry of Corporate Affairs vide notification dated May 07, 2025 and August 13, 2025 notified the Companies (Indian Accounting Standards) Amendment Rules, 2025 and Companies (Indian Accounting Standards) Second Amendment Rules, 2025, respectively, which amended certain accounting standards, and are effective for annual reporting periods beginning on or after April 01, 2025:

- (a) Classification of Liabilities as Current or Non current and Non-current Liabilities with Covenants – Amendments to Ind AS 1
- (b) Supplier Finance Arrangements – Amendments to Ind AS 7 and Ind AS 107
- (c) International Tax Reform – Pillar Two Model Rules – Amendments to Ind AS 12

These amendments did not have any material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

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.

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 and Goodwill

a) Intangible asset

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 assessed 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, if 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.

b) Goodwill

Goodwill arose on amalgamation of Company’s erstwhile subsidiary namely Baghauli Sugar and Industries Limited ('BSDL') with the Company had been recognised in accordance with Scheme approved by National Company Law Tribunal (NCLT). The said goodwill is not amortised and is tested for impairment annually.

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
Wind Farm 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 Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date, an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis from the commencement date.

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment.

ii) Lease liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

iii) Short-term leases and leases of low-value assets

The Company has elected not to recognise right-of-use assets and lease liabilities for short term leases of all assets that have a lease term of 12 months or less and leases of low-value assets. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease. .

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.

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 standalone 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. 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 subsequently measured at amortized cost, fair value through 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 measured (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 comprehensive 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.

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.

Revenue from supply of services if any is recognized as and when the services has been provided and recoverability accrues.

0. Foreign currency translation/conversion

The standalone 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 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.

4. Property plant & equipment, intangible assets & capital work in progress.

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 April 01,2024	458.34	1.62	243.48	2,277.04	11.06	6.60	7.77	3,005.91	3.64	2.19	5.83	3,011.74
Additions	7.65	-	2.80	77.75	0.33	0.50	1.56	90.59	-	0.97	0.97	91.56
Disposals	-	-	-	13.62	0.39	-	0.01	14.02	-	-	-	14.02
As at March 31, 2025	465.99	1.62	246.28	2,341.17	11.00	7.10	9.32	3,082.48	3.64	3.16	6.80	3,089.28
Additions	15.41	-	25.02	186.58	0.99	2.04	2.27	232.32	-	0.61	0.61	232.93
Disposals	-	-	-	0.72	0.10	0.76	-	1.59	-	-	-	1.59
As at March 31, 2026	481.40	1.62	271.30	2,527.03	11.89	8.38	11.59	3,313.21	3.64	3.77	7.41	3,320.62
Depreciation and amortisation												
As at 01 April, 2024	0.01	1.03	94.40	1,213.29	8.62	4.07	5.64	1,327.10	3.64	2.15	5.79	1,332.89
Charge for the year	-	-	3.32	126.02	0.35	0.30	0.74	130.74	(0.18)	(0.05)	(0.23)	130.51
Disposals	-	-	-	12.36	0.21	-	0.01	12.58	-	-	-	12.58
As at March 31, 2025	0.01	1.03	97.72	1,326.95	8.76	4.37	6.37	1,445.26	3.46	2.10	5.56	1,450.82
Charge for the year	-	-	8.28	124.94	0.56	0.66	1.22	135.67	-	0.19	0.19	135.86
Disposals	-	-	-	0.23	0.04	0.53	-	0.81	-	-	-	0.81
As at March 31, 2026	0.01	1.03	106.00	1,451.66	9.28	4.50	7.59	1,580.12	3.46	2.29	5.75	1,585.87
Net Block												
As at March 31, 2025	465.98	0.59	148.56	1,014.22	2.23	2.73	2.95	1,637.23	0.18	1.06	1.24	1,638.47
As at March 31, 2026	481.39	0.59	165.30	1,075.37	2.61	3.88	4.00	1,733.09	0.18	1.48	1.66	1,734.75

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
Capital Work in Progress												
As at March 31, 2025												
As at March 31, 2026												

(₹ in crores)

Capital- Work-in progress - ageing schedule

Particulars	As at March 31, 2026					As at March 31, 2025				
	Amount in CWIP for a period of					Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	14.62	-	-	-	14.62	62.73	-	-	123.21	185.94
Projects temporarily suspended	-	-	-	-	-	-	-	-	-	-



5. Non-current financial assets

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
5 (i). Investments		
A. Quoted		
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	567.87	581.79
B. Unquoted		
(i) Investment in Subsidiary Company (carried at cost)		
1051 (0) Equity Shares of USD 1 each fully paid up in Eagle Agrotech Holdings Limited	0.01	-
998959 (0) Series A 10% Non-cumulative Redeemable Preference Shares of USD 1 each of Eagle Agrotech Holdings Limited	8.99	-
ii) Investment in Bonds (Carried at amortised Cost)		
0 (5) units of Bank of Baroda Bonds - 8.50% to 8.99%		0.50
0 (5) units of SBI Perpetual Bonds - 7.74%	-	0.50
11000 (0) units of Muthoot Finance Ltd.-8.52% to 9.02%	111.89	-
15000 (0) Poonawala Fincorp Ltd-7.53%	149.71	-
5650 (0) Hero Fincorp Ltd-7.60%	114.67	-
18000 (0) Motilal Oswal Finvest Ltd-8.80%	182.15	-
7500 (0) Piramal Finance -8.75%	75.13	-
1000 (0) Shriram Finance Ltd - 8.70%	10.19	-
2500 (0) Bharti Telecom- 7.35%	24.90	-
(iii) others		
Equity shares		
305 (305) equity shares of ₹10 each fully paid up in Sarvapriya Healthcare Solutions Private Limited	0.00	0.00
	1245.51	582.79
Fair Value Disclosure		
Investment carried at deemed cost (Net off Provision for Impairment, if any)	677.64	1.00
Investment carried at fair value through FVTPL (Market Price)	-	-
Investment carried at fair value through OCI (Market Price)	567.87	581.79
Disclosure for Valuation method used		
Aggregate amount of quoted investments and market value thereof	567.87	581.79
Aggregate amount of unquoted investments	677.64	1.00
Aggregate amount of impairment in value of investments	-	-
		(₹ in crores)
Particulars	As at March 31, 2026	As at March 31, 2025
5 (ii). Trade Receivable		
Unsecured, considered good	-	0.62
	-	0.62

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
5 (iii). Loans		
(Unsecured, considered good unless stated otherwise)		
Employee and other advances	0.06	0.07
	0.06	0.07

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
5 (iv). Others		
Fixed deposits with banks (earmarked) (with remaining maturity of more than 12 months)	2.10	0.92
Security deposits		
Considered good	4.31	3.85
Considered doubtful	0.01	0.01
Less : Allowance for bad and doubtful advances	0.01	0.01
	6.41	4.77

6. Income Tax Assets (Net)

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Pre paid Taxes	357.53	287.48
Less: Provision for taxes	(332.37)	(246.20)
	25.16	41.28

7. Other non current assets

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
(Unsecured, considered good unless stated otherwise)		
Capital advances	0.50	12.63
Advances other than capital advances	2.49	1.15
Balances with Government departments under protest	3.54	2.56
Unamortized expenses	0.06	0.19
	6.59	16.53

8. Inventories

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
(Refer Note No. 3(J))(As taken, valued and certified by the management)		
Raw materials	105.53	80.94
Work in progress	2.05	5.85
Finished goods (including by- products and goods in transit) (Refer Note 34)@	1549.61	1523.78
Stores, spare & others#	35.73	36.16
	1,692.92	1,646.73



Note: Inventory is hypothecated as first pari passu charge of bankers for working capital.

#net of provision for non moving inventory ₹4.90 Crores (₹5.09 Crores)

@includes material in transit ₹51.25 Crores (₹18.41 Crores)

9. Current financial assets

(₹ in crores)		
Particulars	As at March 31, 2026	As at March 31, 2025

9 (i). Investments

Investment in mutual funds (quoted)

Debt based schemes	102.10	-
(Carried at Fair Value through profit and loss)		
	102.10	-
Aggregate amount of quoted investments and market value thereof	102.10	-
Aggregate amount of unquoted investments	-	-
Aggregate amount of impairment in value of investments	-	-

(₹ in crores)		
Particulars	As at March 31, 2026	As at March 31, 2025
9 (ii). Trade receivables		
Unsecured, considered good	180.30	121.08
	180.30	121.08

Trade Receivable ageing schedule as at March 31, 2026

Particulars	Outstanding for following periods from due date of payments							Total
	Not Due	Less than 6 months	6 month to 1 year	1-2 years	2-3 years	More than 3 years		
(i) Undisputed Trade receivables- considered good	33.38	144.78	0.70	0.43	0.22	0.79		180.30
(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, 2025

Particulars	Outstanding for following periods from due date of payments							Total
	Not Due	Less than 6 months	6 month to 1 year	1-2 years	2-3 years	More than 3 years		
(i) Undisputed Trade receivables- considered good	2.15	116.53	0.43	0.48	0.77	0.72		121.08
(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.

(₹ in crores)		
Particulars	As at March 31, 2026	As at March 31, 2025

9 (iii). Cash and cash equivalents

Cash on hand	-	0.16
Balance with banks		
- Current Accounts	27.16	51.53
- Deposits with original maturity of less than 3 months	290.60	235.24
	317.76	286.93

(₹ in crores)		
Particulars	As at March 31, 2026	As at March 31, 2025

9 (iv). Bank balances other than cash & cash equivalents

- Deposits with original maturity of more than 3 months but less than 12 months*	3.15	22.32
- Earmarked balances with banks (Unpaid dividend accounts)	0.99	1.70
	4.14	24.02

(₹ in crores)		
Particulars	As at March 31, 2026	As at March 31, 2025

9 (v). Loans

Others		
- Loans to employees	1.14	0.82
	1.14	0.82

Loans Receivable sub-classified as below:

a) Loans Receivable considered good-Secured	-	-
b) Loans Receivable considered good-Unsecured	1.14	0.82
c) Loans Receivable which have significant increase in Credit Risk	-	-
d) Loans Receivable -credit impaired	-	-

(₹ in crores)		
Particulars	As at March 31, 2026	As at March 31, 2025

9 (vi). Others

(Unsecured, considered good)		
Interest receivable	45.51	8.59
Interest subvention and buffer subsidy receivable	15.48	13.90
Unbilled revenue*	17.30	16.05
Others	0.50	0.60
	78.79	39.14

* 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, 2026	As at March 31, 2025
(Unsecured, considered good)		
Deposit and Balances with Government departments and other authorities	5.60	24.65
Other advances	22.04	15.93
	27.64	40.58

11. Equity Share capital

(₹ in crores)		
Particulars	As at March 31, 2026	As at March 31, 2025
Authorised :		
2,61,72,26,820 (2,61,72,26,820) Ordinary equity shares of ₹2 each	523.45	523.45
8,52,73,180 (8,52,73,180) Unclassified equity shares of ₹2 each	17.05	17.05
	540.50	540.50
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. (₹ in crores)

Particulars	As at March 31, 2026		As at March 31, 2025	
	No. of Shares	₹ in crores	No. of Shares	₹ in 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) Details of shareholders holding more than 5% shares in the Company

(₹ in crores)				
Particulars	As at March 31, 2026		As at March 31, 2025	
	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.

d) 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

e) Shareholding patterns of Promoters:- (₹ in crores)

Name of Promoter	As at March 31, 2026		Change during the year		As at March 31, 2025	
	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 Limited	5	0.00%	-	-	5	0.00%
Valley Agro Industries Limited	5	0.00%	-	-	5	0.00%
Keshav Power Limited	10	0.00%	5	0.00%	5	0.00%
Shree Nirman Limited	-	0.00%	(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%

(₹ in crores)						
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 Limited	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%

12. Other Equity
Reserve & Surplus

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Capital reserve		
Opening balance as per last financial statements	4.07	4.07
Changes during the year	-	-
Closing balance	4.07	4.07
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
Surplus in the statement of profit and loss		
Balance as per last financial statements	2581.17	2262.21
Profit for the year	237.81	365.50
Less: appropriations		
(i) Transfer to general reserve	-	-
(ii) Final/Interim dividend on ordinary shares*	(48.56)	(46.54)
Total Appropriations	(48.56)	(46.54)
Net surplus in the statement of profit and loss	2770.42	2581.17
Total reserves and surplus	2827.03	2637.78
Other Comprehensive Income		
Opening Balance	409.24	447.09
Addition/(reduction) during the year	(8.61)	(37.85)
Closing Balance	400.63	409.24
Total Other Equity	3227.66	3047.02
*Dividend distribution made and proposed		
Cash dividends on equity shares declared and paid :		
Final dividend for year ended March 31, 2025: ₹1.50 per share (March 31, 2024: ₹1.25 per share)	12.14	10.12
Interim dividends for the year ended on March 31, 2026: ₹4.50 per share (March 31, 2025: ₹4.50 per share)	36.42	36.42
	48.56	46.54
Proposed dividends on equity shares:		
Final dividend for the year ended on March 31, 2026: ₹1.50 per share (March 31, 2025: ₹1.50 per share) subject to approval of shareholders and not recognised as liability in the Financial statements.	12.14	12.14

- 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.
- 5
- Other Comprehensive Income includes fair valuation of equity instruments, retirement benefits and profit & Loss on account of cash flow hedge for un-executed contracts .
- 6
- There are no amounts as at the year end which are due and outstanding to be credited to the Investor Education and Protection Fund.

Non current financial liabilities
13. Borrowings

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Secured		
Term loans:		
i. From banks	532.52	577.70
Less: Shown in current maturities of long term borrowings	73.10	63.99
ii. From other parties	-	1.34
Less: Shown in current maturities of long term borrowings	-	1.34
(Refer note no. 16(i) for current maturities)	459.42	513.71

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025	Fixed/Fluctuating interest rate	Rate of interest
	Non Current Borrowings				
A)	From Bank				
a)	HDFC Term Loan for Jawaharpur Distillery Incineration Boiler	20.90	24.70	Fluctuating	1 M Tbill + 2.12% p.a. Presently 7.17% p.a.
b)	HDFC Term Loan for Ramgarh Distillery	63.33	74.85	Fluctuating	
c)	HDFC Term Loan for Jawaharpur Distillery Expansion-2	28.02	33.11	Fluctuating	
d)	HDFC Term Loan for Jawaharpur Grain Distillery Setup-1	61.07	71.24	Fluctuating	
e)	Axis Term Loan for Jawaharpur Grain Distillery Setup-2	86.87	98.85	Fluctuating	3 M Tbill + 1.30% p.a. Presently 6.62% p.a.
f)	HDFC Term Loan for Kolhapur Distillery Expansion	13.29	15.71	Fluctuating	1 M Tbill + 2.12% p.a. Presently 7.17% p.a.
g)	HDFC Term Loan for Nigohi Distillery Expansion	15.97	19.02	Fluctuating	
h)	Axis Term Loan for various capex and Baghauli Sugar Acquisition	213.12	208.41	Fluctuating	3 M Tbill + 1.73% p.a. Presently 7.04% p.a.
i)	Bandhan Bank Loan for Gangapur refurbishment	30.00	32.00	Fluctuating	Repo + 1.80% p.a. Presently 7.05% p.a.
	Notional reduction in loan balances due to IND AS adjustments	(0.05)	(0.19)		
	Total	532.52	577.70		

B) From Others				
a) Sugar Development Fund Loans	-	1.34	Fixed	5.75% p.a.
Total	-	1.34		
Grand Total	532.52	579.04		

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 Gangapur 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.

14. Non current provisions

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Provision for employee benefits		
- Gratuity	41.78	36.18
- Leave encashment	6.19	6.35
	47.97	42.53

15. Deferred tax liabilities (Net)

- A) Major components of deferred tax liabilities as on March 31, 2026 and movement during the year 2025-26.
- (₹ in crores)

Particulars	As at March 31, 2026	Profit & loss/ MAT adjustment	Recognised in other comprehensive income	As at March 31, 2025
Property, plant & equipment including fair valuation of land	179.76	0.75	-	179.01
Others	25.88	0.04	(0.87)	26.71
Expenses allowed on payment basis	(18.22)	(3.09)	-	(15.13)
Net Deferred tax liability / (asset)	187.42	(2.30)	(0.87)	190.59

- B) 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/ MAT adjustment	Recognised in other comprehensive income	As at March 31, 2024
Property, plant & equipment including fair valuation of land	179.01	(25.53)	-	204.54
Others	26.71	0.15	(0.53)	27.09
Expenses allowed on payment basis	(15.13)	(0.93)	-	(14.20)
Net Deferred tax liability / (asset)	190.59	(26.31)	(0.53)	217.43

16. Current financial liabilities

16 (i). Borrowings

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Secured		
loans from banks		
Working capital/short term loans	1207.00	462.73
Cash credit limit	0.23	2.31
Current maturities of long term borrowings	72.93	65.33
	1280.16	530.37

- (i) Working capital Loan/short term loan and cash credit are secured by hypothecation of Inventories and trade receivables in favour of the participating banks ranking pari passu basis, repayable during next one year and carrying interest of 6.20% p.a to 7.25% 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.

16 (ii). Trade payables

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Trade Payables		
- Due to Micro and small enterprises *	2.18	0.78
- Due to Others	142.93	195.59
	145.11	196.37



Trade payables ageing schedule:-

(₹ in crores)

Detail of Dues		Trade Payable ageing shedule as at March 31,2026				
		Outstanding for following periods from due date of payment				
Particulars	Not Due	Less than 1year	1-2 Years	2-3 Years	More than 3 Years	Total
(i) MSME	2.18					2.18
(ii) Others	45.81	55.00	5.40	8.24	28.48	142.93
(iii) Disputed dues- MSME	-	-	-	-	-	-
(iv) Disputed dues- Others	-	-	-	-	-	-
Total	47.99	55.00	5.40	8.24	28.48	145.11

(₹ in crores)

Detail of Dues		Trade Payable ageing shedule as at March 31,2025				
		Outstanding for following periods from due date of payment				
Particulars	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	64.68	41.01	4.02	26.38	195.59
(iii) Disputed dues- MSME	-	-	-	-	-	-
(iv) Disputed dues- Others	-	-	-	-	-	-
Total	60.28	64.68	41.01	4.02	26.38	196.37

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 no. 33)

16 (iii). Other financial liabilities

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Interest accrued but not due on borrowings	3.44	3.82
Unclaimed dividend *	1.37	1.70
Accrued salaries & benefits	5.45	3.50
Capital Creditors	14.43	23.47
Security deposits received	3.07	2.86
Others	47.59	44.63
	75.35	79.98

* There are no amounts outstanding in respect of unpaid dividend for more than seven years to be transferred to Investor Education and Protection Fund.

17. Other current liabilities

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Advances from customers	2.51	11.22
Statutory dues	10.29	15.13
Government grant (Refer note no. 38(b) for movement during the year)	-	0.31
	12.80	26.66

18. Current provision

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Provision for employee benefits	4.49	5.03
	4.49	5.03

19. Revenue from operations

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Sales of Product		
Sugar and allied products	2281.63	2418.44
Power	127.14	107.22
Distillery	1208.92	1198.96
Others	0.31	0.32
	3618.00	3724.94
Other operating revenue		
Others	0.08	-
	3618.08	3724.94

20. Other income

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Dividend income from non current investment	2.88	2.88
Interest Income from bank deposits and others	46.57	19.03
Profit on sale of investments (Including fair valuation changes)	8.24	1.84
Profit on sale of Fixed Assets (net of loss on sale of Fixed Assets)	0.83	0.42
Government Grant (refer note 38(a))	11.61	16.82
Balances & provisions written back	1.99	1.22
Scrap sales	11.70	9.60
Rent Received	2.18	2.04
Interest on income tax refund	0.62	0.46
Miscellaneous receipts	7.06	6.91
	93.68	61.22

21. Cost of raw materials consumed

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Sugarcane & Molasses	2269.22	2278.60
Grain	398.35	411.32
	2667.57	2689.92

22. Changes in inventories of finished goods, work in progress

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
(Refer Note No. 3(j))		
Finished goods		
- Closing stock	1544.51	1519.66
- Opening stock	1519.66	1540.23
	(24.85)	20.57
Work-in-process		
- Closing stock	2.05	5.85
- Opening stock	5.85	12.33
	3.80	6.48
	(21.05)	27.05

**23. Employee benefits expense**

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Salaries, wages, bonus and other payments	194.33	195.08
Contribution to provident fund and other funds	20.07	13.27
Workmen and staff welfare expenses	6.06	5.42
	220.46	213.77

24. Finance Costs

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest		
- On short term and long term borrowings (including notional interest)	61.52	61.76
- On other borrowings from banks	0.02	0.02
Other borrowing costs	0.85	1.10
Interest on statutory dues	0.10	0.07
	62.49	62.95

25. Depreciation and amortization expenses

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation on property plant and equipment	135.67	130.44
Amortization of intangible assets	0.19	0.07
	135.86	130.51

26. Other Expenses

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Power and Fuel	22.60	15.69
Packing Materials	19.64	23.59
Consumption of Stores and Spares Parts	55.23	48.38
Repairs and Maintenance :		
- Plant & Machinery	59.92	55.34
- Buildings	5.04	2.24
- Others	0.39	0.17
Rent	2.79	3.88
Rates and Taxes	21.34	22.89
Insurance	7.67	7.63
Travelling	1.78	1.77
Advertisement and Publicity	0.25	0.39
Management Service Charges	11.66	11.11
Selling Expenses including freight	37.33	54.92
Loss on foreign exchange fluctuation (net of gains)	0.14	0.28
Rebates, Discount and Allowances	0.80	0.05

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Director's Sitting Fees	0.23	0.18
Charity and Donation	0.10	0.05
Assets written off / Loss on sale of Fixed Assets	0.01	0.77
Bad Debts written Off	-	0.00
CSR Expenses (Refer note 44 (e))	6.64	7.25
Vehicle Hire charges	4.64	4.37
Provision for doubtful debts	1.55	1.03
Provision for non moving inventory	0.40	2.14
House Keeping Expenses	2.20	2.12
Material Handling charges	14.41	17.69
Professional Service Charges	11.36	8.32
Subscription and Membership Fees	4.09	1.96
Security Service Charges	6.91	6.71
Office Maintenance	0.60	0.62
Miscellaneous Expenses	25.03	15.50
	324.75	317.05
Less: Expenses Capitalised (Refer note no.40)	-	0.33
	324.75	316.72

27. Tax expense

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
(i) The major components of income tax expense for the financial year 2025-26 & 2024-25 are as follows:-		
Statement of profit and loss:		
Current income tax*	85.79	6.05
Deferred tax on timing differences	(3.91)	(26.31)
Tax adjustment for earlier years	1.99	-
Total	83.87	(20.26)
Other comprehensive income:		
Income tax relating to items recognised in OCI during the year	0.87	0.53
	0.87	0.53

*Income tax adjustments are done in books of accounts on the basis of income tax assessments.

(ii) Reconciliation of deferred tax and accounting profit multiplied by India's domestic tax rate for the year:-

Accounting profits before tax	321.68	345.24
Applicable tax rate (New Regime)#	25.17%	25.17%
Computed tax expense	80.97	86.89
Tax impact on additions of permanent nature	-	1.12
Adjustment of carried forward losses		(77.77)
Changes in tax rates on long term capital gains- Land Revaluation		(27.80)
Tax for earlier years	-	-
Others	(0.06)	(2.70)
	83.87	(20.26)

**28. Other Comprehensive Income**

(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
(A) (i) Items that will not be reclassified to profit/(loss)		
Fair valuation of equity instruments	(13.91)	(39.25)
Retiral benefits component	4.56	0.74
(ii) Income tax relating to items that will not be reclassified to profit/(loss)	0.84	0.56
(B) (i) Items that will be reclassified to profit/(loss)		
Fair value changes on derivatives designated as cash flow hedge	(0.13)	0.13
(ii) Income tax relating to items that will be reclassified to profit/(loss)	0.03	(0.03)
	(8.61)	(37.85)

29. Earning Per Share

(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Net profit/(loss) attributable to equity shareholders (₹ in crores)	237.81	365.50
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	29.38	45.15

30 Contingent Liabilities (not provided for) in respect of:

30 Contingent Liabilities (not provided for) in respect of: (₹ in crores)

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025
a)	Claims against the Company not acknowledged as debts	33.28	1.79
b)	Indirect Tax Matters	22.09	20.52
c)	Income tax matters	147.02	104.89
d)	Guarantee & LC issued by the Company's banker on behalf of the company#	57.08	57.28

#Excludes bank guarantees issued by banks on behalf of the Company against financial liabilities recognised in the books of account. Also excludes bank guarantees of ₹28.62 crores given to The Regional Controller of Mines, Member Secretary, Tamil Nadu Pollution Control Board, International Air Transport Association for Dalmia Magnesite corporation and Govan travels, units of the company, are continuing as a security for Dalmia Bharat Refractories Limited in which these units have been merged (Refer note 45(A)).

- 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.
- 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.

31. Capital and other commitments:

31. Capital and other commitments: (₹ in crores)

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025
a)	Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	90.82	6.69
b)	Other Commitments	-	-

32 Remuneration paid to Auditors (included in Miscellaneous Expenses):

32 Remuneration paid to Auditors (included in Miscellaneous Expenses):				(₹ in crores)
S. No.	Particulars	As at March 31, 2026	As at March 31, 2025	
	Statutory Auditor			
i	Audit Fee (Including Limited Review)	0.37	0.40	
ii	For reimbursement of expenses	0.08	0.06	
	Tax Auditor			
i	Audit Fee and others	0.06	0.06	

33 Details of Dues to Micro and Small Enterprises as per MSMED Act, 2006 to the extent of information available with the Company:

extent of information available with the Company:

(₹ in crores)

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025
a)	Principal amount and Interest due thereon remaining unpaid to any supplier as at end of each accounting year	2.18	0.78
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		2.18	0.78

34 Details of Opening and Closing Inventory of Finished Goods:

34

Details of Opening and Closing Inventory of Finished Goods:

(₹ in crores)

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025
a)	Opening stock		
	Sugar	1,286.10	1,366.06
	Power-Banked	2.41	1.59
	Industrial Alcohol	65.57	72.51
	Others	169.70	106.07
	Total	1,523.78	1,546.22

(₹ in crores)

S. No	Particulars	As at March 31, 2026	As at March 31, 2025
b)	Closing stock		
	Sugar	1,346.25	1,286.10
	Power-Banked	3.68	2.41
	Industrial Alcohol	103.27	65.57
	Others	96.41	169.70
	Total	1,549.61	1,523.78

35. Disclosure as required by Ind AS 108, Operating Segments

(i) Identification of Segments

The Chief Operational Decision Maker evaluates the Company’s performance and allocates resources based on an analysis of various performance indicators by business segments. Operating segments have been identified on the basis of nature of products and services and have been identified as per the quantitative criteria specified in Ind AS-108-“Operating Segments”.

(ii) Operating segments identified as follows:

- a) The “Sugar Segment” includes manufacture and marketing of Sugar and Power.
- b) The “Distillery Segment” includes Production and sale of Ethanol and ENA.
- c) The ‘Others’ segment’ includes manufacturing of Wind energy.

(iii) Segment revenue and results

The revenue and expense have been allocated to a segment based on the segment’s operating activities. The expenses or incomes which are not directly attributable to any operating segment are shown as unallocable expenditure (net of unallocable income)

(iv) Segment assets and liabilities

Segment assets includes 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 includes trade payables and other liabilities. Common assets and liabilities which are not directly attributable to any operating segment are shown as unallocable assets/liabilities.

(v) Segment revenue and segment profit

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Revenue				
Gross Revenue				
For the year 2025-2026	2,949.67	1,214.23	7.09	4,170.99
For the year 2024-2025	(3,038.29)	(1,201.73)	(6.00)	(4,246.02)
Less: Inter/ Intra Segment Revenue				
For the year 2025-2026	331.85	221.06	-	552.91
For the year 2024-2025	(300.39)	(220.69)	-	(521.08)
Net Revenue from operations				
For the year 2025-2026	2,617.82	993.17	7.09	3,618.08
For the year 2024-2025	(2,737.90)	(981.04)	(6.00)	(3,724.94)
Profit before interest and tax				
For the year 2025-2026				384.17
For the year 2024-2025				(408.19)
Less: Finance Cost				
For the year 2025-2026				62.49
For the year 2024-2025				(62.95)
Less: Exceptional items				
For the year 2025-2026				-
For the year 2024-2025				-

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Profit before tax				
For the year 2025-2026				321.68
For the year 2024-2025				(345.24)
Tax expenses				
For the year 2025-2026				83.87
For the year 2024-2025				(-20.26)
Profit after tax				
For the year 2025-2026				237.81
For the year 2024-2025				(365.50)

(vi) Segment assets and liabilities

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Segment Assets				
Assets				
As at March 31, 2026	2,706.71	954.04	113.77	3,774.52
As at March 31, 2025	(2,795.97)	(892.67)	(310.99)	(3,999.63)
Unallocable Asset				
As at March 31, 2026				1,682.05
As at March 31, 2025				(648.82)
Total Asset				
As at March 31, 2026				5,456.57
As at March 31, 2025				(4,648.45)
Segment Liabilities				
Liabilities				
As at March 31, 2026	1,399.88	406.88	0.50	1,807.26
As at March 31, 2025	(1,073.57)	(371.00)	(0.37)	(1,444.94)
Unallocable Liabilities				
As at March 31, 2026				405.46
As at March 31, 2025				(140.30)
Total Liabilities				
As at March 31, 2026				2,212.72
As at March 31, 2025				(1,585.24)

(vii) Other Information

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Depreciation / Amortisation				
For the year 2025-2026	76.52	59.19	0.15	135.86
For the year 2024-2025	(70.64)	(59.72)	(0.15)	(130.51)
Capital Expenditure				
For the year 2025-2026	48.34	183.48	1.11	232.93
For the year 2024-2025	(81.65)	(9.87)	(0.04)	(91.56)

(viii) Geographical Segment

The geographical segments have been considered for disclosure as the secondary segment, under which the domestic segment includes sales to customers and non-current assets located in India and overseas segment includes sales to customers and non-current assets located outside India.

(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue from operations		
Domestic	3,595.57	3,669.75
Overseas	22.51	55.19
Total	3,618.08	3,724.94
Non-Current Assets		
Domestic	3,042.78	2,489.15
Overseas	9.00	-
Total	3,051.78	2,489.15

(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, 2026 and March 31, 2025.

Notes:-

- a) The accounting policies of the reportable segments are the same as the Company's accounting policies described in note no. 2 and 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.

36. Employee Benefits - Gratuity & Post employment benefits

36.1 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, 2026	For the year ended March 31, 2025
	Gratuity	Gratuity
Current Service cost	4.21	3.68
Past Service Cost	5.99	-
Net Interest cost	2.52	2.71
Expenses Recognized in the statement of Profit & Loss	12.72	6.39

Amounts to be recognized in Other Comprehensive Income

(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
	Gratuity	Gratuity
Actuarial (gain)/loss on assets	-	-
Actuarial (gain)/loss on liabilities	(4.56)	(0.58)
Net (gain)/loss to be recognized in Other Comprehensive Income	(4.56)	(0.58)

B. Balance Sheet

(i) Details of Plan assets/ (liabilities) for gratuity

(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
	Gratuity	Gratuity
Defined benefit obligation	64.10	58.07
Fair value of plan assets	22.26	21.89
Net Asset/(Liability) recognized in the Balance Sheet	(41.84)	(36.18)

(ii) Changes in the present value of the defined benefit obligation are as follows:

(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
	Gratuity	Gratuity
Opening defined benefit obligation	58.07	59.55
Interest cost	3.95	4.25
Current service cost	4.21	3.68
Past Service Cost	5.99	-
Benefit paid	(3.75)	(8.83)
Actuarial (gains)/losses on obligation	(4.38)	(0.58)
Closing defined benefit obligation	64.10	58.07

(iii) Changes in the fair value of plan assets (gratuity) are as follows:

(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening fair value of plan assets	21.89	21.59
Actual return on Plan Assets	1.43	1.54
Contribution during the year	2.50	7.50
Benefit paid	(3.75)	(8.76)
Return on plan assets, excluding amount recognised in net interest expense	0.19	0.01
Closing fair value of plan assets	22.26	21.89

(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, 2026	For the year ended March 31, 2025
Discount rate (%)	7.15%	6.75%
Expected salary increase (%)	7.00%	7.00%
Demographic Assumptions	100% of Indian Assured Lives Mortality (2012-14)	100% of Indian Assured Lives Mortality (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, 2026	For the year ended March 31, 2025
Pension Fund/Superannuation funds/ESI/ EPF	6.90	5.60

(vi) Sensitivity analysis of the defined benefit obligation:

(₹ in crores)

Assumption	Discount rate			
Sensitivity Level	1% Decrease		1% Increase	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Impact on defined benefit obligation	4.08	3.81	(3.60)	(3.37)
Impact on defined benefit obligation (change in %)	6.37%	6.55%	-5.61%	-5.80%

(₹ in crores)

Assumption	Future salary increases			
Sensitivity Level	1% Decrease		1% Increase	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Impact on defined benefit obligation	(3.55)	(3.39)	3.93	3.76
Impact on defined benefit obligation (change in %)	-5.54%	-5.84%	6.13%	6.47%

Sensitivities due to mortality & withdrawals are insignificant & hence ignored.

- (vi) On November 21, 2025, the Government of India notified the four Labour Codes - the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The incremental impact of these changes, assessed by the Company, on the basis of the best information available, consistent with the guidance provided by the Institute of Chartered Accountants of India, has been recognised.

The companies continues to monitor the finalisation of Central / State Rules and Clarifications from the Government on other aspects of the Labour Codes and would provide the appropriate accounting effect on the basis of such developments as needed.

36.2 Leave Encashment

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Expeses recognised in Statement of Profit and Loss	0.76	1.36
Discount rate (p.a)	7.15%	6.75%
Salary increase rate (p.a)	7.0%	7.00%

37. Related party transaction

a) List of related parties (as certified by the management)

i. Subsidiaries/ Step down Subsidiaries

Eagle Agrotech Holdings Limited
Eagle Agrotech Tanzania Limited

ii. 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

Chief Finance Officer -

Shri Anil Kataria (Upto September 30, 2024)
Shri Piyush Gupta (From October 01, 2024 to March 05, 2026)
Shri Sandeep Garg (W.e.f March 05, 2026)

Company Secretary -

Ms. Aashhima V Khanna (Upto January 06, 2025)
Ms. Rachna Gorla (W.e.f. February 11, 2025)

Relatives of Key Management Personnel

Shri Yadu Hari Dalmia,
Shri Abhishek Dua

iii. 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	Subsidiary company	Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
A. SALE OF GOODS AND SERVICES				
a) Dalmia Cement (Bharat) Limited	-	-	-	-
	-	-	(0.07)	(0.07)
b) Dalmia Vidya Mandir-Dalmiapuram	-	-	-	-
	-	-	(0.00)	(0.00)
B. REIMBURSEMENT OF EXPENSES – PAYABLE	-	-		
a) Dalmia Bharat Foundation	-	-	6.46	6.46
	-	-	(7.20)	(7.20)
b) Dalmia Cement Bharat Limited	-	-	0.19	0.19
	-	-	(0.08)	(0.08)



(₹ in crores)

Nature of transaction	Subsidiary company	Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
c) Dalmia Bharat Refractories Limited	-	-	-	-
	-	-	(0.41)	(0.41)
d) Shri B B Mehta	-	0.02	-	0.02
	-	-	-	-
C. PURCHASE OF GOODS AND SERVICES				
a) Dalmia Bharat Limited	-	-	11.20	11.20
	-	-	(8.48)	(8.48)
b) Dalmia Cement (Bharat) Limited	-	-	2.34	2.34
	-	-	(6.29)	(6.29)
c) Dalmia Bharat Refractories Limited	-	-	0.95	0.95
	-	-	(2.58)	(2.58)
d) Shri B B Mehta	-	2.77	-	2.77
	-	(1.38)	-	(1.38)
D. SALARY AND PERQUISITES				
a) Shri Gautam Dalmia	-	15.53	-	15.53
	-	(15.39)	-	(15.39)
b) Shri B B Mehta	-	-	-	-
	-	(10.04)	-	(10.04)
c) Shri Pankaj Rastogi	-	3.11	-	3.11
	-	(3.09)	-	(3.09)
d) Shri Anil Kataria	-	-	-	-
	-	(1.17)	-	(1.17)
e) Shri Piyush Gupta	-	1.62	-	1.62
	-	(0.77)	-	(0.77)
f) Shri Sandeep Garg	-	0.23	-	0.23
	-	-	-	-
g) Ms. Aashhima V Khanna	-	-	-	-
	-	(0.19)	-	(0.19)
h) Ms Rachna Gorla	-	0.76	-	0.76
	-	(0.12)	-	(0.12)
i) Shri Abhishek Dua	-	0.17	-	0.17
	-	(0.12)	-	(0.12)
E. DIVIDEND RECEIVED				
a) Dalmia Bharat Limited	-	-	2.88	2.88
	-	-	(2.88)	(2.88)
F. DIVIDEND PAID				
a) Dalmia Bharat Limited	-	-	8.90	8.90
	-	-	(8.53)	(8.53)
G. SITTING FEES TO DIRECTORS				
a) Shri P. Kannan	-	-	-	-
	-	(0.01)	-	(0.01)
b) Shri T. Venkatesan	-	0.04	-	0.04
	-	(0.03)	-	(0.03)
c) Ms. Amita Misra	-	0.07	-	0.07
	-	(0.06)	-	(0.06)
d) Shri Rajeev Bakshi	-	0.05	-	0.05
	-	(0.04)	-	(0.04)
e) Shri Neeraj Chandra	-	0.07	-	0.07

(₹ in crores)

Nature of transaction	Subsidiary company	Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
	-	(0.04)	-	(0.04)
H. COMMISSION TO INDEPENDENT DIRECTORS				
a) Shri P. Kannan	-	-	-	-
	-	(0.03)	-	(0.03)
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	-	0.10	-	0.10
	-	(0.08)	-	(0.08)
J. INVESTMENT IN EQUITY				
a) Eagle Agrotech Holdings Limited	0.01	-	-	0.01
	-	-	-	-
K. INVESTMENT IN PREFERENCE SHARES				
a) Eagle Agrotech Holdings Limited	8.99	-	-	8.99
	-	-	-	-

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.

(₹ in crores)

Nature of transaction	Subsidiary company	Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
A. Amounts payable	-			
a) Dalmia Bharat Limited	-	-	1.16	1.16
	-	-	(0.43)	(0.43)
b) Dalmia Cement (Bharat) Limited	-	-	0.25	0.25
	-	-	(0.11)	(0.11)
B. Amounts Receivable	-			
c) Dalmia Refractories Limited	-	-	3.55	3.55
	-	-	(1.07)	(1.07)

38. Government Grant**a) Government grants recognised in the standalone 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, 2026	For the year ended March 31, 2025
Revenue related government grant			
Interest subvention on Ethanol capacity loan	Shown under Government Grant under Other Income	11.30	15.71
Deffered government grant			
Deferred income relating to interest on term loans	Shown under Government Grant under Other Income	0.31	1.12

b) Movement of deferred government grants is provided here below:

(₹ in crores)		
Particulars	For the year ended March 31, 2025	For the year ended March 31, 2025
Opening balance	0.31	1.43
Add: Increase during the year	-	-
Less: Released to the Statement of Profit & Loss	0.31	1.12
Closing balance	-	0.31
Current	-	0.31
Non-current	-	-

39. Leases

Operating lease arrangements

Office premises have been taken on operating lease and 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, 2025
Minimum lease payment	2.79	3.88

40. 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, 2026	For the year ended March 31, 2025
Carried forward as part of Capital Work in Progress (A)	0.33	0.59
Expenditure incurred during the year		
Power & Fuel	0.23	0.09
Consultancy Charges	0.03	-
Miscellaneous Expenses	0.01	0.23
Total Expenditure incurred during the year (B)	0.28	0.33
Total Pre-operative Expenditure (A + B)	0.61	0.92
Less : Capitalised as Property, plant and equipment	0.61	0.59
Carried forward as part of Capital Work in Progress	-	0.33

41. 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 has transacted in foreign currency and consequently, the Company is exposed to foreign exchange risk through sales to overseas customers. The Company holds derivative financial instruments such as foreign exchange forward contracts to mitigate the risk of changes in exchange rates on foreign currency exposures.



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 March 31, 2026	As at March 31, 2026	As at March 31, 2025	As at March 31, 2025
Forward Contracts	0.13	12.10	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 March 31, 2026	As at March 31, 2026	As at March 31, 2025	As at March 31, 2025
Not Later than one months	0.13	12.10	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, 2026, 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, 2026 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 March 31, 2026	As at March 31, 2025
Gain / (Loss)		
Balance at the beginning of the year	0.10	-
Gain / (Loss) reversed in other comprehensive income during the period	(0.13)	-
Tax impact on above	0.03	-
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, 2026	2.14	178.16	180.30
As at March 31, 2025	1.06	120.02	121.08

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, 2026	As at March 31, 2025
Total current assets	2,404.79	2,159.30
Total current liabilities	1,517.91	838.41
Current ratio	1.58	2.58

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 31 st March, 2026				
(i) Borrowings*	1,280.16	314.90	144.52	1,739.58
(ii) Other Financial Liability	75.35	-	-	75.35
(iii) Trade and other payable	145.11	-	-	145.11
II As at 31 st March, 2025				
(i) Borrowings*	530.41	308.78	204.89	1,044.08
(ii) Other Financial Liability	79.98	-	-	79.98
(iii) Trade and other payable	196.38	-	-	196.38

* Includes short term borrowings & Long term borrowings payable after 1 year.

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, 2026	As at March 31, 2025
Total long term borrowing on fluctuation rates	532.57	577.89
Increase in profit before tax with each 1% reduction in interest rates	5.33	5.78
Decrease in profit before tax with each 1% increase in interest rates	(5.33)	(5.78)

E Regulatory risk

Sugar industry is regulated by both Central Government and State Government policies and regulations affects the Sugar industry and the Company's operations and profitability. Distillery business is also dependent on the Government Policies.

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.

42 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, 2026	As at March 31, 2025
Non-current borrowings (note no.13)	459.42	513.71
Current borrowings Including current maturities (note no. 16 (i))	1280.16	530.37
Total debt	1739.58	1044.08
Less: Cash and cash equivalents (note no. 9 (iii) & (iv))	(321.90)	(310.94)
Less: Current Investment (note no. 9 (i))	(102.10)	-
Net debt	1315.58	733.13
Total equity (note no.11 & 12)	3243.85	3063.21
Net debt to equity ratio	0.41	0.24
Long term debt equity ratio	0.14	0.17

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.

The Company is not subject to any externally imposed capital requirements.



43. 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)						
S. No	Particulars	Fair value hierarchy	As at March 31, 2026		As at March 31, 2025	
			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	102.10	102.10	-	-
2	Financial assets designated at fair value through other comprehensive income					
(i)	Investment In Listed Equity shares	Level 1	567.87	567.87	581.79	581.79
3	Financial assets designated at amortised cost					
(i)	Investment in Bonds	Carried at amortised cost.	668.65	668.65	1.00	1.00
(ii)	Other Bank Balances	Level 2	4.14	4.14	24.02	24.02
(iii)	Cash & Cash Equivalents	Level 2	317.76	317.76	286.93	286.93
(iv)	Trade receivables	Carried at amortised cost.	180.30	180.30	121.08	121.08
(v)	Loans and other receivable (Non- Current)		6.47	6.47	4.84	4.84
(vi)	Loans and other receivable (Current)		79.93	79.93	39.96	39.96

(₹ in crores)						
Sl.No	Particulars	Fair value hierarchy	As at March 31, 2026		As at March 31, 2025	
			Carrying Amount	Fair Value	Carrying Amount	Fair Value
1	Financial liability designated at amortised cost					
	Borrowings - Non Current		459.42	459.42	513.71	513.71
	Borrowings - Current	Carried at amortised cost.	1,280.16	1,280.16	530.37	530.37
	Other financial liability - Current		75.35	75.35	79.98	79.98
	Trade payables		145.11	145.11	196.37	196.37
	Total		1,960.04	1,960.04	1,320.43	1,320.43

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).

44. Disclosure 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:

(₹ in crores)					
S. No	Name of the Investee	Opening Balance	Investment made	Closing Balance	Purpose
1	Dalmia Bharat Limited*	141.16	-	141.16	Long term Investment
2	EAHL-Equity Share	-	0.01	0.01	Investment in Subsidiary
3	EAHL-Preference Share	-	8.99	8.99	Investment in Subsidiary

* excluding fair valuation impact.

(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, 2026	For the year ended March 31, 2025
a) Gross amount required to be spent by the Company during the year	6.64	7.25
b) Amount spent during the year		
i) Construction/acquisition of any asset	-	-
ii) On purposes other than (i) above	6.64	7.25
c) Excess amount spent on CSR as per section 135 (5) of Companies Act, 2013:		
i) Opening balance	-	-
ii) Amount required to be spent during the year	6.64	-
iii) Amount spent during the year	6.64	-
iv) Closing balance	0.00	-
d) Shortfall at the end of the year	-	-
e) Total of previous year shortfall	-	-
Total	6.64	7.25

Provision made for Corporate Social Responsibility

(₹ in crores)		
Particulars	Year ended March 31,2026	Year ended March 31,2025
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	Relevant Clause of SCH VII of the Companies Act, 2013	For the year ended March 31, 2026	For the year ended March 31, 2025
Expenditure done Directly by the Company			
Social Development	Clause No. I & X	0.18	0.05
Expenditure done through Dalmia Bharat Foundation			
Social Development	Clause No. I & X	2.06	3.44
Skill Training & Livelihood	Clause No. II & III	4.40	3.63
Soil, Water & Energy Conservation	Clause No. IV	-	0.13
Total Expenditure by the Company		6.64	7.25

45. (A) (i) The Board of Directors of the Company had, in its meeting held on February 02, 2024, approved the Scheme of Arrangement under sections 230-232 and other applicable provisions of the Companies Act, 2013 between Dalmia Bharat Sugar and Industries Limited (“Demerged Company”) and Dalmia Bharat Refractories Limited (“Resulting Company”) for demerger of its refractory unit (“DMC”) and travel unit (“Govan Travels”), collectively referred to as “Demerged Undertakings”. The said Scheme was thereafter approved by the Shareholders and Secured and Unsecured Creditors at their respective NCLT convened meetings held on February 08, 2025.

The aforesaid Scheme has been sanctioned by the National Company Law Tribunal, Chennai Bench, vide its order dated September 12, 2025. The certified true copy of the said Order has been filed with the Registrar of Companies, Ministry of Corporate Affairs, on October 09, 2025. The Appointed date of the Scheme is July 01, 2023.

The share exchange ratio as per the Scheme is 1 equity share of DBRL of ₹10 each fully paid up for every 48.18 equity shares of DBSIL of ₹2 each, fully paid up.

(ii) Accounting treatment of the Demerger.

The Demerger has been accounted in the books of account of the Company as per treatment specified in the Scheme. The accounting treatment has been given as follows:

- Pursuant to such scheme, all assets and liabilities of the Demerged undertaking have been derecognised at carrying values as appearing in the books of accounts of the Company as on June 30, 2023.
- Excess/deficit of net asset transferred to resulting company have been adjusted with the retained earnings of the demerged company. .
- Inter-Unit balances with the “demerged undertaking” as on June 30, 2023 have been cancelled.

(iii) Figures for the year ended March 31, 2025 and March 31, 2024 had been restated for the accounting impact of the demerger, as stated above.

Accordingly, the demerger 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 June 30, 2023
Total Assets	189.03
Total Liabilities	35.16
Net assets/(liabilities) transferred on demerger	153.87

(iv) Reconciliation statement of Standalone Profit & Loss account as at March 31, 2025 of Demerged Company is as under:

(₹ in crores)				
Particulars	Before Demeger	Carved Out	Other Adjustment	After Demerger
I. Income				
Revenue from operations	3,745.78	20.84		3,724.94
Other income	74.71	13.49		61.22

(₹ in crores)				
Particulars	Before Demeger	Carved Out	Other Adjustment	After Demerger
Total Income (I)	3,820.49	34.33		3,786.16
II. Expenses				-
Cost of raw materials consumed	2,699.50	9.58		2,689.92
Change in inventories of finished goods ,work in progress and stock in trade	29.37	2.32		27.05
Employee benefits expense	224.26	10.49		213.77
Finance costs	63.07	0.12		62.95
Depreciation and amortization expense	130.84	0.33		130.51
Other expenses	323.74	7.02		316.72
Total Expenses (II)	3,470.78	29.86		3,440.92
Profit/(loss) before exceptional items and tax	349.71	4.47		345.24
Exceptional items	-	-		-
Profit/(loss) before tax	349.71	4.47		345.24
Tax expense:				-
Current tax	8.94	-	2.89	6.05
Deferred tax	(38.80)	-	(12.49)	(26.31)
Tax adjustment for earlier years	(7.18)	-	(7.18)	-
Total of tax expense	(37.04)	-	(16.78)	(20.26)
Profit/(loss) for the year	386.75	4.47	16.78	365.50

(B) During the year, the Company has entered into a Share Subscription cum Shareholders Agreement with Eagle Agrotech Holdings Limited (EAHL), a Company incorporated in Abu Dhabi, United Arab Emirates and H.E. Mr. Mohamed Ali Rashed Allabbar, on September 26, 2025.

EAHL is a holding company of Eagle Agrotech Tanzania Limited (EATL). EATL is a Tanzania based company and is in the process of establishing sugarcane plantation and sugar factory in Tanzania. Pursuant to the said agreement, EAHL and EATL have become subsidiary(ies) of the Company with effect from December 18, 2025 upon allotment of 51% ordinary shares by EAHL to the Company. The Company has also been allotted 998,959 Series A 10% Redeemable Preference Shares by EAHL.

46. 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.

47. Other Statutory information.

- 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 2026.

(₹ in crores)			
S. No.	Charge in favour of	Amount (₹ In crore)	Status
1	IFCI Limited	0.65	NOC awaited
2	HDFC Bank Limited	9.53	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 in Ratio.

S. No	Ratios	Formulae	For the year ended 31 st March 2026	For the year ended 31 st March 2025	Deviation
a)	Current Ratio	Current Asset/Current liabilities	1.58	2.58	-39%
	Comment:- Current Ratio have decrease due to increase in short term borrowings				
b)	Debt-Equity Ratio	Debt/Equity	0.16	0.19	-16%
c)	Debt service coverage Ratio	(PBT+Dep+Int on TL) \[Interest +repayment (incl prepayments)]	4.07	4.57	-11%
d)	Return on Equity Ratio	PAT/Average Shareholder Equity	0.08	0.13	-38%
	Comment :- Return on equity ratio has declined in the current year primarily due to one-time tax benefits recognised in previous year				
e)	Inventory Turnover Ratio	Revenue from operation / Average Inventory { (Closing Inventory + Opening Inventory)/2}	2.17	2.19	-1%
f)	Trade Receivable turnover Ratio	Total Sales / Average Accounts Receivable { (Closing Accounts Receivable + Opening Accounts Receivable)/2}	24.01	33.60	-29%
	Comment :- This has decreased mainly due to increase in average Trade Receivables				
g)	Trade Payable turnover Ratio	Net Credit purchases/Average account payable	15.62	9.43	66%
	Comment :- This has increased on account of decrease in average Trade payables due to early closure of sugar season				



h)	Net Capital turnover Ratio	Net annual sales/Shareholders Equity	1.15	1.27	-9%
I)	Net profit Ratio	Net profit /Total revenue)	0.07	0.10	-30%
	Comment :- The decline in the ratio during the current year is primarily attributable to one-time tax benefits recognised in previous year.				
J)	Return to capital employed	EBIT/Capital employed	0.10	0.11	-12%
K)	Return on investment	Net profit/Total Assets*100	4.36	7.89	-45%
	Comment :- The decline in the ratio during the current year is primarily attributable to one-time tax benefits recognised in previous year.				

48. Events occurring After the Balance Sheet date

- 1) No adjusting or significant non adjusting events have occurred between the reporting date and date of authorization of financial statements.
- 2) The Company recommended a final dividend @ ₹50 per equity share (face value of ₹2.00 per equity share), for financial year 2025-26 subject to approval of shareholders in ensuing annual general meeting.

49. Previous Year Comparatives

Previous year's figures have been regrouped/reclassified, where 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

M No.: 082389

UDIN: 26082389KJDIK17427

Date: May 5, 2026

Place : New Delhi

Rachna Gorla

Company Secretary

M. No.: FCS6741

Sandeep Garg

Chief Financial Officer

Pankaj Rastogi

Whole Time Director

DIN:10452835

Gautam Dalmia

Managing Director

DIN:00009758

Independent Auditor's Report

To the Members of Dalmia Bharat Sugar and Industries Limited
Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying Consolidated Financial Statements of **Dalmia Bharat Sugar and Industries Limited** ("hereinafter referred to as "the Holding Company") and its subsidiary Companies (including step down subsidiary company) (Holding Company and its Subsidiary Companies (including step down subsidiary company) together referred to as "the Group"), as stated in Annexure-1 which comprise the Consolidated Balance Sheet as at March 31, 2026, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows for the year ended on that date, and notes to the Consolidated Financial Statements including a summary of material accounting policies and other explanatory information (hereinafter referred to as "the Consolidated Financial Statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Consolidated 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 Group as at March 31, 2026, and their consolidated profit and consolidated other comprehensive loss, their consolidated changes in equity and their consolidated cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit of the Consolidated 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 Consolidated Financial Statements section of our report. We are independent of the Group 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 Consolidated 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 Consolidated Financial Statements.

Emphasis of Matter

Attention is drawn to Note No. 45(A) regarding demerger of its refractory unit ("DMC") and travel unit ("Govan Travels"). The Board of Directors of the Company had, in its meeting held on February 02, 2024, approved the Scheme of Arrangement under sections 230-232 and other applicable provisions of the Companies Act, 2013 between Dalmia Bharat Sugar and Industries Limited ("Demerged Company") and Dalmia Bharat Refractories Limited ("Resulting Company") for demerger of its refractory unit ("DMC") and travel unit ("Govan Travels"), collectively referred to as "Demerged Undertakings". The aforesaid Scheme has been sanctioned by the National Company Law Tribunal, Chennai Bench, vide its order dated September 12, 2025. The certified true copy of the said Order has been filed with the Registrar of Companies, Ministry of Corporate Affairs, on October 09, 2025. The Appointed date of the Scheme was July 01, 2023. Comparative figures for the previous period's have been restated for the accounting impact of the demerger.

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 Consolidated Financial Statements of the current period. These matters were addressed in the context of our audit of the Consolidated Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. 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, 2026 (Refer note 8 & 34 to the Consolidated Financial Statements) As on March 31, 2026, the Group has inventory of sugar with the carrying value ₹1346.325 Crore out of total inventory of with carrying value of ₹1692.92 Crore. 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 Consolidated 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 Group 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 30 of the Consolidated Financial Statements) The Group is subject to claims and litigations. Major risks identified by the Group in that area relate to claims against the Group 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 Group to identify and gather the risks it is exposed to. ▶ Discussion with the management on the development in these litigations during the year ended March 31, 2026. ▶ Obtaining an understanding of the risk analysis performed by the Group, 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 Consolidated 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 Holding 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 Consolidated Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Consolidated Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Consolidated 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. We have nothing to report in this regard.



Responsibilities of the Management and Those Charged with Governance for the Consolidated Financial Statements

The Board of Directors hereinafter referred as those charge with governance are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Consolidated Financial Statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive loss, consolidated changes in equity and consolidated cash flows of the Group in accordance with the accounting principles generally accepted in India, including Ind AS specified under Section 133 of the Act.

The respective Board of Directors of the entities included the Group are responsible for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group 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 Consolidated Financial Statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the Consolidated Financial Statements, the respective Management and Board of Directors of the Companies included in the Group are responsible for assessing the ability of the respective entities to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate their respective entities or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the Companies included in the Group are also responsible for overseeing the financial reporting process of each Company.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these Consolidated 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 Consolidated Financial Statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal 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 Group has adequate internal financial controls with reference to the consolidated financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- 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 Group'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 Consolidated Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the Consolidated Financial Statements, including the disclosures, and whether the Consolidated Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient and appropriate audit evidence regarding the financial information of the entities within the Group to express an opinion on the Consolidated Financial Statements.

We communicate with those charged with governance of the Holding Company and such other entities included in the Consolidated Financial Statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Consolidated Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. With respect to the matters specified in paragraphs 3(xxi) and 4 of 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, to be included in the Auditor's Report, according to the information and explanations given to us, and based on the CARO reports issued by us for the Holding Company and its subsidiary Companies (including step down subsidiary company) included in the Consolidated Financial Statements of the Group, we report that there are no qualification or adverse remarks in these CARO reports.
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 beliefs were necessary for the purposes of our audit.
 - b. In our opinion, proper books of account as required by law have been kept so far as it appears from our examination of those books.
 - c. The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flow dealt with by this Report are in agreement with the relevant books of account.
 - d. In our opinion, the aforesaid Consolidated Financial Statements comply with the Ind AS specified under Section 133 of the Act.
 - e. On the basis of the written representations received from the directors of the Holding Company as on March 31, 2026, taken on record by the Board of Directors of the Holding Company, none of the directors of the Group Companies incorporated in India is disqualified as on March 31, 2026, 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 consolidated financial statements of the Holding Company and its subsidiary Companies (including step down subsidiary company) incorporated in India and the operating effectiveness of such controls, refer to our separate report in "Annexure A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Group internal financial controls with reference to the consolidated 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 Holding Company to its directors 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 Consolidated Financial Statements disclose the impact of pending litigations as at March 31, 2026 on its consolidated financial position of the Group, in its Consolidated Financial Statements - Refer note 30 to the Consolidated Financial Statements.
- ii. The Group did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
- iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Holding Company, and its subsidiary Companies (including step down subsidiary company), incorporated in India during the year ended March 31, 2026.
- iv. (a) The respective Managements of the Holding Company and its subsidiary which are Companies incorporated in India whose financial statements have been audited under the Act have represented to us that, to the best of their knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company 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 Holding Company or any of such subsidiary ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (b) The respective Managements of the Holding Company and its subsidiary which are companies incorporated in India whose financial statements have been audited under the Act have represented to us that, to the best of their knowledge and belief, no funds have been received by the Holding Company or any of such subsidiary from any person(s) or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiary 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 procedures conducted that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11 (e), as provided under (a) & (b) above, contain any material misstatement.
- v. As stated in note 12 to the Consolidated Financial Statements:
- (a) The final dividend proposed in the previous year, declared and paid by the Holding Company during the year is in accordance with Section 123, as applicable.
- (b) The interim dividend declared and paid by the Holding 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 Holding 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. The Subsidiary Company which are incorporated in India have not declared or paid any dividend during the year.

- vi. Based on our examination, which included test checks, the Holding Company and its Subsidiary Companies (including step down subsidiary companies) incorporated in India have used accounting software for maintaining their respective books of account for the financial year ended March 31, 2026 which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all transactions recorded in the respective accounting software.

Further, for the period where audit trail (edit log) facility was enabled and operated throughout the year for the accounting software, we did not come across any instances of the 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: 26082389KJDIK17427

Date: May 05, 2026

Place: New Delhi

ANNEXURE “A” 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)

In conjunction with our audit of the Consolidated Financial Statements of the Holding Company as of and for the year ended March 31, 2026, we have audited the internal financial controls with reference to the consolidated financial statements of **Dalmia Bharat Sugar and Industries Limited** (hereinafter referred to as “the Holding Company”) and its subsidiary Companies (including step down subsidiary company) which are companies incorporated in India (the Holding Company and its Subsidiary Company together referred to as “the Group”), as of that date.

Management’s Responsibility for Internal Financial Controls

The Management of the Holding Company and its subsidiary Companies (including step down subsidiary company) which are Companies incorporated in India, are responsible for establishing and maintaining internal financial controls with reference to the respective financial statements based on the internal controls over financial reporting criteria, established by the respective Companies 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 (“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 group’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 Act.

Auditor’s Responsibility

Our responsibility is to express an opinion on the internal financial control with reference to the consolidated financial statements of the Holding Company and its subsidiary Companies (including step down subsidiary company) which are companies incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Control Over Financial Reporting (the “Guidance Note”) issued by the Institute of Chartered Accountants of India (“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 consolidated 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 consolidated 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 consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to the consolidated financial statements included obtaining an understanding of such internal financial controls with reference to the consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal controls based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the Consolidated Financial Statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to the consolidated financial statements of the Company and its subsidiary Companies (including step down subsidiary company), which are Company incorporated in India.

Meaning of Internal Financial Controls with reference to the Consolidated Financial Statements

A Company's' internal financial control with reference to the consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the Consolidated Financial Statements for external purposes in accordance with generally accepted accounting principles. A Company's' internal financial control with reference to the consolidated 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 Consolidated Financial Statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with 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 Consolidated Financial Statements.

Inherent Limitations of Internal Financial Controls with reference to the Consolidated Financial Statements

Because of the inherent limitations of internal financial controls with reference to the consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to the consolidated financial statements to future periods are subject to the risk that the internal financial control with reference to the consolidated 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 and to the best of our information and according to the explanation given to us, the Holding Company and its subsidiary Companies (including step down subsidiary company), which are Companies incorporated in India, have in all material respects, an adequate internal financial controls system with reference to the consolidated financial statements and such internal financial controls with reference to the consolidated financial statements were operating effectively as at March 31, 2026, based on the criteria for internal financial control with reference to the consolidated financial statement established by the Holding Company and its subsidiary Companies (including step down subsidiary company) which are Companies incorporated in India 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.

Date: May 05, 2026
Place: New Delhi

For NSBP & Co.
Chartered Accountants
Firm’s Registration Number: 001075N

Ram Niwas Jalan
Partner
Membership Number: 082389
UDIN: 26082389KJDIK17427

Annexure – 1

Foreign Subsidiary Company

- Eagle Agrotech Holdings Limited

Foreign Step down Subsidiary Company

- Eagle Agrotech Tanzania Limited

Consolidated Balance Sheet

As at March 31, 2026

(₹ in crores)			
Particulars	Note No.	As at March 31, 2026	As at March 31, 2025
ASSETS			
A) Non-current assets			
a) Property, plant and equipment	4	1,737.89	1,637.23
b) Capital work-in-progress	4	46.52	185.94
c) Goodwill	3c(b)	31.95	18.68
d) Intangible assets	4	1.66	1.24
e) Right to use assets	39(ii)	12.21	-
f) Financial assets			
i) Investments	5(i)	1,236.51	582.79
ii) Trade receivables	5(ii)	-	0.62
iii) Loans	5(iii)	0.06	0.07
iv) Others	5(iv)	6.41	4.77
g) Income tax assets (net)	6	25.16	41.28
h) Other non-current assets	7	8.04	16.53
Total Non-current assets		3,106.41	2,489.15
B) Current assets			
a) Inventories	8	1,692.92	1,646.73
b) Financial Assets			
i) Investments	9(i)	102.10	-
ii) Trade receivables	9(ii)	180.30	121.08
iii) Cash and cash equivalents	9(iii)	327.57	286.93
iv) Bank Balances other than (ii) above	9(iv)	4.14	24.02
v) Loans	9(v)	1.14	0.82
vi) Others	9(vi)	78.79	39.14
c) Other current assets	10	27.64	40.58
Total Current assets		2,414.60	2,159.30
Total Assets		5,521.01	4,648.45
EQUITY & LIABILITIES			
A) Equity			
a) Equity share capital	11	16.19	16.19
b) Other equity	12	3,226.23	3047.02
Equity attributable to owners of the Parent Company		3,242.42	3063.21
c) Non- Controlling Interest		(7.43)	-
Total Equity		3234.99	3,063.21
B) Liabilities			
Non- current liabilities			
a) Financial liabilities			
i) Borrowings	13	510.50	513.71
b) Lease Liabilities	39(ii)	12.51	-
c) Provisions	14	47.97	42.53
d) Deferred tax liabilities (net)	15	187.42	190.59
Total Non- current liabilities		758.40	746.83
Current liabilities			
a) Financial liabilities			
i) Borrowings	16(i)	1,280.16	530.37
ii) Trade payables	16(ii)		
Due to micro small and medium enterprises		2.18	0.78
Due to Others		152.64	195.59
iii) Others	16(iii)	75.35	79.98
b) Other current liabilities	17	12.80	26.66
c) Provisions	18	4.49	5.03
Total Current liabilities		1,527.62	838.41
Total equity & liabilities		5,521.01	4,648.45
Corporate Information	1		
Basis of preparation of consolidated financial statement	2		
Material accounting policies	3		

The accompanying note 1 to 50 are integral part of these Consolidated 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 M No.: 082389 UDIN: 26082389UBXNOW7518 Date: May 5, 2026 Place: New Delhi	Rachna Gorla Company Secretary M. No.:FCS6741	Sandeep Garg Chief Financial Officer	Pankaj Rastogi Whole Time Director DIN:10452835	Gautam Dalmia Managing Director DIN:00009758



Consolidated Statement of Profit and Loss

For the year ended March 31, 2026

(₹ in crores)			
Particulars	Note No.	For the year ended March 31, 2026	For the year ended March 31, 2025
I. Income			
Revenue from operations	19	3,618.08	3,724.94
Other income	20	93.68	61.22
Total Income (I)		3,711.76	3,786.16
II. Expenses			
Cost of raw materials consumed	21	2,667.57	2,689.92
Change in inventories of finished goods ,work in progress and stock in trade	22	(21.05)	27.05
Employee benefits expense	23	220.46	213.77
Finance costs	24 & 39 (ii)	63.38	62.95
Depreciation and amortization expense	4 & 25 & 39 (ii)	136.30	130.51
Other expenses	26	325.57	316.72
Total Expenses (II)		3,392.23	3,440.92
Profit/(loss) before exceptional items and tax		319.53	345.24
Exceptional items		-	-
Profit/(loss) before tax		319.53	345.24
Tax expense:	27		
Current tax		85.79	6.05
Deferred tax		(3.91)	(26.31)
Tax adjustment for earlier years		1.99	-
Total of tax expense		83.87	(20.26)
Profit / (Loss) for the year		235.66	365.50
Other comprehensive income	28		
a) i) Items that will not be reclassified to profit/(loss)		(10.01)	(38.51)
ii) Income tax relating to items that will not be reclassified to profit/(loss)		0.84	0.56
b. i) Items that will be reclassified to profit/(loss)			
Fair value changes on derivatives designated as cash flow hedge		(0.13)	0.13
ii) Income tax relating to items that will be reclassified to profit/(loss)		0.03	(0.03)
Total comprehensive income for the year (net of taxes)		226.39	327.65
(Comprising profit/(loss) and other comprehensive income for the year)			
Total comprehensive income for the year attributable to:			
Profit/(Loss) for the year attributable to:			
Owners of the parent Company		236.71	365.50
Non-controlling Interest		(1.05)	-
Other comprehensive income attributable to:			
Owners of the parent Company		(8.95)	(37.85)
Non-controlling Interest		(0.32)	-
Total comprehensive income attributable to:			
Owners of the parent company		227.76	327.65
Non-controlling Interest		(1.37)	-
Earnings per share	29		
Basic & Diluted (in ₹)		29.12	45.15
[Face value of share ₹ 2 each]			
Corporate Information	1		
Basis of preparation of Consolidated Financial Statement	2		
Material accounting policies	3		

The accompanying note 1 to 50 are integral part of these consolidated 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 M No.: 082389 UDIN: 26082389UBXNOW7518 Date: May 5, 2026 Place: New Delhi	Rachna Gorla Company Secretary M. No.:FCS6741	Sandeep Garg Chief Financial Officer	Pankaj Rastogi Whole Time Director DIN:10452835	Gautam Dalmia Managing Director DIN:00009758

Statement of Consolidated Cash Flows

For the year ended March 31, 2026

(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
A. Cash Flow from Operating Activities		
Profit Before Tax	319.53	345.24
Adjustments for Non-cash and Non-operating items:-		
Add:-		
Depreciation / Amortization	136.30	130.51
Bad Debts/ Advances written off	-	0.00
Finance Cost	63.38	62.95
Less:-		
Dividend Income	(2.88)	(2.88)
Interest Income	(46.57)	(19.03)
(Profit)/Loss on sale of Investments	(8.24)	(1.84)
(Profit)/Loss on sale of property, plant & equipment and Assets written off	(0.82)	0.35
Grant amortized	(11.61)	(16.82)
Operating Profit before working Capital Changes	449.09	498.48
Adjustments for Working capital changes :		
Inventories	(46.19)	113.40
Trade and Other Payables	(54.04)	(179.24)
Trade and Other Receivables	(59.39)	(21.76)
Cash Generated from Operations	289.47	410.88
Direct Taxes (Paid)/Refund	(70.05)	(1.04)
Net Cash generated from Operating activities	219.42	409.84
B. Cash Flow from Investing activities		
Purchase of property, plant and equipment	(124.37)	(143.32)
(Purchase)/Sale of Investments (net)	(767.25)	8.77
Consideration paid on acquisition of new subsidiary	(9.00)	-
Interest Received	46.57	19.03
Dividend Received from Non Current Investments	2.88	2.88
Net Cash used in Investing Activities	(851.17)	(112.64)
C. Cash Flow from Financing activities		
Proceeds/(Repayment) of Short term Borrowings (net)	749.79	(562.00)
Proceeds/(Repayment) of Long term Borrowings (net)	(3.21)	175.93
Issuance of shares of subsidiary	18.00	-
Finance Cost	(51.94)	(46.90)
Dividend Paid	(48.56)	(46.54)
Net cash used in financing activities	664.08	(479.51)
Net increase/(decrease) in cash and cash equivalents (A+B+C)	32.33	(182.31)
Cash and cash equivalents at the beginning of the year	286.93	469.24
Cash and cash equivalents acquired of subsidiary	8.31	-
Cash and cash equivalents at the end of the year	327.57	286.93

Statement of Consolidated Cash Flows contd.

For the year ended March 31, 2026

(₹ in crores)		
Components of Cash & Cash Equivalents	As at March 31, 2026	As at March 31, 2025
Balances with banks		
Cash on hand	-	0.16
Balances with banks	327.57	286.77
Net Cash & Cash Equivalents	327.57	286.93

Changes in liabilities arising from financing activities:

Particulars	As at March 31, 2026	Cash flows	As at March 31, 2025
Current borrowings	1,280.16	749.79	530.37
Non current borrowings	510.50	(3.21)	513.71

Particulars	As at March 31, 2025	Cash flows	As at March 31,2024
Current borrowings	530.37	(562.00)	1092.37
Non current borrowings	513.71	175.93	337.78

Note:

- Cash & cash equivalents components are as per Note 9 (iii).
- Consolidated Cash flow statement has been prepared in accordance with Ind AS 7- “Statement of Cash Flows”.
- Last year numbers are regrouped and reclassified, wherever considered necessary.
- Figure in bracket denotes cash outflow during the period.

Corporate Information	1
Basis of preparation of consolidated financial statement	2
Material accounting policies	3

The accompanying note 1 to 50 are integral part of these consolidated financial statements.

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 M No.: 082389 UDIN: 26082389UBXNOW7518 Date: May 5, 2026 Place: New Delhi	Rachna Gorla Company Secretary M. No.:FCS6741	Sandeep Garg Chief Financial Officer	Pankaj Rastogi Whole Time Director DIN:10452835	Gautam Dalmia Managing Director DIN:00009758

Consolidated Statement of Changes in Equity

For the year ended March 31, 2026

A. Equity Share Capital

(₹ in crores)				
Particulars	As at March 31, 2026	Changes during the year	As at March 31, 2025	As at March 31, 2024
Balance of Equity Share Capital	16.19	-	16.19	16.19

B. Other equity

Particulars	Attributable to owners of the Parent company							Attributable to non-controlling interest	Total Other equity (₹ in crores)
	Reserves and Surplus		Items of other comprehensive income						
	Capital reserve	Retained earnings	General Reserve	instruments through other comprehensive income	Cash flow hedge	Acturial Gain & Losses on Defined Benefits Plan	Exchange difference on translation of foreign exchange		
Balances as at March 31, 2024	4.07	2262.21	52.54	456.64	-	(9.55)	-	2,765.91	2,765.91
Movement during FY 24-25									
Dividend paid during the year	-	(46.54)	-	-	-	-	-	(46.54)	(46.54)
Profit for the year	-	365.50	-	-	-	-	-	365.50	365.50
Other comprehensive income	-	-	-	(38.51)	0.10	0.56	-	(37.85)	(37.85)
Balances as at March 31, 2025	4.07	2581.17	52.54	418.13	0.10	(8.99)	-	3,047.02	3,047.02
Movement during FY 25-26									
Dividend paid during the year	-	(48.56)	-	-	-	-	-	(48.56)	(48.56)
Pursuant to acquisition of subsidiary*	-	-	-	-	-	-	-	(6.06)	(6.06)
Profit for the year	-	236.71	-	-	-	-	-	236.71	235.66
Other comprehensive income	-	-	-	(11.92)	(0.10)	3.41	(0.33)	(8.95)	(9.27)
Balances as at March 31, 2026	4.07	2769.32	52.54	406.21	-	(5.58)	(0.33)	3226.23	3218.80

* Refer note no. 45(B)

	Note No.
Corporate Information	1
Basis of preparation of Consolidated Financial Statements	2
Material accounting policies	3

The accompanying note 1 to 50 are integral part of these consolidated 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 M No.: 082389 UDIN: 26082389UBXNOW7518 Date: May 5, 2026 Place: New Delhi	Pankaj Rastogi Whole Time Director DIN:10452835
Rachna Gorla Company Secretary M. No.:FCS6741	Sandeep Garg Chief Financial Officer
	Gautam Dalmia Managing Director DIN:00009758

Notes to Consolidated Financial Statements

For the year ended March 31, 2026

1. Corporate Information

The consolidated financial statements comprise financial statements of Dalmia Bharat Sugar and Industries Limited (“the Company” or “Parent Company”), its subsidiaries (collectively, the Group) for the year ended March 31, 2026.

The Parent Company was incorporated as Dalmia Cement (Bharat) Limited. Name of the Parent Company was changed from Dalmia Cement (Bharat) Limited to Dalmia Bharat Sugar and Industries Limited ('The Parent Company') vide fresh certificate of incorporation dated 7th September, 2010 issued by registrar of companies, Tamilnadu.

The Group is mainly engaged in manufacturing of sugar, generation of power, manufacturing of Industrial alcohol.

The Parent Company is listed on the National Stock Exchange of India and Bombay Stock Exchange of India. These Consolidated Financial Statements are presented in Indian Rupees (₹).

2. Basis of preparation of Consolidated Financial Statements

A. Statement of Compliance with Ind AS

The Consolidated 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 Consolidated Financial Statements comply with IND AS notified by Ministry of Company Affairs (“MCA”). The Group has consistently applied the accounting policies used in the preparation for all periods presented.

These Consolidated Financial Statements are approved and adopted by board of directors of the Company in their meeting held on May 5, 2026.

B. Basis of preparation and presentation.

The Consolidated 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 Group expects to realise the asset, or intends to sell or consume it, in its normal operating cycle;
- b. The Group holds the asset primarily for the purpose of trading;
- c. The Group 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 Group expects to settle the liability in its normal operating cycle;
- b. The Group 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 Group 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 Consolidated Financial Statements including notes thereon are presented in Indian rupees, which is the functional currency of the Group. All the financial information presented in Indian rupees has been rounded to the nearest lacs as per the requirement of Schedule III to the Act, unless stated otherwise.



E. Use of judgment, estimates and assumptions

The preparation of Consolidated 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 disclosure of contingent liabilities and contingent assets at the date of the Consolidated 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 degree of judgment is required in establishing fair values. Changes in assumptions used 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 assessed is based on assumptions about risk of default and expected losses. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

The Group 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 Group 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 Group.



The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the Consolidated 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 Consolidated Financial Statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group 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 Consolidated 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

The Ministry of Corporate Affairs vide notification dated May 07, 2025 and August 13, 2025 notified the Companies (Indian Accounting Standards) Amendment Rules, 2025 and Companies (Indian Accounting Standards) Second Amendment Rules, 2025, respectively, which amended certain accounting standards, and are effective for annual reporting periods beginning on or after April 01, 2025:

- Classification of Liabilities as Current or Non current and Non-current Liabilities with Covenants – Amendments to Ind AS 1
- Supplier Finance Arrangements – Amendments to Ind AS 7 and Ind AS 107
- International Tax Reform – Pillar Two Model Rules – Amendments to Ind AS 12

These amendments did not have any material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

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.

When significant part of the property, plant and equipment are required to be replaced at intervals, the Group 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 Group 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 Group 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 and Goodwill

a. 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 assessed 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, if 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

b. Goodwill

- Goodwill arose on amalgamation of Group's erstwhile subsidiary namely Baghauli Sugar and Industries Limited ('BSDL') with the Company had been recognised in accordance with Scheme approved by National Company Law Tribunal (NCLT). The said goodwill is not amortised and is tested for impairment annually.
- Goodwill arose on acquisition of subsidiary namely Eagle Agrotech Holdings Limited ('EAHL') and step-down subsidiary Eagle Agrotech Tanzania Limited ('EATL') had been calculated at cost, being the excess of the aggregate of the consideration transferred over the fair value of net identifiable assets acquired and liabilities acquired. The said goodwill is not amortised and will be tested for impairment annually.

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	
Wind Farm 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	

However, in case of subsidiaries, Depreciation is calculated using the straight-line method to allocate the cost of PPE and Intangible assets to their residual values over their estimated useful lives.

The PPE’s residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. The PPE’s carrying amount is written down immediately to its recoverable amount if the asset’s carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss account.

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 Group is the lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date, an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis from the commencement date.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment.

(ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments

resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

(iii)Short-term leases and leases of low-value assets

The Group has elected not to recognise right of-use assets and lease liabilities for short term leases of all assets that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease.

Where the Group is the lessor

Leases in which the Group 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 Group would comply with all the conditions attached with them.

Government grants whose primary condition is that the Group 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 Group 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.

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 Group 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 Consolidated 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 Consolidated Financial Statements of the Group as a whole. In addition, the following specific accounting policies have been followed for segment reporting:

- ▶ Segment revenue includes sales 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 Group`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 Group 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 Group'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 Group 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 Group 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

- Finished goods are valued at lower of cost or net realisable value. 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.
- Work in progress is valued at lower of cost or net realisable value. Cost is determined on a weighted average basis.
- 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.
- 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 Group classified financial assets as subsequently measured at amortized cost, fair value through 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 measured 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 Group decides to classify the same either as at fair value through other comprehensive income (FVTOCI) or FVTPL. The Group makes such election on an instrument-by- instrument basis. The classification is made on initial recognition and is irrevocable.

If the Group decides to classify an equity instrument at FVTOCI, then fair value change on the instrument, excluding dividends, are recognised in other comprehensive 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 Group has transferred substantially all the risks and rewards of the assets, or
- The Group 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 Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

ii. **Initial recognition and measurement of Financial Liability**

The Group 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 Group, and commitments issued by the Group 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 Group 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 Group entity are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Group'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 Group's own equity instruments.

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 Group uses derivative instruments as a part of its management of exposure to fluctuations in foreign currency exchange rates. The Group does not acquire or issue derivative instruments for trading or speculative purposes. The Group 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 Group 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 Group 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 Group 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 Group has evaluated the requirement of the amendment and the impact on the Consolidated 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 Group 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 Group being a manufacturing entity does not generally provide services in the normal course of business.

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

Consolidated Financial Statements have been presented in Indian Rupees (₹), which is the Parent 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 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 Group 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 Group 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 Group 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 Group.
- 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 Group recognizes the impairment on the assets with the contract.

Contingent assets

Contingent assets are not recognized in the Consolidated 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 Group'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 Group 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 Group 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.

4. Property plant & equipment, intangible assets & capital work in progress.

Particulars	Property Plant and Equipments						Intangible Assets			Total		
	Land-Freehold	Land Lease hold	Buildings	Plant and equipment	Furniture and Fixtures	Vehicles	Office equipment	Operating Rights	Computer Software		Total	
Cost or revalued amount												
As at April 01, 2024	458.34	1.62	243.48	2,277.04	11.06	6.60	7.77	3,005.91	3.64	2.19	5.83	3,011.74
Additions	7.65	-	2.80	77.75	0.33	0.50	1.56	90.59	-	0.97	0.97	91.56
Disposals	-	-	-	13.62	0.39	-	0.01	14.02	-	-	-	14.02
As at March 31, 2025	465.99	1.62	246.28	2,341.17	11.00	7.10	9.32	3,082.48	3.64	3.16	6.80	3,089.28
Pursant to acquisition of subsidiary *	-	-	-	1.50	0.55	3.01	0.21	5.27	-	0.00	0.00	5.27
Additions	15.41	-	25.02	186.78	1.01	2.20	2.32	232.74	-	0.61	0.61	233.35
Disposals	-	-	-	0.72	0.10	0.76	-	1.59	-	-	-	1.59
As at March 31, 2026	481.40	1.62	271.30	2,528.73	12.46	11.55	11.85	3,318.90	3.64	3.77	7.41	3,326.31
Depreciation and amortisation												
As at 01 April, 2024	0.01	1.03	94.40	1,213.29	8.62	4.07	5.64	1,327.10	3.64	2.15	5.79	1,332.89
Charge for the year	-	0.00	3.32	126.02	0.35	0.30	0.74	130.74	(0.18)	(0.05)	(0.23)	130.51
Disposals	-	-	-	12.36	0.21	-	0.01	12.58	-	-	-	12.58
As at March 31, 2025	0.01	1.03	97.72	1,326.95	8.76	4.37	6.37	1,445.26	3.46	2.10	5.56	1,450.82
Pursant to acquisition of subsidiary *	-	-	-	0.11	0.09	0.29	0.06	0.55	-	0.00	0.00	0.55
Charge for the year	-	-	8.28	125.02	0.62	0.82	1.26	136.00	-	0.19	0.19	136.19
Disposals	-	-	-	0.23	0.04	0.53	-	0.80	-	-	-	0.80
As at March 31, 2026	0.01	1.03	106.00	1,451.85	9.43	4.95	7.69	1,581.01	3.46	2.29	5.75	1,586.77
Net Block												
As at March 31, 2025	465.98	0.59	148.56	1,014.22	2.23	2.73	2.95	1,637.23	0.18	1.06	1.24	1,638.47
As at March 31, 2026	481.39	0.59	165.30	1,076.88	3.03	6.60	4.16	1,737.89	0.18	1.48	1.66	1,739.55

* Refer Note 45 (B)

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 Software	
Capital Work in Progress									
As at March 31, 2025									185.94
As at March 31, 2026									46.52

Capital- Work-in progress - ageing schedule

Particulars	As at March 31, 2026					As at March 31, 2025				
	Amount in CWIP for a period of					Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	46.52	-	-	-	46.52	62.73	-	-	123.21	185.94
Projects temporarily suspended	-	-	-	-	-	-	-	-	-	-

5. Non-current financial assets

5 (i). Investments			(₹ in crores)
Particulars	As at March 31, 2026	As at March 31, 2025	
A. Quoted			
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	567.87	581.79	
B. Unquoted			
(i) Investment in Bonds (Carried at amortised Cost)			
0 (5) units of Bank of Baroda Bonds - 8.50% to 8.99%	-	0.50	
0 (5) units of SBI Perpetual Bonds - 7.74%	-	0.50	
11000 (0) units of Muthoot Finance Ltd.-8.52% to 9.02%	111.89	-	
15000 (0) Poonawala Fincorp Ltd-7.53%	149.71	-	
5650 (0) Hero Fincorp Ltd-7.60%	114.67	-	
18000 (0) Motilal Oswal Finvest Ltd-8.80%	182.15	-	
7500 (0) Piramal Finance -8.75%	75.13	-	
1000 (0) Shriram Finance Ltd - 8.70%	10.19	-	
2500 (0) Bharti Telecom- 7.35%	24.90	-	
(ii) Others			
Equity shares			
305 (305) equity shares of ₹10 each fully paid up in Sarvapriya Healthcare Solutions Private Limited	0.00	0.00	
	1,236.51	582.79	
Fair Value Disclosure			
Investment carried at deemed cost (Net off Provision for Impairment, if any)	668.64	1.00	
Investment carried at fair value through FVTPL (Market Price)	-	-	
Investment carried at fair value through OCI (Market Price)	567.87	581.79	
Disclosure for Valuation method used			
Aggregate amount of quoted investments and market value thereof	567.87	581.79	
Aggregate amount of unquoted investments	668.64	1.00	
Aggregate amount of impairment in value of investments	-	-	
5 (ii). Trade Receivable			(₹ in crores)
Particulars	As at March 31, 2026	As at March 31, 2025	
Unsecured, considered good	-	0.62	
	-	0.62	

**5 (iii). Loans** (₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
(Unsecured, considered good unless stated otherwise)		
Employee and other advances	0.06	0.07
	0.06	0.07

5 (iv). Others (₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Fixed deposits with banks (earmarked) (with remaining maturity of more than 12 months)	2.10	0.92
Security deposits		
Considered good	4.31	3.85
Considered doubtful	0.01	0.01
Less : Allowance for bad and doubtful advances	0.01	-
	6.41	4.77

6. Income Tax Assets (Net)

Particulars	As at March 31, 2026	As at March 31, 2025
Pre paid Taxes	357.53	287.48
Less: Provision for taxes	(332.37)	(246.20)
	25.16	41.28

7. Other non current assets

Particulars	As at March 31, 2026	As at March 31, 2025
(Unsecured, considered good unless stated otherwise)		
Capital advances	0.50	12.63
Advances other than capital advances	2.49	1.15
Balances with Government departments under protest	3.54	2.56
Prepaid expenses	1.45	-
Unamortized expenses	0.06	0.19
	8.04	16.53

8. Inventories

Particulars	As at March 31, 2026	As at March 31, 2025
(Refer Note 3(J))(As taken, valued and certified by the management)		
Raw materials	105.53	80.94
Work in progress	2.05	5.85
Finished goods (including by- products and goods in transit) (Refer Note 34)@	1,549.61	1,523.78
Stores, spare & others#	35.73	36.16
	1,692.92	1,646.73

Note: Inventory is hypothecated as first pari passu charge of bankers for working capital.

#Net of provision for non moving inventory ₹4.90 Crores (₹5.09 Crores)

@Includes material in transit ₹51.25 Crores (₹18.41 Crores)

9. Current financial assets**9 (i).Investments**

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Investment in mutual funds (quoted)		
(Carried at Fair Value through profit and loss)		
Debt based schemes	102.10	-
Total	102.10	-
Aggregate amount of quoted investments and market value thereof	102.10	-
Aggregate amount of unquoted investments	-	-
Aggregate amount of impairment in value of investments	-	-

9 (ii). Trade receivables

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Unsecured, considered good	180.30	121.08
	180.30	121.08

Trade Receivable ageing schedule as at March 31, 2026

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	33.38	144.78	0.70	0.43	0.22	0.79	180.30
(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, 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	2.15	116.53	0.43	0.48	0.77	0.72	121.08
(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 (iii). Cash and cash equivalents (₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Cash on hand	-	0.16
Balance with banks		
- Current Accounts	36.97	51.53
- Deposits with original maturity of less than 3 months	290.60	235.24
	327.57	286.93
		-

9 (iv). Bank balances other than cash & cash equivalents (₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
- Deposits with original maturity of more than 3 months but less than 12 months*	3.15	22.32
- Earmarked balances with banks (Unpaid dividend accounts)	0.99	1.70
	4.14	24.02

* including earmarked balances of ₹ 2.04 crore (₹ 1.81 crore) on account of molasses fund.

9 (v). Loans (₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
- Loans to employees	1.14	0.82
	1.14	0.82
Loans Receivable sub-classified as below:		
a) Loans Receivable considered good-Secured	-	-
b) Loans Receivable considered good-Unsecured	1.14	0.82
c) Loans Receivable which have significant increase in Credit Risk	-	-
d) Loans Receivable -credit impaired	-	-

9 (vi). Others (₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
(Unsecured, considered good)		
Interest receivable	45.51	8.59
Interest subvention and buffer subsidy receivable	15.48	13.90
Unbilled revenue*	17.30	16.05
Others	0.50	0.60
	78.79	39.14

* Represents bills for the last month of financial year which are subsequently billed in next month.

10. Other current assets

Particulars	As at March 31, 2026	As at March 31, 2025
(Unsecured, considered good)		
Deposit and Balances with Government departments and other authorities	5.60	24.65
Other advances	22.04	15.93
	27.64	40.58

11. Equity Share capital

Particulars	As at March 31, 2026	As at March 31, 2025
Authorised :		
2,61,72,26,820 (2,61,72,26,820) Ordinary equity shares of ₹2 each	523.45	523.45
8,52,73,180 (8,52,73,180) Unclassified equity shares of ₹2 each	17.05	17.05
	540.50	540.50
Issued, Subscribed and Fully Paid Up :		
8,09,39,303 (8,09,39,303) Ordinary equity shares of ₹ 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. (₹ in crores)

Particulars	As at March 31, 2026		As at March 31, 2025	
	No. of Shares	₹ in crores	No. of Shares	₹ in 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 Parent 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 Parent Company, the ordinary equity shareholders shall be entitled to be repaid out of remaining assets of the Parent Company, in the ratio of the amount of capital paid up on such ordinary equity shares.

c) Details of shareholders holding more than 5% shares in the Parent Company (₹ in crores)

Particulars	As at March 31, 2026		As at March 31, 2025	
Ordinary Equity shares of ₹2 each fully paid up	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 Parent Company, its register of shareholders/ members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownership of shares.

d) 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

e) Shareholding patterns of Promoters:-

(₹ in crores)

Name of Promoter	As at March 31, 2026		Change during the year		As at March 31, 2025	
	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	10	0.00%	5	0.00%	5	0.00%
Shree Nirman Limited	-	0.00%	(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%

(₹ in crores)

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%

12. Other Equity Reserve & Surplus

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Capital reserve		
Opening balance as per last Consolidated Financial Statements	4.07	4.07
Changes during the year	-	-
Closing balance	4.07	4.07
General reserve		
Opening balance as per last Consolidated Financial Statements	52.54	52.54
Add:- Amount transferred from surplus balance in statement of profit & loss	-	-
Closing balance	52.54	52.54
Surplus in the statement of profit and loss		
Balance as per last Consolidated Financial Statements	2581.17	2262.21
Profit for the year	236.71	365.50
Less: appropriations		
(i) Transfer to general reserve	-	-
(ii) Final/Interim dividend on ordinary shares*	(48.56)	(46.54)
Total Appropriations	(48.56)	(46.54)
Net surplus in the statement of profit and loss	2769.32	2581.17
Total reserves and surplus	2825.93	2637.78
Other Comprehensive Income		
Opening Balance	409.24	447.09
Addition/(reduction) during the year	(8.95)	(37.85)
Closing Balance	400.29	409.24
Total Other Equity	3226.23	3047.02
*Dividend distribution made and proposed		
Cash dividends on equity shares declared and paid :		
Final dividend for year ended March 31, 2025: ₹1.50 per share (March 31, 2024: ₹1.25 per share)	12.14	10.12
Interim dividends for the year ended on March 31, 2026: ₹4.50 per share (March 31, 2025: ₹4.50 per share)	36.42	36.42
Total	48.56	46.54
Proposed dividends on equity shares:		
Final dividend for the year ended on March 31, 2026: ₹1.50 per share (March 31, 2025: ₹1.50 per share) subject to approval of shareholders and not recognised as liability in the Financial statements	12.14	12.14
Total	12.14	12.14

- 1Capital Reserve
- majorly comprises of reserve created consequent to slump purchase of plants in Ninaidevi & Kolhapur units.
- 2Retained earnings
- represents undistributed profits of the Parent Company which can be distributed to its equity shareholders in accordance with the requirement of the Companies Act, 2013.
- 3Other 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.
- 4General 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 to general reserve before declaring the dividend, however under Companies Act , 2013, transfer of any amount to general reserve is at the discretion of the Management.



- 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 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

Borrowings

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025		
Term loans:				
i. From banks	532.52	577.70		
Less: Shown in current maturities of long term borrowings	73.10	459.42	63.99	513.71
ii. From other parties	51.08	1.34		
Less: Shown in current maturities of long term borrowings	-	51.08	1.34	-
(Refer note 16(i) for current maturities)	510.50			513.71

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025	Fixed/Fluctuating interest rate	Rate of interest
Non Current Borrowings					
A)	From Bank				
a)	HDFC Term Loan for Jawaharpur Distillery Incineration Boiler	20.90	24.70	Fluctuating	"1 M Tbill + 2.12% p.a. Presently 7.17% p.a."
b)	HDFC Term Loan for Ramgarh Distillery	63.33	74.85	Fluctuating	
c)	HDFC Term Loan for Jawaharpur Distillery Expansion-2	28.02	33.11	Fluctuating	
d)	HDFC Term Loan for Jawaharpur Grain Distillery Setup-1	61.07	71.24	Fluctuating	
e)	Axis Term Loan for Jawaharpur Grain Distillery Setup-2	86.87	98.85	Fluctuating	"3 M Tbill + 1.30% p.a. Presently 6.62% p.a."
f)	HDFC Term Loan for Kolhapur Distillery Expansion	13.29	15.71	Fluctuating	"1 M Tbill + 2.12% p.a. Presently 7.17% p.a."
g)	HDFC Term Loan for Nigohi Distillery Expansion	15.97	19.02	Fluctuating	
h)	Axis Term Loan for various capex and Baghauli Sugar Acquisition	213.12	208.41	Fluctuating	"3 M Tbill + 1.73% p.a. Presently 7.04% p.a."
i)	Bandhan Bank Loan for Gangapur unit refurbishment	30.00	32.00	Fluctuating	"Repo + 1.80% p.a. Presently 7.05% p.a."
	Notional reduction in loan balances due to IND AS adjustments	(0.05)	(0.19)		
	Total	532.52	577.70		
B)	From Others				
a)	Sugar Development Fund Loans	-	1.34	Fixed	5.75% p.a.
	Total	-	1.34		
	Grand Total	532.52	579.04		

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 Gangapur unit 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.

14. Non current provisions

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Provision for employee benefits		
- Gratuity	41.78	36.18
- Leave encashment	6.19	6.35
	47.97	42.53

15. Deferred tax liabilities (Net)

- A) Major components of deferred tax liabilities as on March 31, 2026 and movement during the year 2025-26.

(₹ in crores)

Particulars	As at March 31, 2026	Profit & loss/ MAT adjustment	Recognised in other comprehensive income	As at March 31, 2025
Property, plant & equipment including fair valuation of land	179.76	0.75	-	179.01
Others	25.88	0.04	(0.87)	26.71
Expenses allowed on payment basis	(18.22)	(3.09)	-	(15.13)
Net Deferred tax liability / (asset)	187.42	(2.30)	(0.87)	190.59

B) 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, 2026	Profit & loss/ MAT adjustment	Recognised in other comprehensive income	As at March 31, 2025
Property, plant & equipment including fair valuation of land	179.01	(25.53)	-	204.54
Others	26.71	0.15	(0.53)	27.09
Expenses allowed on payment basis	(15.13)	(0.93)	-	(14.20)
Net Deferred tax liability / (asset)	190.59	(26.31)	(0.53)	217.43

16. Current financial liabilities

16 (i). Borrowings

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Secured		
Loans from banks		
Working capital/short term loans	1207.00	462.73
Cash credit limit	0.23	2.31
Current maturities of long term borrowings	72.93	65.33
	1280.16	530.37

- (i)

Working capital Loan/short term loan and cash credit are secured by hypothecation of Inventories and trade receivables in favour of the participating banks ranking pari passu basis, repayable during next one year and carrying interest of 6.20% p.a to 7.25% 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 Parent Company follow the guidance of the RBI prescribed for commodities covered under selective credit control.

16 (ii). Trade payables

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Trade Payables		
- Due to Micro and small enterprises *	2.18	0.78
- Due to Others	152.64	195.59
	154.82	196.37

Trade payables ageing schedule:-

(₹ in crores)

Detail of Dues		Trade Payable ageing shedule as at March 31,2026					
		Outstanding for following periods from due date of payment					
Particulars		Not Due	Less than 1year	1-2 Years	2-3 Years	More than 3 Years	Total
(i) MSME		2.18	-	-	-	-	2.18
(ii) Others		45.81	64.71	5.40	8.24	28.48	152.64
(iii) Disputed dues- MSME		-	-	-	-	-	-
(iv) Disputed dues- Others		-	-	-	-	-	-
Total		47.99	64.71	5.40	8.24	28.48	154.82

(₹ in crores)

Detail of Dues		Trade Payable ageing shedule as at March 31,2025					
		Outstanding for following periods from due date of payment					
Particulars		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	64.68	41.01	4.02	26.38	195.59
(iii)	Disputed dues- MSME	-	-	-	-	-	-
(iv)	Disputed dues- Others	-	-	-	-	-	-
Total		60.28	64.68	41.01	4.02	26.38	196.37

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 Parent Company. In view of this there is no overdue interest payable.(refer note 33)

16 (iii). Other financial liabilities

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Interest accrued but not due on borrowings		
Interest accrued but not due on borrowings	3.44	3.82
Unclaimed dividend *	1.37	1.70
Accrued salaries & benefits	5.45	3.50
Capital creditors	14.43	23.47
Security deposits received	3.07	2.86
Others	47.59	44.63
	75.35	79.98

* There are no amounts outstanding in respect of unpaid dividend for more than seven years to be transferred to Investor Education and Protection Fund.

17. Other current liabilities

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Advances from customers	2.51	11.22
Statutory dues	10.29	15.13
Government grant (Refer note 38(b) for movement during the year)	-	0.31
	12.80	26.66

18. Current provision

(₹ in crores)

Particulars	As at March 31, 2026	As at March 31, 2025
Provision for employee benefits	4.49	5.03
	4.49	5.03

19. Revenue from operations

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Sales of Product		
Sugar and allied products	2281.63	2418.44
Power	127.14	107.22
Distillery	1208.92	1198.96
Others	0.31	0.32
	3618.00	3724.94
Other operating revenue		
Others	0.08	-
	3618.08	3724.94

**20. Other income**

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Dividend income from non current investment	2.88	2.88
Interest Income from bank deposits and others	46.57	19.03
Profit on sale of investments (Including fair valuation changes)	8.24	1.84
Profit on sale of Fixed Assets (net of loss on sale of Fixed Assets)	0.83	0.42
Government Grant (refer note 38 (a))	11.61	16.82
Balances & provisions written back	1.99	1.22
Scrap sales	11.70	9.60
Rent Received	2.18	2.04
Interest on income tax refund	0.62	0.46
Miscellaneous receipts	7.06	6.91
	93.68	61.22

21. Cost of raw materials consumed

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Sugarcane & Molasses	2,269.22	2,278.60
Grain	398.35	411.32
	2,667.57	2,689.92

22. Changes in inventories of finished goods, work in progress

(₹ in crores)

Particulars	For the year ended March 31, 2025	
(Refer Note 3(j))		
Finished goods		
- Closing stock	1,544.51	1,519.66
- Opening stock	1,519.66	1,540.23
	(24.85)	20.57
Work-in-process		
- Closing stock	2.05	5.85
- Opening stock	5.85	12.33
	3.80	6.48
	(21.05)	27.05

23. Employee benefits expense

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Salaries, wages, bonus and other payments	196.09	195.08
Contribution to provident fund and other funds	20.07	13.27
Workmen and staff welfare expenses	6.06	5.42
	222.22	213.77
Less:Employee cost capitalised (Refer note 40)	1.76	-
	220.46	213.77

24. Finance Costs

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Interest		
- On short term and long term borrowings (including notional interest)	62.14	61.76
- On other borrowings from banks	0.02	0.02
Interest on lease liabilities	0.27	-
Other borrowing costs	0.85	1.10
Interest on statutory dues	0.10	0.07
	63.38	62.95

25. Depreciation and amortization expenses

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Depreciation on property plant and equipment	136.00	130.44
Depreciation on Right to use assets	0.11	-
Amortization of intangible assets	0.19	0.07
	136.30	130.51

26. Other Expenses

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Power and Fuel	22.79	15.69
Packing Materials	19.64	23.59
Consumption of Stores and Spares Parts	55.23	48.38
Repairs and Maintenance :		
- Plant & Machinery	59.92	55.34
- Buildings	5.04	2.24
- Others	0.39	0.17
Rent	2.79	3.88
Rates and Taxes	21.34	22.89
Insurance	7.67	7.63
Travelling	1.78	1.77
Advertisement and Publicity	0.25	0.39
Management Service Charges	11.66	11.11
Selling Expenses including freight	37.33	54.92
Loss on foreign exchange fluctuation (net of gains)	0.14	0.28
Rebates, Discount and Allowances	0.80	0.05
Director's Sitting Fees	0.23	0.18
Charity and Donation	0.10	0.05
Assets written off / Loss on sale of Fixed Assets	0.01	0.77
Bad Debts written Off	-	0.00
CSR Expenses (refer note 44 (e))	6.64	7.25
Vehicle Hire charges	4.64	4.37

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Provision for doubtful debts	1.55	1.03
Provision for non moving inventory	0.40	2.14
House Keeping Expenses	2.20	2.12
Material Handling charges	14.41	17.69
Professional Service Charges	12.19	8.32
Subscription and Membership Fees	4.09	1.96
Security Service Charges	6.91	6.71
Office Maintenance	0.60	0.62
Miscellaneous Expenses	26.24	15.51
	326.98	317.05
Less: Expenses Capitalised (refer note 40)	1.41	0.33
	325.57	316.72

27. Tax expense

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
(i) The major components of income tax expense for the financial year 2025-26 & 2024-25 are as follows:-		
Statement of profit and loss:		
Current income tax*	85.79	6.05
Deferred tax on timing differences	(3.91)	(26.31)
Tax adjustment for earlier years	1.99	-
Total	83.87	(20.26)
Other comprehensive income:		
Income tax relating to items recognised in OCI during the year	0.87	0.53
	0.87	0.53

*Income tax adjustments are done in books of accounts on the basis of income tax assessments.

ii) Reconciliation of deferred tax and accounting profit multiplied by India's domestic tax rate for the year:-

Accounting profits before tax	319.53	345.24
Applicable tax rate (New Regime)	25.17%	25.17%
Computed tax expense	80.42	86.89
Tax impact on additions of permanent nature	0.97	1.12
Adjustment of carried forward losses	-	(77.77)
Changes in tax rates on long term capital gains- Land revaluation	-	(27.80)
Tax for earlier years	1.99	-
Others	0.49	(2.70)
	83.87	(20.26)

(₹ in crores)

28. Other Comprehensive Income

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
(A) (i) Items that will not be reclassified to profit/(loss)		
Fair valuation of equity instruments	(14.57)	(39.25)
Retiral benefits component	4.56	0.74
(ii) Income tax relating to items that will not be reclassified to profit/(loss)	0.84	0.56
(B) (i) Items that will be reclassified to profit/(loss)		
Fair value changes on derivatives designated as cash flow hedge	(0.13)	0.13
(ii) Income tax relating to items that will be reclassified to profit/(loss)	0.03	(0.03)
	(9.27)	(37.85)

29. Earning Per Share

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Net profit/(loss) attributable to equity shareholders (₹ in crores)	235.66	365.50
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	29.12	45.15

30 Contingent Liabilities (not provided for) in respect of:

(₹ in crores)

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025
a)	Claims against the group not acknowledged as debts	33.28	1.79
b)	Indirect Tax Matters	22.09	20.52
c)	Income Tax Matters	147.02	104.89
d)	Guarantee & LC issued by the group's banker on behalf of the group#	57.08	57.28

#Excludes bank guarantees issued by banks on behalf of the group against financial liabilities recognised in the books of account. Also excludes bank guarantees of ₹28.62 crores given to The Regional Controller of Mines, Member Secretary, Tamil Nadu Pollution Control Board, International Air Transport Association for Dalmia Magnesite corporation and Govan travels, units of the group, are continuing as a security for Dalmia Bharat Refractories Limited in which these units have been merged (Refer note 45(A).

i) The group 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.



- ii) Based on favourable decisions in similar cases, legal opinion taken by the group, discussions with the solicitors etc, the group 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.

31. Capital and other commitments:

(₹ in crores)

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025
a)	Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	93.58	6.69
b)	Other Commitments	-	-

32 Remuneration paid to Auditors (included in Miscellaneous Expenses) :

(₹ in crores)

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025
Statutory Auditor			
i	Audit Fee (Including Limited Review)	0.49	0.40
ii	For reimbursement of expenses	0.08	0.06
Tax Auditor			
i	Audit Fee and others	0.06	0.06

33 Details of Dues to Micro and Small Enterprises as per MSMED Act, 2006 to the extent of information available with the group:

(₹ in crores)

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025
a)	Principal amount and Interest due thereon remaining unpaid to any supplier as at end of each accounting year	2.18	0.78
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		2.18	0.78

34 Details of Opening and Closing Inventory of Finished Goods:

(₹ in crores)

S. No.	Particulars	As at March 31, 2026	As at March 31, 2025
a)	Opening stock		
	Sugar	1,286.10	1,366.06
	Power-Banked	2.41	1.59
	Industrial Alcohol	65.57	72.51
	Others	169.70	106.07
Total		1,523.78	1,546.22

(₹ in crores)

S. No	Particulars	As at March 31, 2026	As at March 31, 2025
b)	Closing stock		
	Sugar	1,346.25	1,286.10
	Power-Banked	3.68	2.41
	Industrial Alcohol	103.27	65.57
	Others	96.42	169.70
Total		1,549.61	1,523.78

35. Disclosure as required by Ind AS 108, Operating Segments**(i) Identification of Segments**

The Chief Operational Decision Maker evaluates the group's performance and allocates resources based on an analysis of various performance indicators by business segments. Operating segments have been identified on the basis of nature of products and services and have been identified as per the quantitative criteria specified in Ind AS-108-"Operating Segments".

(ii) Operating segments identified as follows:

- a) The " Sugar Segment" includes manufacture and marketing of Sugar and Power.
- b) The "Distillery Segment" includes Production and sale of Ethanol and ENA.
- c) The 'Others' segment' includes manufacturing of Wind energy.

(iii) Segment revenue and results

The revenue and expense have been allocated to a segment based on the segment's operating activities. The expenses or incomes which are not directly attributable to any operating segment are shown as unallocable expenditure (net of unallocable income)

(iv) Segment assets and liabilities

Segment assets includes 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 includes trade payables and other liabilities. Common assets and liabilities which are not directly attributable to any operating segment are shown as unallocable assets/liabilities.

(v) Segment revenue and segment results

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Revenue				
Gross Revenue				
For the year 2025-2026	2,949.67	1,214.23	7.09	4,170.99
For the year 2024-2025	(3,038.29)	(1,201.73)	(6.00)	(4,246.02)
Less: Inter/ Intra Segment Revenue				
For the year 2025-2026	331.85	221.06	-	552.91
For the year 2024-2025	(300.39)	(220.69)	-	(521.08)
Net Revenue from operations				
For the year 2025-2026	2,617.82	993.17	7.09	3,618.08
For the year 2024-2025	(2,737.90)	(981.04)	(6.00)	(3,724.94)
Profit before interest and tax				
For the year 2025-2026				382.91
For the year 2024-2025				(408.19)
Less: Finance Cost				
For the year 2025-2026				63.38
For the year 2024-2025				(62.95)



(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Less: Exceptional Items				
For the year 2025-2026				-
For the year 2024-2025				-
Profit before tax				
For the year 2025-2026				319.53
For the year 2024-2025				(345.24)
Tax expenses				
For the year 2025-2026				83.87
For the year 2024-2025				(-20.26)
Profit after tax				
For the year 2025-2026				235.66
For the year 2024-2025				(365.50)

(vi) Segment Assets & Liabilities

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Segment Assets				
Assets				
As at March 31, 2026	2,771.15	954.04	113.77	3,838.96
As at March 31, 2025	(2,795.97)	(892.67)	(310.99)	(3,999.63)
Unallocable Asset				
As at March 31, 2026				1,682.05
As at March 31, 2025				(648.82)
Total Asset				
As at March 31, 2026				5,521.01
As at March 31, 2025				(4,648.45)
Segment Liabilities				
Liabilities				
As at March 31, 2026	1,473.18	406.88	0.50	1,880.56
As at March 31, 2025	(1,073.57)	(371.00)	(0.37)	(1,444.94)
Unallocable Liabilities				
As at March 31, 2026				405.46
As at March 31, 2025				140.30
Total Liabilities				
As at March 31, 2026				2,286.02
As at March 31, 2025				(1,585.24)

(vii) Other Information

(₹ in crores)

Particulars	Sugar	Distillery	Others	Total
Depreciation / Amortisation				
For the year 2025-2026	76.96	59.19	0.15	136.30
For the year 2024-2025	(70.64)	(59.72)	(0.15)	(130.51)
Capital Expenditure				
For the year 2025-2026	48.76	183.48	1.11	233.35
For the year 2024-2025	(81.65)	(9.87)	(0.04)	(91.56)

(viii) Geographical Segment

The geographical segments have been considered for disclosure as the secondary segment, under which the domestic segment includes sales to customers and non-current assets located in India and overseas segment includes sales to customers and non-current assets located outside India.

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Revenue from operations		
Domestic	3,595.57	3,669.75
Overseas	22.51	55.19
Total	3,618.08	3,724.94
Non-Current Assets		
Domestic	3,051.78	2,489.15
Overseas	54.63	-
Total	3,106.41	2,489.15

(ix) Significant clients

There is no single customer who has contributed 10% or more to the group's revenue for both the years ended March 31, 2026 and March 31, 2025.

Notes:-

- The accounting policies of the reportable segments are the same as the group's accounting policies described in note no. 2 and 3.
- 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.
- 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.

36. Employee Benefits - Gratuity & Post employment benefits

36.1 Gratuity

Gratuity is computed as 15 days salary, for every recognized retirement / termination / resignation. The Gratuity plan for the group 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, 2026	For the year ended March 31, 2025
	Gratuity	Gratuity
Current Service cost	4.21	3.68
Past Service cost	5.99	-
Net Interest cost	2.52	2.71
Expenses Recognized in the statement of Profit & Loss	12.72	6.39

Amounts to be recognized in Other Comprehensive Income		
(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
	Gratuity	Gratuity
Actuarial (gain)/loss on assets	-	-
Actuarial (gain)/loss on liabilities	(4.56)	(0.58)
Net (gain)/loss to be recognized in Other Comprehensive Income	(4.56)	(0.58)

B. Balance Sheet

(i) Details of Plan assets/ (liabilities) for gratuity

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
	Gratuity	Gratuity
Defined benefit obligation	64.10	58.07
Fair value of plan assets	22.26	21.89
Net Asset/(Liability) recognized in the Balance Sheet	(41.84)	(36.18)

(ii) Changes in the present value of the defined benefit obligation are as follows:

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
	Gratuity	Gratuity
Opening defined benefit obligation	58.07	59.55
Interest cost	3.95	4.25
Current service cost	4.21	3.68
Past Service Cost	5.99	-
Benefit paid	(3.75)	(8.83)
Actuarial (gains)/losses on obligation	(4.38)	(0.58)
Closing defined benefit obligation	64.10	58.07

(iii) Changes in the fair value of plan assets (gratuity) are as follows:

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening fair value of plan assets	21.89	21.59
Actual return on Plan Assets	1.43	1.54
Contribution during the year	2.50	7.50
Benefit paid	(3.75)	(8.76)
Return on plan assets, excluding amount recognised in net interest expense	0.19	0.01
Closing fair value of plan assets	22.26	21.89

(iv) The principal assumptions used in determining gratuity obligations for the group's plans are shown below:

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Discount rate (%)	7.15%	6.75%
Expected salary increase (%)	7.00%	7.00%
Demographic Assumptions	100% of Indian Assured Lives Mortality (2012-14)	100% of Indian Assured Lives Mortality (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) Sensitivity analysis of the defined benefit obligation:

(₹ in crores)

Assumption	Discount rate			
	1% Decrease		1% Increase	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Impact on defined benefit obligation	4.08	3.81	(3.60)	(3.37)
Impact on defined benefit obligation (change in %)	6.37%	6.55%	-5.61%	-5.80%

(₹ in crores)

Assumption	Future salary increases			
	1% Decrease		1% Increase	
	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Impact on defined benefit obligation	(3.55)	(3.39)	3.93	3.76
Impact on defined benefit obligation (change in %)	-5.54%	-5.84%	6.13%	6.47%

Sensitivities due to mortality & withdrawals are insignificant & hence ignored.

(vi) On November 21, 2025, the Government of India notified the four Labour Codes - the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The incremental impact of these changes, assessed by the group, on the basis of the best information available, consistent with the guidance provided by the Institute of Chartered Accountants of India, has been recognised.

The Group continues to monitor the finalisation of Central / State Rules and Clarifications from the Government on other aspects of the Labour Codes and would provide the appropriate accounting effect on the basis of such developments as needed.

36.2 Leave Encashment

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Present Value of unfunded obligation	-	-
Expenses recognised in Statement of Profit and Loss	0.76	1.36
Discount rate (p.a)	7.15%	6.75%
Salary increase rate (p.a)	7.00%	7.00%

**37. 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

Chief Finance Officer -

Shri Anil Kataria (Upto September 30, 2024)

Shri Piyush Gupta (From October 01, 2024 to March 05, 2026)

Shri Sandeep Garg (W.e.f March 05, 2026)

Company Secretary -

Ms. Aashhima V Khanna (Upto January 06, 2025)

Ms. Rachna Gorla (W.e.f. February 11, 2025)

Relatives of Key Management Personnel

Shri Yadu Hari Dalmia,

Shri Abhishek Dua

iii. 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

Symphony Global LLC

b) The following transactions were carried out with related parties in the ordinary course of business:

(₹ in crores)

	Nature of transaction	Subsidiary company	Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
A.	SALE OF GOODS AND SERVICES				
	a) Dalmia Cement (Bharat) Limited	-	-	-	-
		-	-	(0.07)	(0.07)
	b) Dalmia Vidya Mandir-Dalmiapuram	-	-	-	-
		-	-	(0.00)	(0.00)
B.	REIMBURSEMENT OF EXPENSES – PAYABLE				
	a) Dalmia Bharat Foundation (For CSR Expenditure)	-	-	6.46	6.46

(₹ in crores)

	Nature of transaction	Subsidiary company	Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
		-	-	(7.20)	(7.20)
	b) Dalmia Cement Bharat Limited	-	-	0.19	0.19
		-	-	(0.08)	(0.08)
	c) Dalmia Bharat Refractories Limited	-	-	-	-
		-	-	(0.41)	(0.41)
	d) Shri B B Mehta	-	0.02	-	0.02
		-	-	-	-
C.	PURCHASE OF GOODS AND SERVICES				
	a) Dalmia Bharat Limited	-	-	11.20	11.20
		-	-	(8.48)	(8.48)
	b) Dalmia Cement (Bharat) Limited	-	-	2.34	2.34
		-	-	(6.29)	(6.29)
	c) Dalmia Bharat Refractories Limited	-	-	0.95	0.95
		-	-	(2.58)	(2.58)
	d) Shri B B Mehta		2.77	-	2.77
		-	(1.38)	-	(1.38)
D.	SALARY AND PERQUISITES				
	a) Shri Gautam Dalmia	-	15.53		15.53
		-	(15.39)	-	(15.39)
	b) Shri B B Mehta	-	-		-
		-	(10.04)	-	(10.04)
	c) Shri Pankaj Rastogi	-	3.11		3.11
		-	(3.09)	-	(3.09)
	d) Shri Anil Kataria	-	-		-
		-	(1.17)	-	(1.17)
	e) Shri Piyush Gupta	-	1.62		1.62
		-	(0.77)	-	(0.77)
	f) Mr.Sandeep Garg	-	0.23		0.23
		-	-	-	-
	g) Ms. Aashhima V Khanna	-	-		-
		-	(0.19)	-	(0.19)
	h) Ms.Rachna Gorla	-	0.76		0.76
		-	(0.12)	-	(0.12)
	i) Shri Abhishek Dua	-	0.17		0.17
		-	(0.12)	-	(0.12)
E.	DIVIDEND RECEIVED				
	a) Dalmia Bharat Limited	-	-	2.88	2.88
		-	-	(2.88)	(2.88)
F.	DIVIDEND PAID				
	a) Dalmia Bharat Limited	-	-	8.90	8.90
		-	-	(8.53)	(8.53)
G.	SITTING FEES TO DIRECTORS				
	a) Shri P. Kannan	-	-	-	-
		-	(0.01)	-	(0.01)
	b) Shri T. Venkatesan	-	0.04	-	0.04
		-	(0.03)	-	(0.03)
	c) Ms. Amita Misra	-	0.07	-	0.07
		-	(0.06)	-	(0.06)

(₹ in crores)				
Nature of transaction	Subsidiary company	Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
d) Shri Rajeev Bakshi	-	0.05	-	0.05
	-	(0.04)	-	(0.04)
e) Shri Neeraj Chandra	-	0.07	-	0.07
	-	(0.04)	-	(0.04)
H. COMMISSION TO INDEPENDENT DIRECTORS				
a) Shri P. Kannan	-	-	-	-
	-	(0.03)	-	(0.03)
b) Ms. Amita Misra	-	0.10	-	0.10
	-	(0.10)	-	(0.10)
c) Shri Rajeev Bakshi	-	0.15	-	0.15
	-	(0.15)	-	(0.15)
d) Shri Neeraj Chandra	-	0.10	-	0.10
	-	(0.08)	-	(0.08)
I. INTEREST ON LOAN				
a) Symphony Global LLC	-	0.68	-	0.68
	-	-	-	-

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	Subsidiary company	Key management personnel and relatives to KMP	Key management personnel controlled enterprise	Total
A. Amounts payable				
a) Dalmia Bharat Limited			1.16	1.16
			(0.43)	(0.43)
b) Dalmia Cement (Bharat) Limited			0.25	0.25
			(0.11)	(0.11)
B. Amounts Receivable				
a) Dalmia Refractories Limited			3.55	3.55
			(1.07)	(1.07)
C. Loan Payable				
a) Symphony Global LLC			51.08	51.08

38. Government Grant

a) Government grants recognised in the consolidated 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, 2026	For the year ended March 31, 2025
Revenue related government grant			
Interest subvention on Ethanol capacity loan	Shown under Government Grant under Other Income	11.30	15.71
Deferred government grant			
Deferred income relating to interest on term loans	Shown under Government Grant under Other Income	0.31	1.12

b) Movement of deferred government grants is provided here below:

(₹ in crores)		
Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
Opening balance	0.31	1.43
Add: Increase during the year	-	-
Less: Released to the Statement of Profit & Loss	0.31	1.12
Closing balance	-	0.31
Current	-	0.31
Non-current	-	-

39. Leases

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, 2026	For the year ended March 31, 2025
Minimum lease payment	2.79	3.88

- (ii) The Group has leased a land parcel in Tanzania for its operations. The land lease is for a period of 33 years, commenced from July 1, 2024.

A) Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

(₹ in crores)	
Particulars	Land
Cost	
As at April 1, 2025	-
Additions	-
Pursuant to acquisition of subsidiary*	12.75
Disposals	-
As at March 31, 2026	12.75
Depreciation and amortisation	
As at April 1, 2025	-
Pursuant to acquisition of subsidiary*	0.43
Charge for the year	0.11
Disposals	-
As at March 31, 2026	0.54

(₹ in crores)	
Particulars	Land
Net Block	
As at March 31, 2026	12.21
As at March 31, 2025	-

B) Set out below are the carrying amounts of lease liabilities and the movements during the year:

(₹ in crores)		
Particulars	As at March 31, 2026	As at March 31, 2025
Opening balance	-	-
Additions	-	-
Pursuant to acquisition of subsidiary*	11.66	-
Deletions	-	-
Interest on lease liability	0.27	-
Foreign exchange fluctuation	0.58	-
Closing balance	12.51	-
Non-current liabilities	12.51	-
Current liabilities	-	-

* Refer Note no. 45 (B)

The maturity analysis of lease liabilities are disclosed in note no. 41 C.

The effective interest rate for lease liabilities is 8% p.a.

40. Pre operative expenditure included in capital work in progress

The group 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, 2026	For the year ended March 31, 2025
Carried forward as part of Capital Work in Progress (A)	0.33	0.59
Expenditure incurred during the year		
Power & Fuel	0.43	0.09
Employee Cost	1.76	-
Finance Cost	-	-
Consultancy Charges	0.05	-
Miscellaneous Expenses	1.21	0.23
Total Expenditure incurred during the year (B)	3.45	0.33
Total Pre-operative Expenditure (A + B)	3.78	0.92
Less : Capitalised as Property, plant and equipment	0.61	0.59
Carried forward as part of Capital Work in Progress	3.17	0.33

41. Financial Risk Management

Financial risk management objectives and policies:

Sugar industry being an industry which is cyclical in nature, the group's operational activities are exposed to various financial & operational risks, such as economical & political risk, market risk, credit risk and risk of liquidity. The group 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 group's senior management oversees the management of these risks and devise appropriate risk management framework for the group. The senior management provides assurance that the group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the group's policies and risk objectives.

A Market Risk:-

The group operates internationally and is transacted in foreign currencies and consequently the group is exposed to foreign exchange risk through its sales in overseas. The group holds derivative financial instruments such as foreign exchange forward to mitigate the risk of changes in exchange rates on foreign currency exposures.

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 March 31, 2026	As at March 31, 2026	As at March 31, 2025	As at March 31, 2025
Forward Contracts	0.13	12.10	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 March 31, 2026	As at March 31, 2026	As at March 31, 2025	As at March 31, 2025
Not Later than one months	0.13	12.10	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, 2026, the group 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, 2026 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 March 31, 2026	As at March 31, 2025
Gain / (Loss)		
Balance at the beginning of the year	0.10	-
Gain / (Loss) reversed in other comprehensive income during the period	(0.13)	-
Tax impact on above	0.03	-
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 group offsets a financial asset and a financial liability when it currently has a legally enforceable right to set off the recognized amounts and the group 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 group. The group is exposed to credit risks from its operating activities, primarily trade receivables. Since there is a blend of institutional & non institutional buyers with the group 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)			
Particulars	More than 6 Months	Less than 6 Months	Total
As at March 31, 2026	2.14	178.16	180.30
As at March 31, 2025	2.40	118.68	121.08

C Liquidity risk:

The group’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 group 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 group as at the year end

(₹ in crores)		
Particulars	As at March 31, 2026	As at March 31, 2025
Total current assets	2,414.60	2,159.30
Total current liabilities	1,527.62	838.41
Current ratio	1.58	2.58

In view of seasonal nature of sugar business, which is a dominant business of the group, 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 group’s financial liabilities :

(₹ in crores)				
Particulars	Less than 1 year	1 to 5 years	> 5 years	Total
I As at 31 st March, 2026				
(i) Borrowings*	1,280.16	314.90	195.60	1,790.66
(ii) Other Financial Liability	75.35	-	-	75.35
(iii) Trade and other payable	154.82	-	-	154.82
(iv) Lease Liabilities	-	3.01	9.50	12.51
II As at 31 st March, 2025				
(i) Borrowings*	530.41	308.78	204.89	1,044.08
Other Financial Liability	79.98	-	-	79.98
(ii) Trade and other payable	196.37	-	-	196.37
(iii) Lease Liabilities	-	-	-	-

* Includes short term borrowings & Long term borrowings payable after 1 year.

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 group’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, 2026	As at March 31, 2025
Total long term borrowing on fluctuation rates	532.57	577.89
Increase in profit before tax with each 1% reduction in interest rates	5.33	5.78
Decrease in profit before tax with each 1% increase in interest rates	(5.33)	(5.78)

E Regulatory risk

Sugar industry is regulated by both Central Government and State Government policies and regulations affects the Sugar industry and the group’s operations and profitability. Distillery business is also dependent on the Government Policies.

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 group has mitigated this risk by well integrated business model by diversifying into co-generation and distillation, thereby utilizing the by-products.

42. Capital Management

For the purpose of capital management, capital includes net debt and total equity of the group. 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 group.

One of the major business of the group 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 group to prune down debts to acceptable levels based on its financial position.

The group may resorts to further issue of capital when the funds are required to make the group stronger financially or to invest in projects meeting the ROI expectations of the group.

The group monitors capital structure through gearing ratio represented by debt-equity ratio (debt/total equity). The gearing ratios for the group as at the end of reporting period were as follows::

(₹ in crores)		
Particulars	As at March 31, 2026	As at March 31, 2025
Non-current borrowings (note no.13)	510.50	513.71
Current borrowings Including current maturities (note no.16 (i))	1280.16	530.37
Total debt	1790.66	1044.08
Less: Cash and cash equivalents (note no. 9 (iii) &(iv)	(331.71)	(310.95)
Less: Current Investment (note no. 9 (i))	(102.10)	-
Net debt	1356.85	733.13
Total equity (note no.11 & 12)	3234.99	3063.21
Net debt to equity ratio	0.42	0.24
Long term debt equity ratio	0.16	0.17

In addition to the above gearing ratio, the group 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 group 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 group, the group 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 group is not subject to any externally imposed capital requirements.



43. 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 group 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)

S. No	Particulars	Fair value hierarchy	As at March 31, 2026		As at March 31, 2025	
			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	102.10	102.10	-	-
2	Financial assets designated at fair value through other comprehensive income					
(i)	Investment In Listed Equity shares	Level 1	567.87	567.87	581.79	581.79
3	Financial assets designated at amortised cost					
(i)	Investment in Bonds	Carried at amortised cost.	668.64	668.64	1.00	1.00
(ii)	Other Bank Balances	Level 2	4.14	4.14	24.02	24.02
(iii)	Cash & Cash Equivalents	Level 2	327.57	327.57	286.93	286.93
(iv)	Trade receivables	Carried at amortised cost.	180.30	180.30	121.70	121.70
(v)	Loans and other receivable (Non- Current)		6.47	6.47	4.84	4.84
(vi)	Loans and other receivable (Current)		79.93	79.93	39.96	39.96

(₹ in crores)

Sl.No	Particulars	Fair value hierarchy	As at March 31, 2026		As at March 31, 2025	
			Carrying Amount	Fair Value	Carrying Amount	Fair Value
1	Financial liability designated at amortised cost					
	Borrowings - Non Current		510.50	510.50	513.71	513.71
	Borrowings - Current	Carried at amortised cost.	1,280.16	1,280.16	530.37	530.37
	Other financial liability - Current		75.35	75.35	79.98	79.98
	Trade payables		154.82	154.82	196.37	196.37
	Total		2,020.83	2,020.83	1,320.43	1,320.43

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).

44. Disclosure Required by The 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:

(₹ in crores)

S.No	Name of the Investee	Opening Balance	Investment made	Closing Balance	Purpose
1	Dalmia Bharat Limited*	141.16	-	141.16	Long term Investment

* excluding fair valuation impact.

(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 The Companies Act , 2013 read with schedule III are as below

(i) Detail of CSR Expenditure

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
a) Gross amount required to be spent by the Company during the year	6.64	7.25
b) Amount spent during the year		
i) Construction/acquisition of any asset	-	-
ii) On purposes other than (i) above	6.64	7.25
c) Excess amount spent on CSR as per section 135 (5) of Companies Act, 2013:		
i) Opening balance	-	-
ii) Amount required to be spent during the year	6.64	-
iii) Amount spent during the year	6.64	-
iv) Closing balance	0.00	-
d) Shortfall at the end of the year	-	-
e) Total of previous year shortfall	-	-
Total	6.64	7.25

Provision made for Corporate Social Responsibility

(₹ in crores)

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
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	Relevant Clause of SCH VII of the Companies Act, 2013	For the year ended March 31, 2026	For the year ended March 31, 2025
Expenditure done Directly by the Company			
Social Development	Clause No. I & X	0.18	0.05
Expenditure done through Dalmia Bharat Foundation			
Social Development	Clause No. I & X	2.06	3.44
Skill Training & Livelihood	Clause No. II & III	4.40	3.63
Soil, Water & Energy Conservation	Clause No. IV	-	0.13
Total Expenditure by the Company		6.64	7.25

45. (A) (i) The Board of Directors of the Company had, in its meeting held on February 02, 2024, approved the Scheme of Arrangement under sections 230-232 and other applicable provisions of the Companies Act, 2013 between Dalmia Bharat Sugar and Industries Limited (“Demerged Company”) and Dalmia Bharat Refractories Limited (“Resulting Company”) for demerger of its refractory unit (“DMC”) and travel unit (“Govan Travels”), collectively referred to as “Demerged Undertakings”. The said Scheme was thereafter approved by the Shareholders and Secured and Unsecured Creditors at their respective NCLT convened meetings held on February 08, 2025.

The aforesaid Scheme has been sanctioned by the National Company Law Tribunal, Chennai Bench, vide its order dated September 12, 2025. The certified true copy of the said Order has been filed with the Registrar of Companies, Ministry of Corporate Affairs, on October 09, 2025. The Appointed date of the Scheme is July 01, 2023.

The share exchange ratio as per the Scheme is 1 equity share of DBRL of ₹10 each fully paid up for every 48.18 equity shares of DBSIL of ₹2 each, fully paid up.

(ii) Accounting treatment of the Demerger.

The Demerger has been accounted in the books of account of the Company as per treatment specified in the Scheme. The accounting treatment has been given as follows::

- Pursuant to such scheme, all assets and liabilities of the Demerged undertaking have been derecognised at carrying values as appearing in the books of accounts of the Company as on June 30, 2023.
- Excess/deficit of net asset transferred to resulting company have been adjusted with the retained earnings of the demerged company.
- Inter-Unit balances with the “demerged undertaking” as on June 30, 2023 have been cancelled.

(iii) Figures for the year ended March 31, 2025 and March 31, 2024 had been restated for the accounting impact of the demerger, as stated above.

Accordingly, the demerger 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 June 30, 2023
Total Assets	189.03
Total Liabilities	35.16
Net assets/(liabilities) transferred on demerger	153.87

(iv) Reconciliation statement of Profit & Loss account as at March 31, 2025 of Demerged Company is as under:

(₹ in crores)				
Particulars	Before Demerger	Carved Out	Other Adjustment	After Demerger
I. Income				
Revenue from operations	3,745.78	20.84	-	3,724.94
Other income	74.71	13.49	-	61.22
Total Income (I)	3,820.49	34.33	-	3,786.16
II. Expenses				
Cost of raw materials consumed	2,699.50	9.58	-	2,689.92
Change in inventories of finished goods ,work in progress and stock in trade	29.37	2.32	-	27.05
Employee benefits expense	224.26	10.49	-	213.77
Finance costs	63.07	0.12	-	62.95
Depreciation and amortization expense	130.84	0.33	-	130.51
Other expenses	323.74	7.02	-	316.72
Total Expenses (II)	3,470.78	29.86	-	3,440.92

(₹ in crores)				
Particulars	Before Demerger	Carved Out	Other Adjustment	After Demerger
				-
Profit/(loss) before exceptional items and tax	349.71	4.47	-	345.24
Exceptional items	-	-	-	-
Profit/(loss) before tax	349.71	4.47	-	345.24
Tax expense:				-
Current tax	8.94	-	2.89	6.05
Deferred tax	(38.80)	-	(12.49)	(26.31)
Tax adjustment for earlier years	(7.18)	-	(7.18)	-
Total of tax expense	(37.04)	-	(16.78)	(20.26)
Profit/(loss) for the year	386.75	4.47	16.78	365.50

(B) During the year, the Company has entered into a Share Subscription cum Shareholders Agreement with Eagle Agrotech Holdings Limited (EAHL), a Company incorporated in Abu Dhabi, United Arab Emirates and H.E. Mr. Mohamed Ali Rashed Allabbar, on September 26, 2025.

EAHL is a holding company of Eagle Agrotech Tanzania Limited (EATL). EATL is a Tanzania based company and is in the process of establishing sugarcane plantation and sugar factory in Tanzania. Pursuant to the said agreement, EAHL and EATL have become subsidiary(ies) of the Company with effect from December 18, 2025 upon allotment of 51% ordinary shares by EAHL to the Company. The Company has also been allotted 998,959 Series A 10% Redeemable Preference Shares by EAHL.

46. 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

47. Additional information pusuant to Schedule III of Companies Act, 2013, “General instructions for the preparation of Consolidated Financial Statements”.

S. No	Name of the entity in the group	Net assets i.e. total assets minus total liabilities		Share in profit/(loss)		Share in other comprehensive income/(loss) (OCI)		Share in total comprehensive income (TCI)	
		As % of consolidated net assets	Amount	As % of consolidated profit/(loss)	Amount	As a % of consolidated OCI	Amount	As % of consolidated total comprehensive income	Amount
A. Parent									
	Dalmia Bharat Sugar and industries limited	100.3%	3,243.85	100.9%	237.81	92.8%	(8.61)	101.2%	229.20
B. Foreign Subsidiaries									
	Eagle Agrotech Holdings Limited	-0.2%	(7.17)	-0.3%	(0.74)	0.0%	-	-0.3%	(0.74)
	Eagle Agrotech Tanzania Limited	0.1%	3.53	-0.3%	(0.69)	26.1%	(2.42)	-1.4%	(3.12)
	Sub Total	100.2%	3,240.22	100.3%	236.37	118.9%	(11.03)	99.5%	225.34
	Less:Eliminations	-0.2%	(5.22)	-0.3%	(0.71)	-18.9%	1.76	0.5%	1.06
	Total	100.0%	3,234.99	100.0%	235.66	100.0%	(9.27)	100.0%	226.39

48. Other Statutory information

- 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 2026.

(₹ in crores)			
S. No.	Charge in favour of	Amount (₹ In crore)	Status
1	IFCI Limited- (2 charges)	0.65	NOC awaited
2	HDFC Bank Limited	9.53	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 in Ratio

S. No	Ratios	Formulae	For the year ended 31 st March 2026	For the year ended 31 st March 2025	Deviation
a)	Current Ratio	Current Asset/Current liabilities	1.58	2.57	-39%
Comment:- Current Ratio have decrease due to increase in short term borrowings					
b)	Debt-Equity Ratio	Debt/Equity	0.18	0.19	-5%
c)	Debt service coverage Ratio	(PBT+Dep+Int on TL) \[Interest +repayment (incl prepayments)]	4.03	4.57	-12%
d)	Return on Equity Ratio	PAT/Average Shareholder Equity	0.07	0.13	-46%
Comment :- Return on Equity ratio has declined in the current year primarily due to one-time tax benefits recognised in previous year					
e)	Inventory Turnover Ratio	Revenue from operation / Average Inventory { (Closing Inventory + Opening Inventory)/2}	2.17	2.19	-1%
f)	Trade Receivable turnover Ratio	Total Sales / Average Accounts Receivable { (Closing Accounts Receivable + Opening Accounts Receivable)/2}	24.01	33.60	-29%
Comment :- This has decreased mainly due to increase in average Trade Receivabls					

S. No	Ratios	Formulae	For the year ended 31 st March 2026	For the year ended 31 st March 2025	Deviation
g)	Trade Payable turnover Ratio	Net Credit purchases/Average account payable	15.19	9.43	61%
Comment :- This has increased on account of decrease in average Trade payables due to early closure of sugar season					
h)	Net Capital turnover Ratio	Net annual sales/Shareholders Equity	1.15	1.27	-9%
I)	Net profit Ratio	(Net profit /Total revenue	0.06	0.10	-40%
Comment :- The decline in the ratio during the current year is primarily attributable to one-time tax benefits recognised in previous year					
J)	Return to capital employed	EBIT/Capital employed	0.10	0.11	-12%
K)	Return on investment	Net profit/Total Assets*100	4.29	7.89	-46%
Comment :- The decline in the ratio during the current year is primarily attributable to one-time tax benefits recognised in previous year					

49. Events occurring After the Balance Sheet date

- 1) No adjusting or significant non adjusting events have occurred between the reporting date and date of authorization of financial statements.
- 2) The Company recommended a final dividend @ ₹1.50 per equity share (face value of ₹2.00 per equity share), for financial year 2025-26 subject to approval of shareholders in ensuing annual general meeting.

50. Previous Year Comparatives

Previous year's figures have been regrouped/reclassified, where 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 M No.: 082389 UDIN: 26082389UBXNOW7518 Date: May 5, 2026 Place: New Delhi	Rachna Gorla Company Secretary M. No.:FCS6741	Sandeep Garg Chief Financial Officer	Pankaj Rastogi Whole Time Director DIN:10452835	Gautam Dalmia Managing Director DIN:00009758

DALMIA BHARAT SUGAR AND INDUSTRIES LIMITED

Registered Office: Dalmiapuram – 621 651, Distt.
Tiruchirapalli, Tamil Nadu, Phone No. 04329-235132
CIN L15100TN1951PLC000640 Email: sec.corp@dalmiasugar.com
Website: www.dalmiasugar.com

NOTICE

Notice is hereby given that the Seventy Fourth Annual General Meeting of the members of the Company will be held on Friday, July 10, 2026 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, prepared on Standalone and Consolidated basis, for the financial year ended 31st March, 2026 and the Reports of the Auditors and Directors thereon.
2. To consider and declare final dividend of ₹1.50 (75%) per equity share of ₹2/- for the financial year 2025-26.
3. To consider and appoint a Director in place of Shri Gautam Dalmia (DIN 00009758), who retires by rotation and being eligible offers himself for re-appointment.
4. To consider and appoint a Director in place of Shri Pankaj Rastogi (DIN 10452835), 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 2026-27 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 2026-27, 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 Gautam Dalmia as the Managing Director of the Company 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, 152, 196, 197, 198, 203 read with Schedule-V and other applicable provisions, if any, of the Companies Act, 2013 and the Rules framed thereunder and the applicable provisions of SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015, as amended from time to time, and the Articles of Association of the Company and as per approval and recommendation of the Nomination and Remuneration Committee, the Audit Committee and the Board, Shri Gautam Dalmia (DIN: 00009758) be re-appointed as the Managing Director of the Company for a period of five years with effect from January 16, 2027 whose period of office shall be liable to determine by retirement by rotation, subject to the following terms and conditions:

a. Period of Appointment:

The appointment shall be valid for a period of 5 (five) years from the date of appointment, i.e., January 16, 2027.

b. Remuneration:

- (i) Salary: ₹12.95 Crore per annum
- (ii) Perquisites and Allowances:
 - Company's contribution to Provident Fund Gratuity (including for period of past service) and Superannuation Fund (if opted for by the Managing Director) shall be in accordance with the Rules of the Company. These will not be included in the computation of the ceiling on remuneration to the extent these either singly or put together are not taxable under the Income Tax Act, as amended from time to time.
 - Leave, Leave Travel Concession and Leave Encashment shall be as per Company's Rules.
 - The Company shall provide two cars, expenditure on fuel, maintenance, insurance, repairs and salaries of two drivers plus telephone at his residence.

c. Increments:

The increments to the salary shall fall due on 1st of April of each year and shall be such amount as may be determined by the Board of Directors on recommendation of the Nomination and Remuneration Committee and the Audit Committee.

d. Commission:

Commission as may be decided by the Board of Directors on recommendation of the Nomination and Remuneration Committee and Audit Committee, from time to time, be paid to the Managing Director so however that the amount of commission together with the salary does not exceed the limits set out under the Companies Act, 2013, as amended from time to time, read with this resolution.

e. Minimum Remuneration:

In the event of loss or inadequacy of profits, the remuneration as aforesaid, including the increments as may be approved by the Nomination and Remuneration Committee, Audit Committee and the Board of Directors from time to time, shall be continued to be paid to Shri Gautam Dalmia as minimum remuneration for a period not exceeding three years.

f. Other Terms and Conditions:

- (i) The Managing Director shall be permitted to hold office as the Managing Director of Dalmia Bharat Limited in addition to the office of Managing Director being held by him in the Company.
- (ii) The Managing Director shall be entitled to privilege / sick / casual / general leave on full pay and allowances as per the Rules of the Company.
- (iii) The Managing Director shall not be paid any sitting fees for attending the meetings of the Board of Directors of the Company or any Committee thereof.
- (iv) The headquarters of the Managing Director shall be at New Delhi or at such other place as may be required, from time to time, and the Managing Director shall be allowed reimbursement of travelling expenses on Company's business outside the headquarters as per the Rules of the Company.
- (v) The tenure may, notwithstanding the period of five years mentioned in clause (a) thereof, be terminated by either party by giving three months' notice in writing.

RESOLVED FURTHER THAT the Board of Directors (including any Committee thereof) and/or the Company Secretary of the Company be and are hereby authorized

to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution.

7. To consider and approve the alteration of Objects Clause of the Memorandum of Association of the Company 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 Section 13 and other applicable provisions, if any, of the Companies Act, 2013 and Rules made thereunder (including any statutory modification(s) or re-enactment thereof, for the time being in force) and subject to registration by the Registrar of Companies, approval be and is hereby accorded for alteration of the Objects Clause of the Memorandum of Association by adding a new sub-clause 4a under Clause III (A) '*The objects for which the Company is established*' after existing sub-clause 4 as under:

"4a To manufacture, produce, process, refine, blend, purchase, sell, trade, import, export, store, distribute and generally deal in all types of biofuels and renewable fuels, including but not limited to bio-methanol, bio-ethanol, sustainable aviation fuel (SAF), hydrotreated vegetable oil (HVO), bio-diesel, bio-compressed natural gas (bio-CNG), biomass-based fuels, second and third generation biofuels, and all other fuels or fuel blends derived from biological, agricultural, agro-industrial or waste feedstocks, including sugarcane, molasses, bagasse, cellulosic biomass, agricultural residues and any other organic material; and to carry on the business of research, development, production and commercialisation of green hydrogen, renewable chemicals and other low-carbon energy carriers derived from or associated with the foregoing, and to set up, own, operate, maintain and manage all plant, machinery, equipment, infrastructure and facilities required for or incidental to any of the aforesaid activities, and to act as principal, agent, contractor, licensor, licensee, consultant or advisor in relation to any of the above, and to do all such other acts and things as may be necessary, incidental or conducive to the attainment of the above objects."

RESOLVED FURTHER THAT the Board of Directors (including any Committee thereof) and/or the Company Secretary of the Company be and are hereby authorized to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution."

By order of the Board of Directors
Sd/-

Rachna Gorla
Company Secretary and
Compliance Officer
FCS 6741

Date: May 26, 2026
Place: New Delhi

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 (follow the steps mentioned in the notice)
2	Helpline number for VC and e-voting	https://eservices.nsdl.com/ and 022 - 4886 7000
4	Registrar and Share Transfer Agent	KFin Technologies Limited Unit: Dalmia Bharat Sugar and Industries Limited Mr. Bhaskar Roy E-mail: einward.ris@kfintech.com ; Contact No.: 040 - 6716 2222
5	Cut-off date for e-voting	Friday, July 03, 2026
6	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 Monday, July 08, 2026
7	Speaker registration and period for submission of questions, if any, in advance and e-mail address	Commences at 9 AM IST on Thursday, July 02, 2026 and ends at 5 PM IST on Monday, July 06, 2026 Post / send at evoting@nsdl.com or sec.corp@dalmiasugar.com / goria.rachna@dalmiasugar.com
8	Remote e-voting period	Commences at 9 AM IST on Tuesday, July 07, 2026 and ends at 5 PM IST on Thursday, July 09, 2026
9	Last date for publishing results of e-voting	Friday, July 12, 2026 at www.dalmiasugar.com

Notes:

- 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.
- The MCA (Ministry of Corporate Affairs) vide its General Circular No. 14/2020 dated April 08, 2020, Circular No.17/2020 dated April 13, 2020 read with General Circular no. 03/2025 dated September 22, 2025 ("MCA 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 further orders.
- 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 74th AGM along with Annual Report 2025-26 is being sent in electronic form only to those members whose email IDs are registered with the Company/Depositories.
- 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:

- 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.
 - Appointment of proxy (ies) to attend and cast vote on behalf of the Member(s) is not available.
 - 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.
- 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.
 - Up to 1000 Members will be able to join on a First In First Out ("FIFO") basis the e-AGM of the Company.
 - 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.
 - 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.

- Remot 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 to its Members through e-Voting agency namely NSDL. The facility of casting votes by a member using remote e-Voting system as well as e-voting on the date of the AGM will be provided by NSDL.
- Voting at the e-AGM: Members who could not vote through remote e-voting may do the e-voting at the e-AGM.
- 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
- 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.
- 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 Friday, July 03, 2026. 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.
- 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.
- 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 a person authorized by him in writing who shall countersign the same.
- 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).

- 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.
- 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 the Registrar and Share Transfer Agent (in case of physical shares) and to their Depository Participant(s) (in case of Dematerialized Shares).
- 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.
- 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 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 dividends/shares 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.
- Since the AGM will be held through VC / OAVM, the Route Map is not annexed in this Notice.
- The final dividend of ₹1.50 (75%) per paid up equity share of ₹2/- for the financial year ended March 31,

2026, as recommended by the Board, if declared at the AGM, will be payable to those members whose names appear in the Register of Members / beneficial position in the depository records for the Company as on the Record Date, i.e., Friday, July 03, 2026. 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, 2025 (the IT Act). 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 Tuesday, July 07, 2026 and ends at 5 PM IST on Thursday, July 09, 2026. 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. Friday, July 03,

2026, 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 Friday, July 03, 2026.

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:

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.



Type of shareholders	Login Method
	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.

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 Members who hold shares in demat account with CDSL.	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 use 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?

- 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.
- 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".
- Now you are ready for e-Voting as the Voting page opens.
- 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.
- Upon confirmation, the message "Vote cast successfully" will be displayed.
- You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
- Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

- 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.
- 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.
- 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:

- 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.
- 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.

- 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.
- 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.

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 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 05, 2026, 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 2026-27 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 Gautam Dalmia was appointed as Managing Director of the Company by the shareholders at 69th Annual General Meeting held on September 21, 2021 for a period of five years with effect from January 16, 2022 till January 15, 2027.

It is accordingly proposed to re-appoint Shri Gautam Dalmia as the Managing Director of the Company for a period of five years with effect from January 16, 2027. His office shall be liable to determine by retirement by rotation. The Company has received declaration from Shri Gautam Dalmia in terms of Section 164(2) of the Companies Act, 2013 to the effect that he is not disqualified from being re-appointed as Director of the Company. He has also confirmed that he is not debarred from holding office of director by virtue of any SEBI order or any other such authority. Since Shri Gautam Dalmia is also Managing Director of Dalmia Bharat Limited, the Board of Directors has unanimously approved his re-appointment at its meeting held on May 05, 2026 in terms of Section 203 of the Companies Act, 2013.

Shri Gautam Dalmia holds 1,51,990 equity shares of ₹ 2/- each of the Company.

In terms of Schedule V of the Companies Act, 2013 where in any financial year during the currency of tenure of a managerial person, a company has no profits or its profits are inadequate, it may pay remuneration to the managerial person as per the limits prescribed therein. Provided that the remuneration in excess of prescribed limits may be paid if the resolution passed by the shareholders is a special resolution.

Further, in terms of Regulation 17(6)(e) of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, the fees or compensation payable to executive directors who are promoters or members of the promoter group, shall be subject to the approval of the shareholders by special resolution in general meeting, if-

- (i) the annual remuneration payable to such executive director exceeds rupees 5 crore or 2.5 per cent of the net profits of the listed entity, whichever is higher; or
- (ii) where there is more than one such director, the aggregate annual remuneration to such directors exceeds 5 per cent of the net profits of the listed entity.

The remuneration as approved shall be the minimum remuneration payable to Shri Gautam Dalmia, member of the Promoter Group. Accordingly, his appointment and remuneration is proposed to be approved by a Special Resolution.

Except Shri Gautam Dalmia, none of the Directors of the Company or the Key Managerial Personnel or their relatives are financially or otherwise interested in the above Resolution set out at item no. 6.

The Directors recommend the Resolution set out at Item No. 6 to be passed as Special Resolution.

The information required to be disclosed in the explanatory statement to the Notice as per Schedule V of the Companies Act, 2013 is detailed below:

I. General Information:

1. **Nature of Industry:** Manufacturer of sugar, distillery products and co-generation.
2. **Date of commencement of commercial production:** The Company has been in the business of sugar since 1994 and major milestones achieved by the Company are as under:

1994: First sugar plant commissioned in Ramgarh (2,500 TCD capacity)

2000: Ramgarh plant capacity increased to 5,000 TCD

2007: Jawaharpur and Nigohi sugar units commissioned. Commissioned co-generation plants (79MW) at Ramgarh, Nigohi and Jawaharpur. Commissioned 80 KLPD distillery in Jawaharpur

2012: Acquired the Kolhapur unit in September 2012

2015: Commenced commercial production at Ninaidevi in November 2015

2016: Commissioned a distillery in Kolhapur

2019: Increased Jawaharpur distillery capacity to 120KLPD and commissioned the Nigohi distillery (60KLPD). Aggregated the Sangli and Kolhapur unit capacities at 10,700 TCD

2020: Launched a sugar refinery of 1200 TPD at the Nigohi unit and Distillery capacity at Nigohi expanded to 110 KLPD

2021: Ramgarh distillery was installed with 140 KLPD capacities; Jawaharpur distillery capacity was increased to 220 KLPD; Kolhapur distillery capacity was increased to 120 KLPD

2022: Commissioned the Jawaharpur refinery; Uttar Pradesh crushing capacity increased to 24850 TCD

2023: Ninaidevi capacity was expanded to 4000TCD; Grain distillery of 110 KLPD was installed at Jawaharpur.

2024: Acquired 3500 TCD Baghauli Plant. Expanded Jawaharpur grain based distillery capacity from 110 KLPD to 250 KLPD.

2025: Commissioned 100 KLPD Baghauli grain based distillery

3. In case of new companies, expected date of commencement of activities as per project approved by financial institutions appearing in the prospectus:

Not applicable.

4. Financial performance based on given indicators:

(₹ In crores)			
Particulars	FY (2023-24)	FY (2024-25)	FY (2025-26)
Turnover/other income	2,877.40	3,724.94	3618.08
Profit/Loss before Tax	325.95	345.24	321.68
Profit/Loss after Tax	276.30	365.50	237.81

5. Foreign investments or collaborations, if any:

During the year under review, the Company has on September 26, 2025 entered into a Share Subscription cum Shareholders Agreement with Eagle Agrotech Holdings Limited ("EAHL"), a Company incorporated in Abu Dhabi, United Arab Emirates, and H.E. Mr. Mohamed Ali Rashed Alabbar. EAHL is a holding company of Eagle Agrotech Tanzania Limited ("EATL"). EATL is in the process of establishing sugarcane plantation and sugar factory in Tanzania. Pursuant thereto, upon allotment of 51% ordinary shares by EAHL to the Company on December 18, 2025, EAHL has become a subsidiary company of the Company with effect from December 18, 2025.

II. Information about the appointee:

1. Background details:

Shri Gautam Dalmia, aged 58 years, holds B.S. and M.S. degrees in Electrical Engineering from Columbia University. He has about 33 years of experience in the cement and sugar industries. He was part of the team that led the diversification of the Company into sugar business in 1994. He was personally responsible for implementing a new strategy to turnaround the sugar business. He has led the effort to design and implement the Company's integrated sugar, ethanol and cogeneration business. He is directly responsible for managing the sugar business and is leading all operations and execution of the projects.

2. Past Remuneration: FY 2025-26: (₹ In crores)

Particulars	Dalmia Bharat Sugar and Industries Limited	Dalmia Bharat Limited
Shri Gautam Dalmia	15.53	21.42

3. Recognition or award:

None.

4. Job profile and suitability:

Shri Gautam Dalmia is entrusted with substantial powers of management of the Company and, in particular, is responsible for managing the entire area of operations of the businesses of the Company. He has the expertise in accelerating growth and building organizational capability to ensure delivery of business goals.

5. Remuneration proposed: As per proposed Special Resolution.

6. Comparative remuneration profile with respect to Industry, size of the Company, profile of the position and person:

Taking into consideration the size of the Company, the profile of Mr. Gautam Dalmia, the responsibilities shouldered by him, the remuneration drawn by him is commensurate with the remuneration packages paid to similar senior level counterpart(s) in other companies.

7. Pecuniary relationship directly or indirectly with the Company, or relationship with the Managerial personnel if any.

Shri Gautam Dalmia holds 1,51,990 equity shares of the Company. Apart from Shri Gautam Dalmia none of the Directors or the Key Managerial Personnel or their relatives are financially or otherwise interested in the resolution set out in item no.6.

III. Other Information:

1. Reasons of loss or inadequate profits:

There is no loss or inadequate profits. However, the sugar industry is a controlled industry and is dependent on good agro climatic conditions for its success. The industry constantly faces price pressures imposed by the Government policies as a result of which there are likely to be losses or inadequate profits during the tenure of appointment.

2. Steps taken or proposed to be taken for improvement:

The Company has over the period established cane based and grain-based distilleries aggregating to 950 KLPD and 138 MW cogeneration plants.

During the year under review, the Company has entered into a Share Subscription cum Shareholders Agreement with Eagle Agrotech Holdings Limited ("EAHL"), a Company incorporated in Abu Dhabi, United Arab Emirates, and H.E. Mr. Mohamed Ali Rashed Alabbar. EAHL is a holding company of Eagle Agrotech Tanzania Limited ("EATL"). EATL is in the process of establishing sugarcane plantation and sugar factory in Tanzania. Pursuant thereto, upon allotment of 51% ordinary shares by EAHL to the Company on December 18, 2025, EAHL has become a subsidiary company of the Company with effect from December 18, 2025.

The Company is also making efforts for improving its productivity by ensuring the sowing of the right varieties of sugarcane.

3. Expected increase in productivity and profits in measurable terms.

The Company expects increase in productivity and profits in due course. However, in view of the fact that Sugar Industry is a Govt. controlled industry, giving expected increase in measurable terms is not possible.

The Board accordingly recommends the passing of the Special Resolution.

As stated above, except Shri Gautam Dalmia, none of the other Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the resolution set out at Item No. 6.

Item No. 7

The global energy landscape is undergoing a shift towards decarbonization and energy security. Amidst volatile fossil fuel markets and intensifying climate commitments, India has also emerged itself in the renewable energy transition. Government initiatives in this direction are reshaping the Indian industrial sector, specifically positioning the domestic industries as the "energy hubs" of the future. Transitioning into the renewable energy and biofuels sector would allow us to maximize the utility of our existing agricultural by-products while aligning with global sustainability targets and emerging market demands for low-carbon energy carriers.

The existing Object Clause of the Company's Memorandum of Association does not explicitly cover the production, commercialization and trading of bio-methanol, sustainable aviation fuel and other advanced biofuels. The Board of Directors has accordingly approved amendment to the Objects Clause of the Memorandum of Association.

In terms of the provisions of Section 13 of the Companies Act, the consent of the Shareholders by way of Special Resolution is required for alteration of Objects Clause of the Memorandum of Association of the Company. The Board accordingly recommends resolution at item no. 7 for approval of the Members by way of a Special Resolution.

None of the Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the resolution set out at Item No. 7.

By order of the Board of Directors
Sd/-
Rachna Gorla

Company Secretary and
Compliance Officer
FCS 6741

Date: May 26, 2026
Place: New Delhi

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	Gautam Dalmia	Pankaj Rastogi
Director Identification Number	00009758	10452835
Date of Birth	16/01/1968	15/02/1964
Age	58 Years	62 Years
Nationality	Indian	Indian
Date of Appointment	16.01.2022(Executive Director)	Appointment as Whole-Time Director & CEO – 01.10.2024
Qualification	B.S and M.S in Electrical Engineering	Mechanical Engineer from IIT, Kharagpur with a post-graduation in management from Institute of Management, Ahmedabad
Experience & expertise in specific functional area	He has about 33 years of experience in cement and sugar industries. He was a part of the team which lead to diversification of sugar business in the Company in the year 1994.	25 years of all-round experience in the sugar sector
Profile	Mr. Gautam Dalmia holds B.S. and M.S. degrees in Electrical Engineering from Columbia University.	Mr. Pankaj Rastogi has been with the company for over 25 years. During this period, he has gained extensive experience in the sugar sector and is widely acknowledged as a thought leader in the industry. He brings a strong background, professional ethics and values to his role. Mr. Rastogi has been instrumental in achieving excellence in operational metrics and in transforming the business into an industry leader. He is an active member of several industry forums, contributing to significant policy and regulatory changes, particularly in the renewable energy sector. He serves on the Governing Council of the Co-Generation Association of India and leads the UP-Sugar Mills Co-Generation Association.
Terms and conditions of appointment along with details of remuneration sought to be paid and remuneration last drawn, if applicable	Shri Gautam Dalmia is proposed to be re-appointed as Managing Director of the Company for a period of 5 years, with effect from January 16, 2027. Please refer resolution No. 6 and explanatory statement in respect thereto for terms and conditions of his appointment.	Mr. Rastogi is being re-appointed upon retirement by rotation at Annual General Meeting.
Shareholding in the Company	151990	Nil
Relationship with other Directors and KMPs of the Company	None	Nil
No. of meetings of the Board attended during the year	7	7



Name of other Companies in which directorship held	► Dalmia Bharat Limited	► Eagle Agrotech Holdings Limited
	► Rama Investment Co. Pvt Ltd.	► Eagle Agrotech Tanzania Limited
	► Sita Investment Co. Ltd.	
	► Mobius Knowledge Services Pvt Ltd.	
	► Mobius365 Data Services Pvt. Ltd.	
	► Indian Energy Exchange Limited	
	► Indian Gas Exchange Limited	
	► Xtract.io Technology Solutions Private Limited	
	► Inhabitr Inc. (US Company)	
	► Eagle Agrotech Holdings Limited	
Chairman/Member of the Committees of Board of Directors of the Company	► Eagle Agrotech Tanzania Limited	
	► Corporate Social Responsibility (Member)	► Corporate Social Responsibility (Member)
	► Stakeholders Relationship Committee (Member)	► Risk Management Committee (Member)
		► Audit Committee (Member)
		► Stakeholders Relationship Committee (Member)
Chairman/Member of the Committees of Board of Directors of other Companies	Dalmia Bharat Limited: Member of –	
	None	
	► Stakeholders Relationship Committee	
	► Corporate Social Responsibility Committee	
	► Sustainability and Risk Management Committee.	
	Indian Energy Exchange Limited: Member of –	
	► Enterprise Risk Management Committee	
	► Nomination & Remuneration Committee	
	► Investment Committee	
	Indian Gas Exchange Limited: Member of –	
	► Nomination & Remuneration Committee	



Corporate Information

Board of Directors Key Managerial Personnel

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

Sandeep Garg
Chief Financial Officer

Rachna Gorla
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
Bandhan Bank Limited

Registered Office Registrar and Share Transfer Agent

Dalmiapuram, district Tiruchirapalli
Tamil Nadu 621651

Corporate Office
4th Floor, Hansalaya Building,
15, Barakhamba Road,
New Delhi 110001

Kfin Technologies Limited
Selenium Building, Tower-B,
Plot No 31 & 32, Financial District,
Nanakramguda, Serilingampally,
Hyderabad, Rangareddy,
Telangana, India - 500 032.



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Email- sec.corp@dalmiasugar.com



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