Birla Corporation Limited
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1st August, 2026

BSE Limited
Phiroze Jeejeebhyoy Towers,
Dalal Street,
Mumbai- 400 001
Scrip Code: 500335

National Stock Exchange of India Limited
'Exchange Plaza', C-1, Block G,
Bandra-Kurla Complex, Bandra (East),
Mumbai- 400 051
Scrip Symbol: BIRLACORPN

Dear Sir(s),

Sub: Chairman's Speech at the 106th Annual General Meeting of the Company

Please find enclosed a copy of the Speech delivered by the Chairman at the 106th Annual General Meeting of the Company held on Saturday, 1st August, 2026 at 10:30 A.M.

This is for your information and record.

Yours faithfully,

For **BIRLA CORPORATION LIMITED**

MANOJ MEHTA
Digitally signed by MANOJ MEHTA
Date: 2026.08.01 15:14:48 +05'30'

(MANOJ KUMAR MEHTA)
Company Secretary & Legal Head

Encl: As above

BIRLA CORPORATION LIMITED

CHAIRMAN'S SPEECH

106TH ANNUAL GENERAL MEETING- 1ST AUGUST, 2026

Good morning, ladies and gentlemen. Welcome to the 106th Annual General Meeting of Birla Corporation Limited.

Today, I would like to talk about the future trajectory of Birla Corporation. In an industry fraught with capacity overhangs and grappling with intense competition, we are driving a resilient, sustainable, and inclusive growth. That was our story from the past year: simple but profound.

We have always believed in growth with discipline and precision. With that philosophy in mind, we have entered our next phase of capacity building at the end of the last financial year. The commissioning of our third line of production at Kundanganj in March was a crucial milestone in our expansion journey.

Built with 300 crore rupees of capital expenditure, this unit has scaled our annual cement production capacity to 21.4 million tons, while creating thousands of direct and indirect jobs. It also cemented our competitive edge across central and eastern Uttar Pradesh.

And this is just a springboard for further expansion. We are firmly on course to reach 27.6 million tons by 2028–29.

While others struggled with capacity utilization, we have consistently operated at near full capacity, quarter after quarter. Thanks to this operational discipline, we needed additional production capacity to create incremental value for our stakeholders.

Within months of commissioning, our expanded volume from Kundanganj we made rapid inroads into core growth markets across Uttar Pradesh, Bihar, Maharashtra, and Rajasthan.

The cement industry continues to face severe capacity overhang and intense pricing pressure. Price hikes introduced early this year had to be rolled back by June, a cyclical challenge we know well. Our answer to it is to make our company more resilient and sustainable.

From geopolitical conflicts in West Asia to rising global energy costs, external shocks are realities we must deal with smartly. Our answer to volatile energy markets is self-reliance through green energy and planet-positive manufacturing.

Close to 90% of our total sales consists of blended cement. By maximizing fly ash and slag utilization across all plants, we maintain one of the lowest clinker-to-cement ratios and therefore, one of the lowest CO_2 footprints in the Indian cement industry. That's been our company's consistent operational discipline.

Alongside, we increased our green power mix from 25% to 31% during the last fiscal year. This went up further to 33% by the end of the June quarter of the current financial year. To give you a measure of what difference it makes, our newly commissioned 5 MW solar plant at Mukutban is estimated to reduce CO_2 emissions by 5,000 tons annually.

Challenges abound but India's macroeconomic landscape remains favourable for long-term growth in the cement industry. With India's economy anchored by the central government's massive public capital expenditure on roads, railways, and urban infrastructure, cement demand is expected to remain strong.

While near-term margin pressure and muted mass consumption require caution, our roadmap is clear: we will execute expansion with precision, drive cost efficiencies, expand green energy production, and elevate ESG benchmark leadership across all operating units.

Let me now turn to jute, which faced yet another year of extreme operational headwinds. Birla Jute Mills performance was hobbled by extreme shortage of raw jute as well as a sharp spike in raw jute prices. Faced with these challenges, the jute division focused on efficiency improvement and reduction in conversion cost, which for the full year was brought down by 8%.

Raw jute prices rose to an unprecedented high in the June quarter of the current financial year, while shortage continued. This forced Birla Jute Mills to rationalize production by reducing working days, and as a result, production in the June quarter declined 27% compared with the same period last year.

But thanks to better price realization from finished products, revenue from both domestic and overseas sales grew, and Birla Jute Mills turned a cash profit of a little over 4 crore rupees in the June quarter. Things are beginning to look up in the jute industry with the arrival of a new crop, but it is still too early to say better days await.

In line with our credo of Heart & Strength, we measure our success by the lives we transform. In a historically male-dominated sector, Birla Corporation took a historic step forward: we recruited 28 women to work at our Sial Ghogri underground coal mine. Following thorough training and dedicated infrastructure upgrades, these women are proving that no industry barrier is permanent.

Alongside, we have been conducting management development programmes to strengthen leadership capability, functional excellence and future readiness across ranks. We have also introduced a talent identification programme for focused development of high-potential employees.

Now let me share with you some highlights of our CSR activities during the year. Through our Swachh Village initiative started last year, we adopted nine model villages near our manufacturing units under a three-year comprehensive development programme. The aim is to improve public health, sanitation, safety for women, and school attendance. The outcome of this initiative in the first year has been quite impressive.

In another impactful initiative aimed at transforming lives through technology, we have started to empower visually challenged students by giving them AI-driven smart assistive lenses/ spectacles. These provide real-time spatial navigation and audio text translation for independent learning, and thus reducing their dependence on others.

Our CSR initiatives are broadly focused on six key themes: healthcare, education, women's empowerment, livelihood development, rural infrastructure and environment and energy.

These are aligned with 13 United Nations Sustainable Development Goals, and we have a robust monitoring, evaluation and learning framework to track the progress and impact of our CSR activities.

Guided by our credo of Heart & Strength, we will continue to create sustainable, long-term value for all our stakeholders through integrity, excellence, and innovation.

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