Dalmia
Bharat Limited

Building a sustainable future

Dalmia Bharat Limited

Integrated Annual Report 2022-23

Building a sustainable future

Sustainable growth is deeply ingrained in the DNA of Dalmia Bharat. We believe 'Clean and Green is Profitable and Sustainable'. Staying true to our four core principles of profitability, growth, sustainability, and reputation, we have been actively contributing to global sustainability efforts and have set clear targets to transition to a greener future.

How are we building a sustainable future?

Growth and expansion

We aim to expand and sink into newer avenues with a wide range of products while establishing a stronger presence in the existing market, emerging as a pan-India pure-play cement company. From an installed manufacturing capacity of 38.6 MTPA at the end of FY23, we target to achieve 75 MTPA by FY27 and 110-130 MTPA by FY31 through a mix of greenfield, brownfield and inorganic growth initiatives **(learn more about our capacity expansions on page 26)**. Our consistent revenue growth without compromising on margins and profitability speaks volumes about our prudent capital deployment and robust financials **(read more on our financial performance on page 46).**

Industry-best sustainability practices

Profitability is the bedrock of sustainability. We have powered by a robust multi tier governance structure that ensures integrity, accountability, and transparency while promoting responsible business practices and sustainability. Our commitment to sustainability is reflected in our sustained efforts to reduce our environmental footprint impact by increasing the use of alternative fuels, optimising our kiln processes, and increasing our renewable energy capacity **(know more about our sustainability performance on page 64)**. Additionally, we believe in partnering with dealers and suppliers who share our values and prioritise environmental, social, and governance performance **(read more about our significant investment in robust supply chain management on page 100).**

As a leading cement company in India, we have played a key role in the nation's progress over the years, and we remain committed to this ambition. The external challenges notwithstanding, we continued to make significant progress on our sustainable growth path, backed by a strong balance sheet and an exceptionally dedicated team. Our ability to grow and expand exponentially while championing sustainability enables us to actively contribute towards building a sustainable future, for all.

Performance Highlights FY23

Environment, Social and Governance

42.85%
Independent Directors on the Board including a woman Director

5 years
Average tenure of Directors in current position

5/5
Committees headed by Independent Directors

1.32 million tCO_2/year
Scope 3 emissions

101 tCO_2/million ₹
Total Scope 1 and Scope 2 emissions per rupee of turnover

17%
Thermal substitution rate

14x
Water positive

31%
Recycled water

0
Fatalities (direct and indirect)

Growth

25.7 million tonnes
Sales volume

₹13,540 crore
Revenue from operations

0.29x
Net debt/EBITDA

Profitability

₹2,316 crore
EBITDA

₹1,079 crore
Profit after tax

₹900
Cement EBITDA/tonne

₹55.22
Basic earnings per share*

* for continuing and discontinued operations

44%
Reduction in net carbon footprint (Scope 1) from baseline year of 1990

13.06 million tCO_2/year
Scope 1 emissions

0.59 million tCO_2/year
Scope 2 emissions

166 MW
Green energy capacity (including – waste heat recovery systems and solar power)

463 $kgCO_2$/t of cementitious material
Specific CO_2 emissions – net

11.55 MnT
Alternative (green) fuels and raw materials utilised for cement production

₹175 million
CSR expenditure

1 million+
Outreach population through our CSR programmes

0.17
Lost time injury frequency rate (LIFTR) direct

ESG Ratings

62
DJSI Score

B
CDP Climate Change Score (Improved from B-)

B
CDP Water Security Score

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

About the Report

We take immense pleasure in presenting to you the seventh Integrated Report of Dalmia Bharat Limited, which demonstrates our performance and strategy aligned with the current business context. This report includes both qualitative and quantitative information regarding our financial performance and non-financial performance during the year. The purpose of this report is to provide transparent communication to our stakeholders regarding our business progress and ongoing efforts to evaluate our most significant environmental, social, and governance (ESG) impacts, risks, and opportunities.

Reporting period

The FY23 Integrated Report covers financial and non-financial performance of the Company from April 01, 2022 to March 31, 2023.

Assurance of report content

Reporting element	Assurance status
Financial information	✓
Non-financial information	✓

Reporting boundary

This Integrated Report incorporates information regarding our business operations, including but not limited to, 14 manufacturing locations (Dalmiapuram, Ariyalur, Kadapa, Belgaum, Rajgangpur, Kapilas, Medinipur, Bokaro, Meghalaya, Umgranshu, Lanka, Morigaon*, Naranda and Banjari), all of our mines, as well as our corporate offices.

*Covered in the boundary due to operational control.

Frameworks

This report has been prepared in accordance with the International <IR> Framework, which was published by the value reporting foundation, formerly known as the International Integrated Reporting Council (IIRC). Additionally, this report has been prepared in accordance with the GRI Standards 2021. This report adheres to the principles and guidelines set forth by various entities, including:

- The Business Responsibility and Sustainability Reporting (BRSR) Guidance issued by the Securities and Exchange Board of India.
- The Companies Act, 2013 (and its corresponding regulations).
- The Task Force on Climate-related Financial Disclosures (TCFD).
- The National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVG-SEE).
- The Indian Accounting Standards.
- The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations of 2015.
- The Secretarial Standards released by the Institute of Company Secretaries of India.

The report presents our contribution/adherence to

gcca Global Cement and Concrete Association	United Nations Global Compact
Sustainable Development Goals	Business Responsibility and Sustainability Report (BRSR)

Materiality

The Integrated Report contains information that is material to our stakeholders and our ability to create value. We have also provided information on how we strategically address these material issues. The Group Management reviews and evaluates these material issues.

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Management responsibility statement

Our management recognises its responsibility to ensure that the information presented in the integrated report is accurate and reliable, and at the same time unbiased, comparable, and comprehensible. The management also affirms that the report covers all the critical material issues related to the organisation and its stakeholders, and it communicates the organisation's ability to pursue opportunities while minimising risks.

Capitals deployed	Stakeholder Impacted	
Financial Capital	Investors, Employees	46
Intellectual Capital	Community, Customers	52
Manufacturing Capital	Community, Government, Customers	58
Natural Capital	Investors, Employees	64
Human Capital	Employees	76
Social and Relationship Capital	Community	88

Precautionary principle

We take a precautionary approach to minimise our negative impact on the environment and consistently make efforts to reduce our overall environmental footprint.

GRI 2-14

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Introducing Dalmia Bharat

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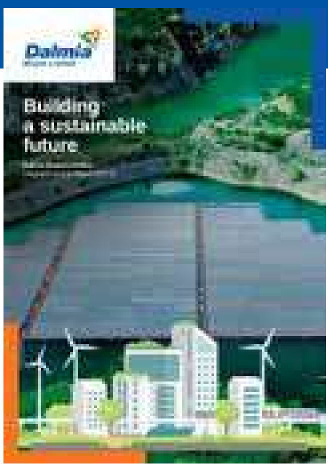
Value Creation Approach



Cover description

As a leading cement company in India, we are committed to the nation's progress and ambitions.

The cover showcases our Floating Solar Plant, Rohtash Cement Plant in Bihar, commissioned in 2020, which was a remarkable initiative of our commitment to sustainable energy.

The project not only generates clean energy but also promotes mass awareness about solar energy. By connecting the project directly to the utility power grid, we are contributing to the country's energy security and helping reduce carbon emissions.

Our project is in line with the government's promotion of clean energy and efforts towards achieving its renewable energy goals. This initiative will have a positive impact on the environment and the socio-economic development of the country.

Forward-looking statement

In this Integrated Report, we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This report and other statements – written and oral – that we periodically make, contain forward-looking statements that set out anticipated results based on the management's plans and assumptions. We have tried wherever possible to identify such statements by using words such as 'anticipates', 'estimates', 'expects', 'projects', 'intends', 'plans', 'believes' and words of similar substance in connection with any discussion of future performance. We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in our assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated orprojected. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise. Unless defined/provided otherwise elsewhere in this Integrated Report, the term 'Dalmia Bharat'/'the Group' mentioned in this Integrated Report refers collectively to the Company, its subsidiaries, step down subsidiaries and joint venture companies.

Corporate Snapshot

Building on a strong foundation

Dalmia Bharat is one of India's leading cement companies, with a glorious legacy of delivering innovation and excellence. We are also one of the lowest cost, greenest cement companies in the world, contributing to nation building with our quality products and creating tangible value for people and the planet by deploying best-in-class sustainability practices.

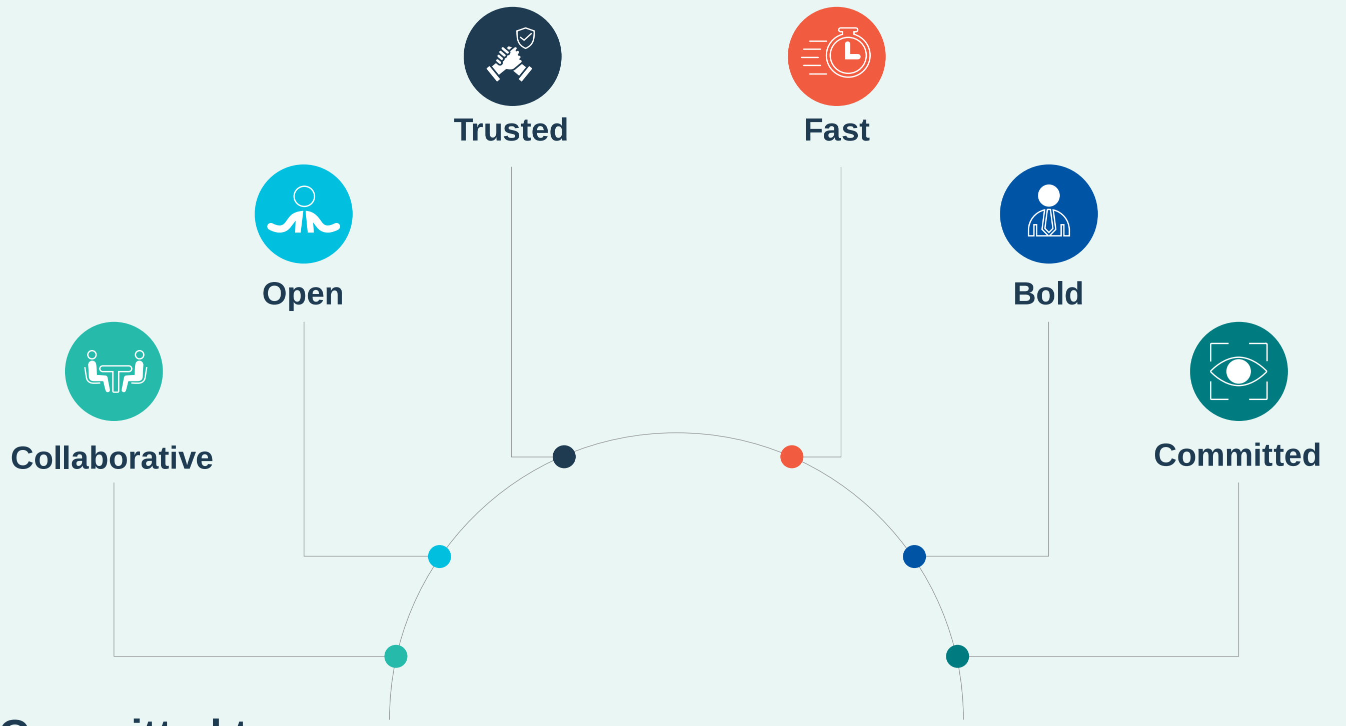
Our drivers

Vision
To unleash the potential of everyone we touch.

Mission
To be in the top two in all our businesses on the strength of our people and the speed of our innovation

Values
Integrity
Humility
Commitment
Trust and Respect

Our DNA



Committed to

RE 100
100% renewable power by 2030

EV 100
Significant electric vehicles transition by 2030

EP 100
Doubling of energy productivity by 2030

Carbon negative
Cement Group By 2040

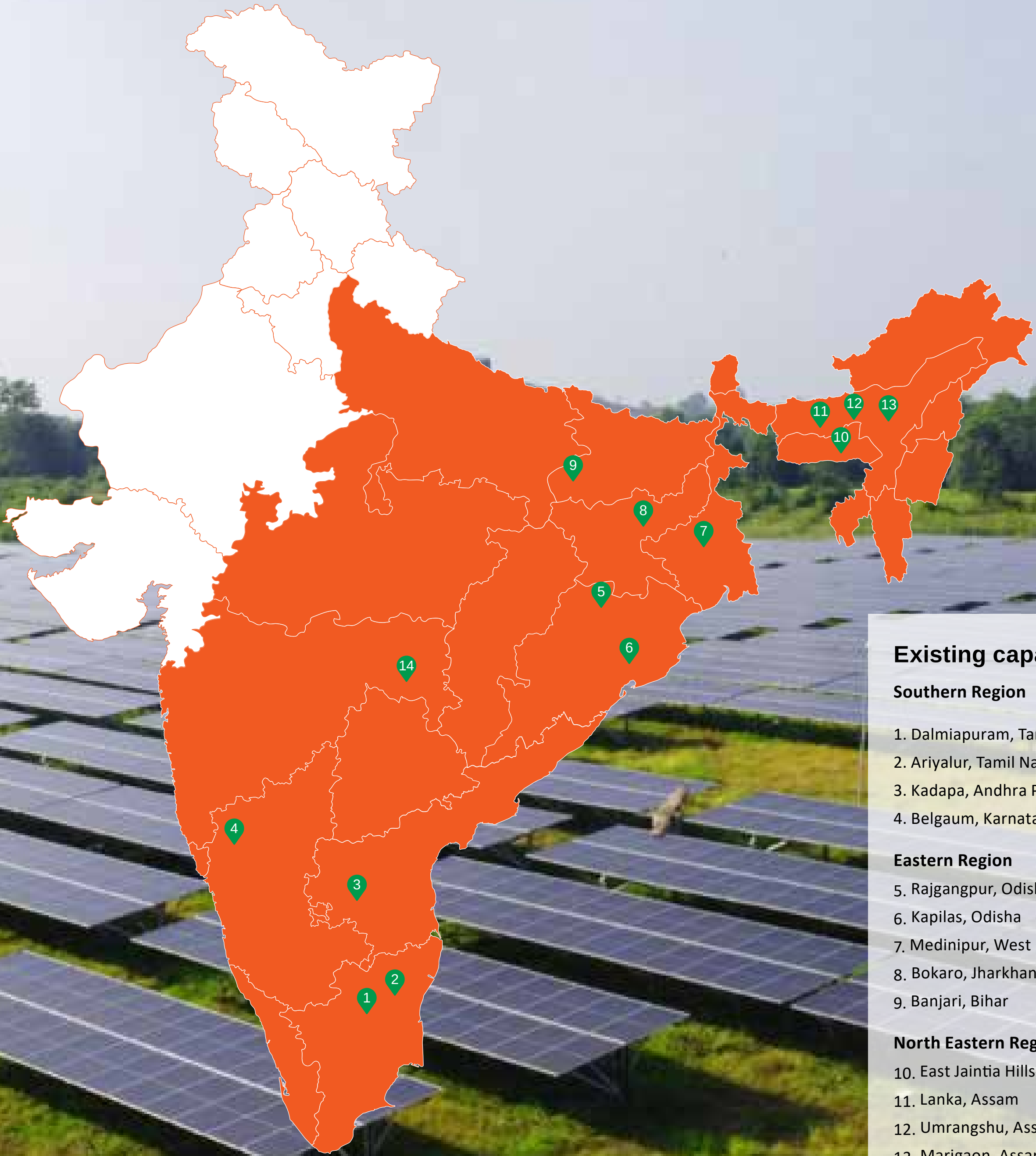
Emerging as a pan-India pure-play cement company

5,642
People

38.6
MTPA

10
States

₹13,540 crore
Revenues



Existing capacities

Southern Region

1. Dalmiapuram, Tamil Nadu
2. Ariyalur, Tamil Nadu
3. Kadapa, Andhra Pradesh
4. Belgaum, Karnataka

Eastern Region

5. Rajgangpur, Odisha
6. Kapilas, Odisha
7. Medinipur, West Bengal
8. Bokaro, Jharkhand
9. Banjari, Bihar

North Eastern Region

10. East Jaintia Hills, Meghalaya
11. Lanka, Assam
12. Umrangshu, Assam
13. Marigaon, Assam

Western Region

14. Naranda, Koropana Maharashtra (Murli Cement Works)

Our presence in States
Existing Plants
As on March 31, 2023

GRI 2-1

NAME:
PLACE:
DATE:

Product Portfolio

Pushing boundaries with product innovation

Our product portfolio, backed by cutting-edge R&D, is synonymous with innovation, high quality and low-carbon footprint. We cater to both individual consumers and institutional customers, and also develop customised cement for specific engineering and construction needs.

Consumer products

Dalmia Cements

Available In PSC, PPC, PCC, OPC varieties

- High-strength construction
- Best-in-class durability
- Gives denser and impervious concrete
- Easy availability

Dalmia DSP

Available In PSC and PPC, varieties

- Engineered for high strength foundation, column and slab
- Crack and corrosion resistant
- Gives denser and impervious concrete
- Superior packaging

Konark

Available In PPC and PCC varieties

- Ensures durable construction
- 65+ years of proven quality
- Suitable for all stages of construction

Institutional products

Dalmia Infra Pro

Available In PSC, PPC, PCC, OPC, SRPC, oil well, railway sleeper cement varieties

- 80 years of trust
- Robust product performance
- Delivery as per commitment
- Engineered to perfection for all mix designs
- Efficient on-site technical support
- Road bulker assistance

Dalmia Insta Pro

Unique blend of special additives for the preparation of solid, hollow and paver blocks and other pre-cast items

- Faster setting time
- More blocks per bag

Dalmia Infragreen

Available In PSC and PPC variants

- Ultra strong
- Water conserving cement
- Engineered for ultra-low water permeability
- High thermal crack resistance
- Better shrinkage crack control

Dalmia Magic Range of Cement-based Surface Finish Solution Alternative to Putty

Available in premium skincoat FIBROTHICK, CEILINGFAST, INNOBOND, INNOFIX varieties

- Better strength
- Greater binding
- Better adhesion
- Lower cost
- Better coverage
- Lower effort and better for health of painters
- High thermal crack resistance
- Better shrinkage crack control

GRI 2-1, 6

Managing Directors' Statement

Staying on a high growth path

Dear Shareholders,

FY23 was an eventful year for India and the world. While escalating geopolitical tensions and supply chain constraints raised commodity and energy prices to historically highs, and incited recessionary fears, the Indian economy was an epitome of resilience, aided by structural strengths and the government's thrust on infrastructure-led growth. India battled high inflation and the consequent rise in interest rates, but there were no detrimental consequences to consumption or investments.

At Dalmia, we believe that our future is intertwined with that of India's ambitions. As India marches ahead to become a developed nation by 2047, we view ourselves as a reliable partner in this progress as well as in the nation's commitment to creating a green and sustainable future. Over the past decade, we have grown 4x in capacity, 5x in revenue, and 4x in EBITDA, becoming the fourth-largest player the cement industry in India. We have embarked on an aggressive expansion path to become a pan-India pure play cement company and address the country's diverse development needs, with sustainability as a core strategic imperative.

In this context, it gives us immense pleasure to present to you our seventh Integrated Annual Report that encapsulates how we have emerged stronger and resilient, navigating challenges, adapting to evolving market dynamics, and delivering sustainable value to our stakeholders. The strong performance across financial and non-financial parameters speaks volumes about our strong fundamentals and ability to capitalise on the India growth story.

Gautam Dalmia

Puneet Dalmia

Well positioned in a buoyant market

Over the past few years, India has focused on strengthening its infrastructure backbone to drive overall growth and development. The Union Budget FY24 raised the allocation for essential infrastructure by 33%, while the Pradhan Mantri Awas Yojana (PMAY) received a 66% higher outlay. Additionally, there is a record-high outlay allocated for railways for the next 10 years, and there are plans to build 50 new airports. Significant public spending on infrastructure has also created an enabling environment for private investors. Real estate sector has been showing strong traction with low inventory levels and launch of various new projects. We believe the demand for cement will remain strong in the years ahead, which bodes well for our strategic objectives to expand our footprint across the country.

At Dalmia, we are making steady progress towards our target to take our manufacturing capacity to 110-130 MTPA by 2031. During FY23, we expanded our cement manufacturing capacity by almost 15%, from 35.9 MTPA to 38.6 MTPA, and to 41.1 MTPA in Q1FY24.

Strong performance despite challenges

During FY23, we have delivered an industry leading volume, growth of 15.9% YoY while our revenue grew by 20% YoY to ₹ 13,540 crore. While our PAT stood at ₹ 1,079 crore, up 27.6% YoY. In April 2023, we also started operations at our second cement line in Bokaro, Jharkhand, with a capacity of 2.5 MTPA. We also signed the definitive agreement for the acquisition of the strategically located cement assets of Jaiprakash Associates Limited, which will enable us to enter the lucrative growth market of central India.

People at the core of our growth agenda

Our people make us who we are, and we are grateful to our immensely talented team and their contribution to driving our business forward. Growing at the pace that we are, it is important to create and nurture a large pool of young leaders to realise our vision for Dalmia 2.0. We have significantly invested in our human capital and have always prioritised creating a safe and positive work environment for our people creating a positive and safe work environment.

We have set in motion a HR transformation programme. Through this, we aim to streamline our organisation structure, build a diverse workforce, upskill our employees, focus on succession planning, relook at the incentive structures and update our policies, among others. We have also launched 'Lakshya', a leadership development programme that includes a set of metrics that focus on retaining employees while measuring their performance. The includes It personalised leadership, coaching, training, and programmes for career development.

GRI 2-22

Delivering excellence and value

For us, having a positive impact on our stakeholders is of utmost importance. We believe in doing business with integrity and the highest ethical standards in all our operations. We strive for excellence in everything we do, from our products and services to our relationships with all our stakeholders. Through our operations, we ensure that we deliver profitable and sustainable shareholder returns to our financial capital providers, while consistently innovating our products and services for our customers. We are deeply committed to our social responsibility, with an intent to bring positive change in the communities in which we operate.

As we move forward, our focus remains on innovation and sustainability. We are investing in cutting-edge technologies, leveraging digitalisation, and fostering a culture of continuous improvement. We are also steadfast in our commitment to sustainability, reducing our environmental footprint, promoting circular economy practices, and contributing to a greener future.

Read more on page 32

Sustainability-a strategic imperative

Our efforts have been globally recognised by the First Mover's Coalition, backed by the US government and the World Economic Forum, Dalmia Bharat is also one of the only 16 global companies to be appointed as a COP26 business leader by the COP26 presidency. We have set a vision of becoming carbon neutral by 2040, and have also joined the RE100, EP100 and EV100 campaigns to, further accelerate our efforts.

We also got the opportunity to be a part of the PM's delegation to Denmark, under the green strategic partnership of the Government of India and Denmark. Here we signed an MoU with FLSmidth, Denmark, a cement and technology company, to collaborate and develop breakthrough innovations to support sustainability in the cement industry.

We are committed to ethical business practices and transparency. Our objective is to strengthen our governance structures, ensuring that our decision-making processes are guided by integrity and accountability. We are working towards enhancing our supply chain management practices, working closely with our value chain partners. By operating with the utmost ethical standards, we build trust and credibility with our stakeholders. Effective capital allocation requires a thorough understanding and management of risks. We employ robust risk management practices to identify, assess, and mitigate risks associated with our investment decisions.

Dalmia Bharat's ethos are built on trusteeship and giving back to the society. Taking this ahead through our Community Development initiatives, the Dalmia Bharat Foundation directs its efforts towards enabling communities to have a sustainable future, by helping them manage their human and natural capital in an efficient manner.

Moreover, we have also received accreditation for our green products from two prominent green rating systems, i.e., GRIHA and CII IGBC. These initiatives and opportunities lay further emphasis on our goal of building a sustainable future.

As a 'Monument Mitra' of the Red Fort, Delhi, under the government's 'Adopt a Heritage Project', we are promoting national symbol as a global tourist attraction. For this, Dalmia Bharat has introduced world class amenities and state of-the art shows to deliver a unique experience for all.

There are three major attractions at the Red Fort – The Red Fort Visitor Centre, Matrubhumi Projection Mapping, and the Jai Hind Sound & Light show. We provided basic and advanced tourist facilities at the Red Fort in a planned and phased manner to make the monument more tourist-friendly and enhance its cultural importance and potential.

This is a testament to our commitment towards nation building and celebrating India's incredible cultural heritage.

Way forward

Our future growth roadmap features a mix of organic and inorganic opportunities with a focus on premium products, raw material security, and renewable energy. A few priorities for FY24 include the timely completion of our ongoing capex and the successful integration of the Jaypee Cement asset. We will work to improve our manufacturing KPIs and also, build long-term raw material security. And last but not least, we will continue to investing in the digital enablement of our Company.

In line with India's commitment to achieve net zero emissions by 2070 and drive green energy transition, we are prepared to be part of this sustainable growth journey. We remain optimistic about the future and thank all our stakeholders for their immense faith in us. We are grateful to our people for their contribution towards our Company.

Regards,

Gautam Dalmia and Puneet Dalmia
Managing Director(s),
Dalmia Bharat Limited

MD and CEO's Message

Cementing a sustainable future

Dear Stakeholders,

I am delighted to share with you yet another year of robust performance for Dalmia Bharat, amid a challenging macroeconomic environment. While the demand for cement remained strong at 10%, the impact of high inflation resulted in a slightly subdued sentiment and exerted pressure on our margins.

However, we rationalised our operating costs and undertook focused sustainability initiatives to deliver a strong earnings performance. For FY23, our revenue increased 20.0% YoY to reach ₹13,540 crore, while EBITDA came in at ₹2,316 crore. Our sales volume experienced a robust growth of 15.9%, positioning us as the second leading company within our industry in India. In our bid to continuously explore the use of sustainable alternatives for our process inputs, we increased our renewable energy capacity by 2.5x to 166 MW, from the year earlier.

We are proud to be among the few companies globally to have pledged to become carbon negative by 2040. To achieve this goal, we are collaborating with organisations in India and abroad to understand low-carbon innovations and adopt them in our manufacturing process.

Innovation and collaboration (Innobration)

We are proud to be among the few companies globally to have pledged to become carbon negative by 2040. To achieve this goal, we are collaborating with organisations in India and abroad to understand low-carbon innovations and adopt them in our manufacturing process. We have collaborated with international technology partner to create a sustainable calcination/clinkerisation mechanism. As part of our R&D efforts, we are constantly putting in the efforts to develop new sustainable products. During the current fiscal year, we successfully introduced two innovative products, namely Dalmia Innosil, a cementitious material derived from sugar industry waste, designed to compete with SCM (Supplementary Cementitious Materials) such as silica fume and Alccofine. Additionally, we have also developed a water-repellent cement, further expanding our product portfolio This innovative solution further contributes to our commitment towards reducing our carbon footprint and promoting sustainable practices.

Our commitment to becoming carbon negative led us to release a roadmap with time-bound targets until 2040. We also became a founding member of the First Movers Coalition and the UN's platform LEADIT for zero carbon roadmaps in heavy-industry sectors. We are climate catalysts in the global heavy-industry sector, inspiring over 60% of global cement capacity to commit to becoming Net Zero by 2050.

We are leading the way towards a greener future by setting new benchmarks and expanding our climate action efforts globally. Carbon capture and utilisation technology, which captures CO_2 for future use, acts like a 'climate vaccine' for the industry. This technology can reduce up to 60% of the GHG emissions from cement production. We accomplished a significant Thermal Substitution Rate (TSR) of 17% this year. This was achieved through the substitution of fossil fuels with various environmentally friendly alternatives, such as industrial wastes, municipal solid waste, renewable biomass (including bamboo and plantation sources), and hazardous waste.

We also invest in innovative ways of working, cutting-edge technologies, and digitalisation to reduce our carbon footprint. In addition to creating sustainable products like low-carbon cement, we are influencing consumer choices towards green products and services.

We are cognisant of the fact that we operate within a broader social context and have a responsibility to give back. Throughout the year, we have actively supported local communities through various initiatives, including volunteering and partnerships with various organisations. Our CSR activities and processes are evaluated in alignment with ISO 26000 standard, making us the first Indian cement company to do so. Our community development initiatives focus on promoting sustainable livelihoods, climate action, and social infrastructure.

We are proud our sustainability efforts, have earned recognition and that includes the CII Climate Action Programme Award, Supply Chain Management Awards, Green Leaf Award for Environment Excellence and the CII-ITC Sustainability Awards 2022 for 'Excellence in Corporate Social Responsibility'.

Digitisation

The implementation of digital solutions has revolutionised our business processes, resulting in the elimination of human errors and achieving an unprecedented level of data accuracy. Our adoption of various digital initiatives across ESG, logistics, manufacturing, procurement, and mining has significantly improved operational planning, leading to increased sales and profitability. We utilise in-house applications, Kavach and Fiori, for safety observation, inspection reporting, and real-time equipment monitoring. Technological solutions like VENDX and SAP Ariba improve tracking, transparency, and digitisation in our supply chain, enhancing decision-making and customer focus.

In addition, these measures deliver the added benefit of reducing our carbon footprint, thereby contributing towards our sustainability targets. We partnered with FLSmidth, a cement tech provider, under India Denmark Green Partnership to scale our next-gen decarbonisation technologies.

Looking forward

We are optimistic about the future based on a robust demand outlook, steady cement prices and the peak of commodity price inflation behind us. We expect profitability to gradually improve from here on, and we remain focused on delivering value to our stakeholders. We extend our heartfelt appreciation to all our stakeholders for believing in our journey.

I would like to conclude by quoting an ancient text, which very well summarises our thoughts for the future.

विद्या वितर्को विज्ञानं स्मृतिः तत्परता क्रिया।
यस्यैते षड्गुणास्तस्य नासाध्यमतिवर्तते

Nothing is impossible for those having the six virtues of Knowledge, Logic, Science, Memory, Readiness, and Ability to function.

Warm regards,

Mahendra Singhi
Managing Director & CEO
Dalmia Cement (Bharat) Limited

GRI 2-22

Leadership Messages

Embracing change. Fostering innovation.

Dear Stakeholders,

This is my first opportunity to address you as someone who has been tasked with the most prestigious assignment of transforming the Dalmia Bharat Group into one of the most diversified, modern, and value-driven business groups of India. I would like to thank the Management for this wonderful opportunity and promise you all that we are well on our way to achieving our goals and accomplishing our credentials as per the multi-pronged, strategic transformation plan.

The mission to re-engineer the historic Dalmia Bharat Group into an institution with contemporary corporate sensibilities, growth objectives, ESG consciousness, wider community responsibilities, and shareholder values – or simply what the Management has branded – Dalmia 2.0 – over the next 10 years, was rolled out soon after COVID -19 pandemic. Our intent and inclination were to grow stated manufacturing capacity manifold, vault much above the industry growth potential of 7-8%, significantly generate employment potential across our locations where we operate, multiply shareholder value, and enter the large-cap space while becoming a higher contributor to India's infrastructure ambitions – all in tandem with the ethos of the modern corporate culture.

Gratefully, at this juncture, our core businesses had become too important in the national mise en scène as India galloped to become the world's fastest-growing major economy, heavily investing in the national infrastructure pipeline, global manufacturing ambitions, urban revival, industrial construction, and affordable housing.

As I reflect over the last couple of years, I am filled with a profound sense of pride over the transformative journey we have undertaken this far by creating a robust leadership team, fixing short-term and long-term objectives, chalking out bellwether scenario strategies and embedding transformation leaders across the organisation to effect cohesion and conformity to the overall stated objectives.

Cognisant of the distinctive opportunities before our country and the cement sector, we are on course to make meaningful contributions to the nation's unparalleled growth.

Long-term vision and growth roadmap

With an ambitious goal to be one of the largest cement companies in India, we became the first Indian cement company to define a long-term vision and meticulously crafted a forward-looking 10-year roadmap, outlining planned growth and setting predictive milestones for success. This roadmap was underlined with a robust Capital Allocation Framework, an integrated Risk Governance Framework, and a well-aligned Leadership Team.

A rapid increase in our installed cement capacity by almost 1.5 times from 26.5 MnT in FY20 to 41.1 MnT at present, is a testament to our well-directed approach and that we are well on our journey to become a pure-play pan-India 110-130 MnT Cement Manufacturing Company by 2031. Last fiscal, we moved closer to our ambition of becoming a true pan-India player, with the smart acquisition of cement assets of Jaiprakash Associates Limited in Central India. Our desire – to have greater raw material self-sufficiency (and thereby lesser cost volatility) as an integral part of the transformation – got a boost with the acquisition of limestone mines in Rajasthan, as well as the new allotment of coal blocks in the East and Central regions.

Our growth trajectory is designed to be well diversified and balanced with a significant presence in each region of our operation. The interim growth milestones, which we have determined after much deliberation, are designed to deliver secular growth and thus improve the predictability of our operations for each of our stakeholders.

To ensure optimal utilisation of our capital resources while maintaining the strength of our Balance Sheet, we have divested the majority of our non-core assets in a phased manner and are operating within the well-defined guard rails laid down under the Capital Allocation Framework guided by the four critical principles of scalability, sustainability, consistency, and predictability.

Organisation building

Building an organisation not only means increasing capacity but also building on the trust and confidence of each of our stakeholders. We are making inroads into newer regions through purposeful brand-strengthening actions and undertaking measures designed to enhance respect amongst all our stakeholders. Levers for constructing a scalable institution with a desired auto-pilot functioning have been identified and are being actioned upon through a multi-faceted long-term strategy.

Innovation and digitalisation

In line with our guiding principles to enhance the scalability and sustainability of our operations, we are focused on expanding the use of automation and cloud solutions across our entire value chain. Digitalisation has thus far transformed our business processes by ensuring consistency of data availability and having materially reduced the chances of information asymmetry and external dependencies. Applications such as the Driver Saathi App, Suvidha App, and Smart-D App are helping us with a much better stakeholder connect, provision of accurate information, and thus enabling us to provide tailored solutions to our stakeholders. Real-time data and analytics have empowered informed decision-making, enhancing our operational excellence.

The implementation of Industry 4.0 technologies and the Industrial Internet of Things (IIoT) allows us to optimise processes and monitor all aspects of our operations. A digitally enabled supply chain is a distinct priority, as we strive to enhance efficiency and implement green initiatives.

Commitment to robust ESG practices

Our commitment to strong Corporate Governance and sustainable practices is ensuring the creation of long-term shareholder value. Over the past two years, we have successfully operationalised and integrated our Risk Governance Framework, enabling us to proactively mitigate risks and safeguard our Company's interests. We have re-modelled our Code of Conduct, redesigned key governing policies of the Company including the Treasury policy and well-structured Dividend policy, on-boarded best-in-class audit partners, enhanced our disclosure norms, etc., all designed to build a robust foundation of a future-ready company.

We are prioritising scalability with an equal focus on sustainability and thus steer our Company towards a well-designed green growth strategy. This entails transitioning towards clean energy sources and embracing the principles of a circular economy. We are actively exploring waste utilisation and energy recovery measures while also investing in innovative technologies. As the first cement company globally to commit to a Carbon Negative Roadmap by 2040, we are engaging with global firms and government bodies to explore new technologies and innovative solutions to reach our committed target.

On the social front, we have embarked on a comprehensive Social Transformation Roadmap, striving to make a positive impact on livelihoods, climate action, and the development of vital social infrastructure. We continue to champion corporate governance, ESG principles, and sustainable growth for our business and stakeholders.

Our People and our teams

Our vision to build an industry-leading corporate over the next decade will be realised only on the back of an aligned leadership team and a deeply motivated workforce. We are thus investing disproportionate leadership bandwidth into developing a formal succession planning programme, implementing talent development and performance management programmes, redesigning our organisation structure, and curating an associated compensation philosophy.

During the year, we constituted a committee of our top leaders called the Executive Council who have the onus of steering the organisation through a collaborative approach and cohesive decision-making. To build an in-house pipeline of young leaders, we identified 40 young leaders from across the organisation and launched a personalised leadership development programme called 'Lakshya' which has a combination of retention cum performance-related metrics and includes tailored leadership coaching, trainings, and career development programmes. Opportunities, programmes of mentorship and coaching of these young leaders with the members of the Executive Council and industry experts are being instated to intrinsically build our Leaders of Tomorrow.

The way forward

With India poised to become the third-largest economy in the world, our cement sector is well positioned to deliver correlated and accelerated growth for large cement companies within it. The much-awaited theme of industry consolidation has started to play out and we are witnessing waves of changes in the industry's operating dynamics.

As one of the top companies in the sector, we are embracing strategies that will enable us to capitalise on the large opportunity ahead of us and help us double our market share over the next decade.

I am confident that with the clarity of our vision, a well-defined and detailed roadmap, and with the efforts and commitment of our dedicated team, we will achieve our vision. We firmly believe that the Group's future is now firmly intertwined with that of our great nation. We share the collective dreams of becoming a developed nation by 2047 and being a partner in progress in every step that we take.

Thank you for your unwavering faith in us and for being an integral part of this incredible journey!

Warm Regards,

Rajiv Bansal

President and Chief Transformation Officer, Dalmia Bharat Limited

Leadership Messages

Driving sustainable excellence

Dear Stakeholders,

I am delighted to share with you our ESG performance of FY23 through this Integrated Report, which demonstrates our commitment to sustainability and our initiatives and achievements towards building a better future.

We have not only made significant progress in reducing our emissions but have also strengthened our position to capitalise on the opportunities and mitigate the challenges that lie ahead in our journey towards a low-carbon future.

In FY23, we reduced our net CO_2 emissions by 5.31% YoY, which puts us ahead of our Carbon Negative roadmap as well as on the Science-Based Targets initiative (SBTi) trajectory. Further, our decarbonisation performance positions us favourably for the proposed carbon market in India. We made significant strides towards minimising the use of natural resources. Today, our total cement production utilises consumes almost 40% recycled materials while waste materials, have replaced 17% of our fossil fuel requirements.

I am proud of the way we have undertaken various focused initiatives within our plants to conserve water. During the year under review, we conserved/harvested water almost 14 times of what was consumed.

Further, we recognise the vital importance of preserving and enhancing our natural ecosystems, thereby fostering a harmonious coexistence with nature. We conducted thorough biodiversity assessments in two of our plants, which provided valuable insights into the biodiversity present in those areas. The assessments also paved the way for implementing an effective management plan.

Our sustainability initiatives go much beyond environmental stewardship to encompass social responsibility. We measure our success not only in terms of financial and non-financial metrics, but also in terms of the positive transformation we bring to people's lives. Our focused interventions across the chosen areas of education, healthcare, skill development, and community empowerment have enriched the lives of countless individuals and communities. We aspire to continue making a meaningful difference wherever we operate by creating sustainable, inclusive, and resilient communities.

Good governance is the cornerstones of a successful and sustainable company. It provides a solid foundation for transparency, accountability, and ethical decision-making, fostering trust among stakeholders and driving long-term value creation. At Dalmia Bharat, we are committed to upholding the highest standards of governance, ensuring that our actions align with our core values and contribute to our overall success. We have implemented a robust risk management framework, enabling us to identify, assess, and mitigate risks effectively. This framework empowers us to make informed decisions that ensure the long-term viability of our business.

In addition, we have placed a strong emphasis on supply chain sustainability, promoting responsible sourcing, reducing environmental impacts, and upholding human rights. Our commitment to ethical and sustainable practices encompasses the entire value chain.

Before I conclude, I want to express my heartfelt gratitude to our dedicated employees, esteemed partners, and supportive stakeholders. It is your unwavering support that has enabled us to embark on this transformative journey towards a more sustainable future. Together, we will continue to push boundaries, embrace innovation, and set new benchmarks for sustainability, leaving a positive legacy for future generations. Thank you for your trust and continued collaboration.

Our shared commitment to a better tomorrow drives us forward, and we look forward to making even greater strides in the coming years.

Dr. Arvind Madhukar Bodhankar
Head ESG and Chief Risk Officer

Board of Directors

Guided by vision and experience

We lay a strong emphasis on governance structure, policies, and practices to ensure accountability, transparency, and ethical practices. Our commitment to sustainability and corporate responsibility is reflected in our governance policies and practices.

42.85%
Independent Directors on the board including one woman Director

5 years
Average tenure of Directors in current position

5/5
Committees headed by Independent Directors

100%
Average attendance in Board meetings

Mr. Pradip Kumar Khaitan
Chairman
M M

Non-executive and Independent Director

5 years on the board

100% attendance at Board Meeting

Mr. Yadu Hari Dalmia
M M

Non-executive Director

5 years on the board

83% attendance at Board Meeting

Mr. Gautam Dalmia
Managing Director
M M M

Executive Director

5 years on the board

83% attendance at Board Meeting

Mr. Puneet Yadu Dalmia
Managing Director & CEO

Executive Director

5 years on the board

83% attendance at Board Meeting

Mr. Virendra Singh Jain

C M C C

Non-executive and Independent Director

5 years on the board

100% attendance at Board Meeting

Mrs. Sudha Pillai

M C C M

Non-executive and Independent Director

5 years on the board

100% attendance at Board Meeting

Mr. Niddodi Subrao Rajan

M M

Non-executive Director

5 years on the board

83% attendance at Board Meeting

Audit committee · Nomination and remuneration committee · Corporate social responsibility committee · Risk management committee · Stakeholders relationship committee · C Chairperson · M Member

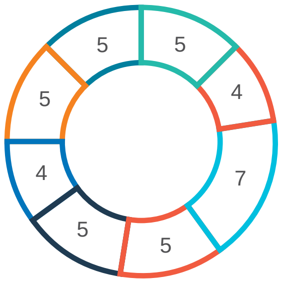
100%
Directors covered by code of conduct training

100%
Directors covered by human rights training

100%
Directors covered by familiarisation training

Balance of knowledge, skills and experience

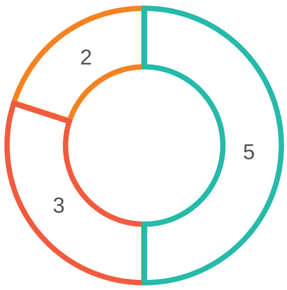
We recognise the need for a broad range of skills in our leadership team to ensure and create value for all stakeholders. The composition of skills is determined by the Board and its Nomination and Remuneration Committee, aligned with the rapidly changing business environment and the Company's long-term strategy.



- Governance risk and compliance
- Finance and internal controls
- Strategy, business and general management
- Talent and people management
- ESG and sustainability
- Sales and marketing
- Supply chain and logistics
- Infrastructure

Independence and diversity

The majority of our Board members are Independent and Non-executive Directors with one woman Director which complies with Listing Regulations and the Companies Act, 2013.



- Independent Directors
- Non-executive Directors
- Executive Director

GRI 2-9, 405-1

Leadership Team

Led by expertise and foresight

Mr. Gautam Dalmia
Managing Director
DBL

Mr. Puneet Yadu Dalmia
Managing Director & CEO
DBL

Mr. Mahendra Singhi
MD & CEO
DCBL

Mr. Rajiv Bansal
President and Chief
Transformation Officer
DBL

Mr. Dharmender Tuteja
Chief Financial Officer
DBL & DCBL

DBL: Dalmia Bharat Limited DCBL: Dalmia (Cement) Bharat Limited

Mr. Sameer Nagpal
Chief Operating Officer
DCBL

Mr. Ganesh W Jirkuntwar
National Manufacturing Head
DCBL

Mr. Rajiv Prasad
National Head- Sales, Marketing and Logistics
DCBL

Mr. K C Birla
Head – Growth and Expansion
DCBL

Mr. Udaiy Khanna
Chief Human Resource Officer
DCBL

Dr. Arvind Bodhankar
Chief Risk Officer and ESG Head
DBL

Mr. Rajiv Choubey
Group General Counsel
DBL

Dr. Sujit Ghosh
Head New Product Development
DCBL

Mr. Rajeev Kumar
Company Secretary
DBL

Corporate Governance

Raising the bar in responsible practices

We prioritise integrity, fairness, and transparency in dealing with all our stakeholders. Our policies, actions and disclosures go much beyond compliance applicable laws and regulations, to demonstrate the highest standards of ethical conduct and accountability. Governance thus plays a key role in driving efficiency, promoting an open culture and fostering sustainable value creation.

Governance practices

We have put in place a code of conduct, and robust corporate governance policies. Our Board of Directors is responsible for overseeing implementation and adherence through delegated authorities to its respective Committees with defined roles and responsibilities.

The Board reviews our strategies in various areas, including succession planning, talent management, acquisitions, financial planning, capital allocation, divestment, business roadmap, EHS and preventive safety measures. Further, the strategies are regularly evaluated to ensure their alignment with the prevailing external environment, and accordingly, course correction measures are undertaken, as and when necessary

Commitment to transparency and ethical business conduct

Timely disclosure
of material events to stock exchanges

Revamped and reviewed major policies
for agility and contemporary relevance

Compliance measure
- Revised insider trading code
- Insider Compliance Management System
- Compliance Management Tool – Act, Comply and Ensure (ACE) project

Transparent disclosures
in quarterly results/ press releases adhering to accounting standards and disclosure norms

Timely redressal
of investor grievances

Conflict of interest

Our code of conduct guides us on how to handle conflicts of interest. Senior management teams declare their understanding of the Code, and interested Directors recuse themselves from decisions with conflicts of interest. The Board/Committee Chair is aware of potential conflicts of interest when addressing agenda items. We have a whistle-blowing mechanism to report violations/conflicts of interest.

Management approach to ESG

We prioritise environmental, social, and governance (ESG) aspects and have undertaken various focused interventions across these areas. Our Board Committee is entrusted with responsibility to review our progress on the ESG.

Code of conduct

We embrace the Dalmia way of life and have created a code of conduct to guide our employees and stakeholders on how to conduct business ethically and how to treat others with respect. We have a zero-tolerance policy towards activities that harm our reputation and take strict action against financial fraud, corruption, harassment, and other misconduct. We have zero tolerance for negative workplace politics, gossip, racism, and similar activities.

97.1%

Employees covered under Code of Conduct Training

Our code, policies and guidelines

- Code of conduct
- Workplace conduct
- Non-workplace conduct
- Social policies
- Sustainability policies
- Compliance and administration
- Public advocacy
- Fair employment guidelines
- Insider trading guidelines
- Anti-fraud guidelines
- Whistle blower guidelines
- Anti-harassment guidelines
- Anti-sexual guidelines

Code of Conduct and Policies

Ethics helpline

We have established a 24-hour toll-free ethics helpline for our employees and suppliers to report any acts or deeds that are not in the best interests of the Company or breach of any Company policy. The helpline can be accessed through three different routes given below, enabling prompt reporting.

Email: Dalmiaethicscomplaints@ethicshelpline.org
Toll Free Number: 1800 572 5242
FAX: 1800 103 3235
Post: write to us @ PO Box No 71, DLF Phase 1, Qutub Enclave, Gurgaon –122002

All whistles will be recorded in confidence and the confidentiality will be maintained under all circumstances.

GRI 2-15, 23, 24

Expanding to address India's aspirations

Over the past decade, we have grown. We are on course to achieving our vision, having expanded our capacity, increased our top-line, and spanned across geographies. In this journey, we have gained significant market leadership and have showcased a sustained yet aggressive growth.

In a decade, we have achieved

Capacity

9.0 MTPA to 38.6 MTPA

3x

13% CAGR

Revenue

5x

17% CAGR

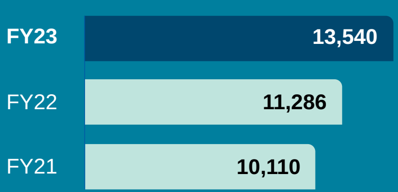
EBITDA

3x

13% CAGR

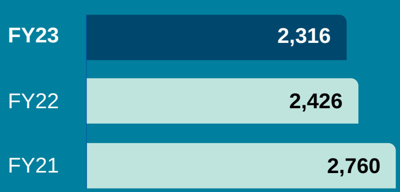
Revenue from operations

(₹ in crore)



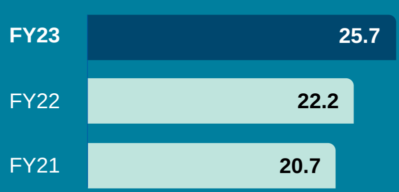
EBITDA

(₹ in crore)



Sales Volume

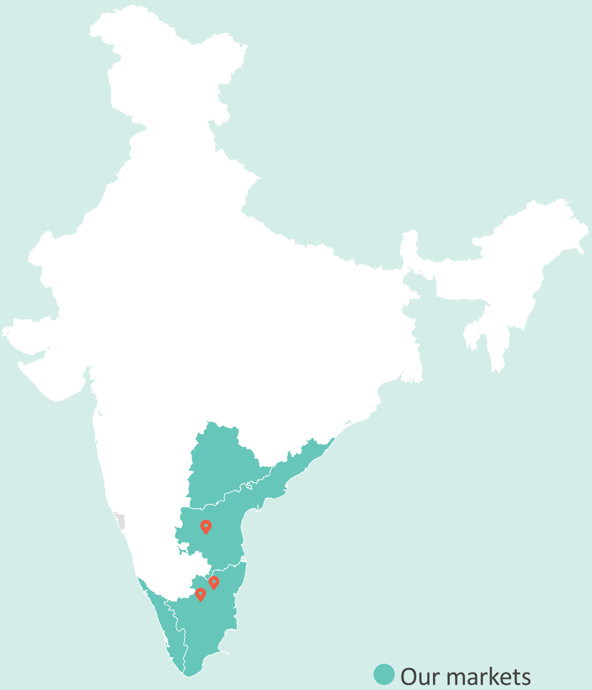
(million tonnes)



FY12

9 MnT

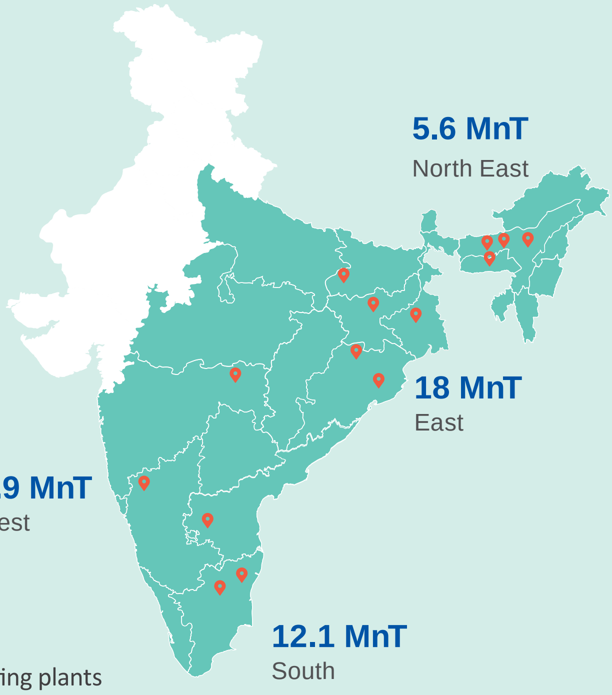
3 plants In 2 states



Present

38.6 MnT

14 plants In 10 states



Our markets   Existing plants

Outlook

We are more than doubling our capacity to 75 MTPA by 2027. Through this expansion, we aim to achieve a balance in our exposure mix to the different markets of India, which is currently tilted towards the east and the south. By the end of FY24, we intend to establish our presence in the western, mid, and northern regions of India.

How is Dalmia Cement Making a Mark for itself?

We are expanding rapidly and pledge to practice sustainability through all our plants.

Read more about our journey.

Decarbonising the value chain

We are the first cement company to be a member of the Business Ambition for 1.5 campaign.

BUSINESS AMBITION FOR 1.5° C

Operating in a 'hard-to-abate' sector, we have been at the forefront of the cement industry's transition to a low-carbon future. We continuously invest in decarbonising our value chain and have one of the lowest net carbon footprints across the global cement industry. We are also the first cement group to commit to become Carbon Negative by 2040.

Leading the cement world having the least amount of emissions

608 KgCO_2/t
Global Average*

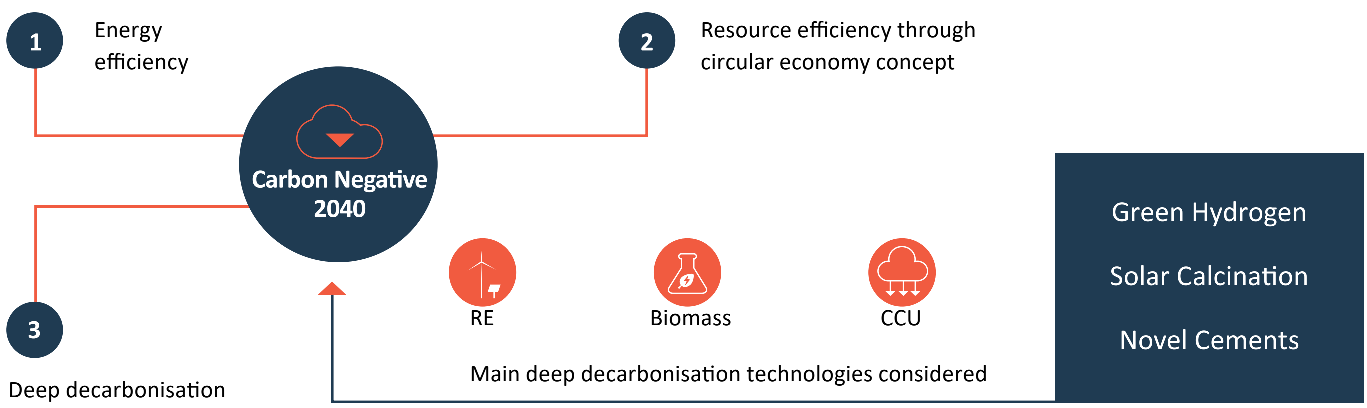
560 KgCO_2/t
Indian Average**

463 KgCO_2/t
Dalmia Bharat Net CO_2 Emissions

* Source: GNR data published in 2021 representative of 22% cement production in the world.

** Source: GNR data published in 2021 representative of 55% cement production in India.

Carbon negative pathway



GRI 2-12

We have established a Grey to Green Roadmap for Carbon Negative Transition, i.e. Dalmia Determined Contribution (DDC), under which we have taken several commitments, such as

100% blended cement production by 2026

RE 100 commitment to transition to 100% renewable power by 2030

EP 100 commitment to double energy productivity by 2030

EV 100 commitment for sizeable Electric Vehicle transition by 2030

Use of renewable biomass, hazardous waste, hydrogen and MSW to fully replace fossil fuel by 2035

Development of Carbon Sinks/Carbon Sequestration

Adoption of CCU and other advanced green technologies

Climate change targets and progress

Aspect	Target	Achievement FY23
Climate change mitigation	• Reduce Scope 1 GHG emissions 32% per tonne of cementitious material by FY34 from a FY19 base year and scope 2 GHG emissions 61.9% per tonne of cementitious material within the same timeframe validated by SBTi • Carbon negative by 2040	• Scope 1 - 15.20% reduction against 2019 baseline • Scope 2 - 17.85% reduction against 2019 baseline • We have achieved carbon footprint of 463 KgCO_2/t cementitious material against baseline of 546 KgCO_2/t cementitious material • We are in the trajectory to achieve the target of being carbon negative by 2040
Renewable energy	Usage of 100% renewable power under fossil free electricity initiative by 2030 (RE 100)	29% is the share of non-fossil power consumption out of the total power share
Energy productivity	To double the energy productivity by 2030 (EP 100), baseline 2010-11	54% energy productivity improvement compared to 2010 baseline We are in-line with our target of doubling energy productivity
Alternative (green) fuels	100% Thermal Substitution Rate i.e. using 100% alternative (green) fuel for generating heat to replace fossil fuel by 2035	17% Thermal Substitution Rate achieved this year by replacing fossil fuels by industrial wastes, municipal solid waste, renewable biomass (bamboo/plantation), hazardous waste
Electric vehicles	Use of electric vehicles for significant EV transition by 2030 (EV 100)	We have purchased 22 heavy duty electric trucks for transportation of our raw materials
Blended cements (low-carbon cements)	Switch to 100% blended cement production by 2026	84% blended cement share achieved this year using 10.99 million tonnes alternative raw materials like fly-ash, slag and others

GRI 2-25

Value Creation Approach

We strive to create sustained value for our diverse group of stakeholders while adapting to a dynamic operating environment. Aligned with our core values, we optimise the use of resources, deploy the best-available technologies and undertake robust R&D to offer products and solutions that meet the evolving needs of our customers. We are committed to reducing our carbon footprint and taking steps towards building sustainable communities throughout all our operational areas.

30-43
Value Creation Approach

Value Creation Model

Optimising resources, maximising value

Input

Financial capital
- **₹2,814 crore** Net capex
- **₹15,628 crore** Net worth
- **₹3,763 crore** Debt fund

Intellectual capital
- **₹3.53 crore** total spend on R&D
- **1** R&D Centres (Number)
- **8** R&D Personnel (Number)

Manufacturing capital
- **38.6** MTPA of total cement production capacity
- **14** physical assets

Natural capital
- **3,432** TJ energy consumed from renewable energy
- **3,112** MJ/Tonne specific energy consumption of clinker
- **179.3** L/tonnes of water consumption of cementitious production)
- **33** MnT total raw material for production
- **0.56** MnT use of alternative (green) fuels
- **19,401** tonnes of total waste generated
- **463** kg CO_2/tonne cementitious material specific Scope 1 GHG emission
- 23.21 kg CO_2/tonne cementitious material specific Scope 2 GHG emission
- **22.02** MnT Natural Raw material Procured

Human capital
- **₹ 886 crore** total employee salaries, wages and expense
- **5,794** hours of total executive employee training
- **1.41** Average hours of training per year per employee
- **5,642** number of total employees

Social and relationship capital
- **₹175 million** amount spend on CSR projects
- 1,698 total number of customer complaints resolved

Our Business

What we do and how we add value

Business activities
- Mining
- Raw material preparation
- Inbound logistics
- Drying & grinding of raw material
- Clinkerisation
- Cement grinding
- Packing & dispatch
- Outbound logistics

Governance
- Board of Directors
- 5 Board Committees
- Management Committee
- Future outlook
- Risk & opportunities
- Strategy
- Performance

Support functions
- Finance
- Sales & Marketing
- Corporate Communications
- Legal
- IT & Digital
- Human Relations & Administration
- CSR
- ESG and Risk Management

Output	Outcome	SDGs impacted	Stakeholder value creation
Financial Capital ▶ **₹55.22** Basic earnings per share ▶ **₹13,540** crore Revenue ▶ **₹2,316** crore EBITDA ▶ **₹1,079** crore Profit after tax ▶ **5.9%** Return on capital employed	▶ Maximising shareholder value ▶ Consistent growth trajectory	8, 9	**Financial capital providers** Profitable and sustainable long-term growth
Intellectual Capital ▶ **1** number of new patents filed ▶ No. of new products developed: **1.** Dalmia InnoSil **2.** Water Repellent Cement ▶ **84%** of low-carbon cement share	▶ Innovated product development ▶ Increased technological interventions	9, 11, 12, 13, 17	**Supplier and business partners** Capacity building and consistent growth for suppliers and business partners
Manufacturing Capital ▶ **69%** of capacity utilisation ▶ **58.5%** of clinker factor ▶ **25.5** million tonnes of cement produced ▶ **25.6** million tonnes of cementitious material produced	▶ Strong manufacturing capabilities ▶ Competitive product portfolio	11, 12	**Customers** Consistently high-quality standards and value-added products
Natural Capital ▶ **17%** thermal substitution rate ▶ **42%** alternative raw material rate ▶ **31%** water recycled ▶ **44%** reduction in Net Carbon Footprint ▶ **14x** water positive ▶ **19,339 MT** waste sold to authorised recyclers ▶ **59 Tonnes** Waste Disposed	▶ Robust environmental stewardship ▶ Operational excellence with resource conservation	6, 7, 11, 12, 13, 15	**Investors** Financial growth and opportunities arises from sustainable and responsible management of natural resource
Human Capital ▶ **4,159.6** tonnes/FTE Employee productivity ▶ **17.9%** retention rate ▶ **0.17** per million hours lost time injury (Directly employed) ▶ **0** number of direct and 0 number of indirect fatalities	▶ Diverse and motivated workforce ▶ Upskilled talent pool	3, 4, 5, 8, 11	**Employees** ▶ Responsible employer focused on knowledge and skill development, ▶ Diversity and provision of safe working environment
Social and relationship Capital ▶ **26** Net Promoter Score ▶ **1 million+** people benefitting from our community investments	▶ Enhanced stakeholder relationship ▶ Positive impact on communities	3, 4, 8, 11, 17	**Local communities** ▶ Sustainable Development of local communities through CSR activities

Market Context

Evolving trends driving the sector

The cement sector in India is witnessing multicycle growth opportunity, driven by the government's strong impetus on strengthening the country's infrastructure sector and buoyant demand from the real estate sector. We also recognise the importance of environmental regulations and sustainability concerns. We are committed to transforming the value chain of building materials and leading the industry towards greener structures.

Multiple factors driving demand

Infrastructure push by the government

The Government of India has been consistently investing in infrastructure to drive the country's development agenda. It has earmarked ₹10 trillion as capital expenditure for Budget 2023-24, an increase of 33% above FY23 budget estimates and 37% above FY22 revised estimates. The consistent rise in capital spending is a positive indicator for cement consumption in the coming years.

Further, initiatives like National Infrastructure Pipeline, PM GatiShakti among others are likely to drive the construction activities in the country, fuelling demand for cement.

Housing rebound

The country's housing sector experienced prolonged cycle of slowdown in the pre-COVID period, resulting in high inventories and lower launches from the real estate sector. However, in the post-pandemic era, the sector's rebound was facilitated by increased preference towards home ownership, favourable interest rate regime and registration and stamp duty benefits offered by several state governments across the country. Further, he government's increased outlay towards 'Housing for All' provided fillip to housing demand in the country. The Union Budget 2023-24 outlined an investment of ₹54,487 crore for PMAY -Grameen and ₹25,103 crore for PMAY – Urban, registering a cumulative 66% growth over the previous year.

Our action plan

We are investing to expand continuously our cement production capacity. We plan to achieve this by adding greenfield units and accelerating existing plants. Our goal is to increase our cement production capacity from 38.6 MTPA to 46.6 MTPA in FY24, and we aim to acquire JP's cement capacity to reach 56 MTPA by FY24. Further, our Vision 2031 envisages our total capacity between 110-130 MTPA, driven by organic and inorganic routes of expansion.

419.92 million tonnes

India's estimated cement demand by FY27

12%

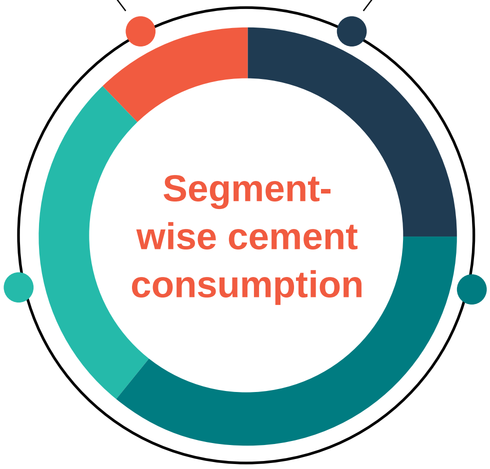
Industrial and commercial

Enhanced private capex, better commercial estate outlook and policy boost (PLI)

25%

Urban housing

Strong surge in growth with improved outlook



27%

Infrastructure

Favourable policy actions

36%

Rural housing

Improved income levels and favourable government demand

Surge in input cost

The year in review witnessed unprecedented rise in input cost for cement companies owing to strong surge reported in coal prices due climate-induced disruptions and geopolitical events. Besides, the increased crude prices also impacted the logistics cost of cement companies. However, the prices of both crude and coal have corrected from their peak, resulting in normalisation in the operational costs.

Our action plan

We have implemented several cost optimisation measures, such as using low-cost additives, increased use of renewable power (including WHRS) and green fuel in the process, utilising the lowest coal including local coal in NE plants, maximising usage of chemical gypsum and wet or conditioned fly ash, and securing long-term contracts for fly ash and slag

Innovation and technology

The low-carbon technology roadmap is aiding cement manufacturers in adopting innovative production methods and climate-resilient measures.

Our action plan

We have a research and innovation roadmap to attain cutting-edge capabilities and partnered with Vedanta Aluminium for sustainable value enhancement. We use Cloud technology for growth and collaborate with Shell to manufacturing processes, demonstrating a commitment to innovation and sustainability.

Sustainable shift

The Indian cement industry is adopting sustainable practices, including waste heat recovery and CO_2 emission reduction. The use of alternate fuels and raw materials is vital, and testing of alternative cement chemistries is needed for industry-wide acceptance.

Our action plan

We are committed to sustainability and have developed a carbon-negative roadmap for 2040, recognised in a Harvard Business School case study. We are part of the Leadership Group for industry transition and use sustainable practices like blended cements, low-carbon tech, and alternative fuels to create eco-friendly products, promoting green choices.

Risk Management

Adopting a proactive, structured approach

At Dalmia Bharat, we believe that every opportunity comes with associated risks. To effectively manage risks and achieve our strategic objectives, we have put in place a strong risk management framework that helps us to monitor the external environment, evaluate the nature of risks, dynamically assesses their impact on our ability to create value, and deploy mitigation measures to deliver superior risk-adjusted returns.

Risk management framework and process

We have implemented an Enterprise-wide Risk Management (ERM) Program and Framework is aligned with international standards such as COSO ERM 2017 and ISO 31000:2018. A combination of top-down and bottom-up approaches is used to identify, assess, monitor, and mitigate risks by risk champions and owners across the Group. The Risk Management Committee (RMC), a sub-committee of the Board, oversees the programme, and a Chief Risk Officer has been appointed to drive ERM initiatives.

Scope, context and criteria for risk process

Defining the scope of the process after understanding the internal and external context within Dalmia Bharat's risk appetite

Risk identification

Identification of sources of risk, areas of impact, events and their causes along with their potential consequences on the achievement of business objectives

Risk analysis, evaluation and prioritisation

Evaluate and assess the potential impact, likelihood and velocity of the identified risks and prioritise risks based on the risk rating of identify key risks

Risk treatment

It involves the process of planning and implementing response strategies formulated for risk mitigation following up with a check on the effectiveness of the action taken and assessing the effectiveness of the treatment

Risk monitoring and reporting

The status of the risks monitored and reported periodically, given the changing external environment, progress of mitigation plans evaluated

Key risks and mitigation strategies

Risks	Impacts	Mitigation strategies
Current Risk		
Climate Risk	Climate risk impacts vary across locations, operations, inventory, supply chain, and continuity plans. These exposures significantly influence corporate operations.	• Target: Carbon negative by FY40, divided into short-term and mid-term goals. • Resource allocation aligned with carbon negative target. • Leadership position in industry to mitigate future carbon emission liability. • Carbon negative roadmap integral to organisational strategy. Achieved 5.31% CO_2 emission reduction from last year.
Cyber Security	Loss of valuable information and disruption of business operations	• 24/7 cybersecurity efforts by our IT team • Resource allocation to mitigate cyber security risks • Addressing the ongoing challenge of keeping up with advancements and one-on-one battles in the cyber space
Talent management	Talent is our most valuable asset, enabling us to implement strategies that enhance efficiency and competitive advantage.	• Training, capacity building, and succession planning for critical roles • Employee engagement initiatives • Manager Sensitivity Intervention sessions for all people managers • Benchmarking HR policies with industry best practices and phased rollout of revised policies starting Q1 FY24 • In-person Town Halls by MD & CEO for improved communication
Macro-Economic Risk	Macro-economic uncertainty results in inflation, supply chain disruption, reduced market demand, higher interest rates, and social unrest.	• Implementing Enterprise Risk Management system • Ensuring uninterrupted supply chain • Timely adjusting market mix • Efficient financial management
Circular Economy	All waste, including clothing, scrap metal, and outdated electronics, is recycled or utilised efficiently, reducing the need for new natural resources.	• Utilising city waste as an alternative energy source to replace fossil fuel, aiming for 100% green fuel usage by 2035. • As India's leading producer of Portland slag cement, we strive for a low CO_2 footprint and aim to become a 100% blended cement producer by 2026. • Investing in advanced technology, such as the Chlorine bypass duct, to achieve 100% replacement of fossil fuels.
Emerging Risk		
Geopolitical Contestation of strategic resources	Geopolitical crises can directly affect resource availability, impacting the supply of essential raw materials such as petcoke and gypsum to the cement industry.	• Explore local sourcing for critical raw materials. • Shift to 100% green fuel to reduce dependency on existing resources. • Establish long-term supply agreements.
Natural disasters and extreme weather events	This will worsen ecosystem collapse, jeopardise food supplies and livelihoods in vulnerable economies, and intensify the impacts of natural disasters.	• Based on TCFD analysis, the mitigation strategy is to consider the regional impact and implement action plan accordingly. • Identified high-risk regions and activities, and developed internal action plan for business sustainability

Strategy

Paving a sustainable growth path

At Dalmia Bharat, we have put in place a well-defined roadmap for the future that encompasses our own aspirations, aligned with India's ambitions. We aim to make all our operations green while achieving maximum profitability. Our competitive edge stems from our ability to capitalise on the opportunities while creating a prosperous future for all.

Pan-India pure play cement company

Key elements

- Divestment of non-core business
- Allocation of capital for expansion only in cement business

Capital linkage

Manufacturing Capital | Intellectual Capital

Progress in FY23

- Expanded cement capacity from 35.9 MTPA to 38.6 MTPA during FY23
- Signed definitive framework agreement with Jaypee group for acquiring its cement business
- Announced divestment of non-core refractory business

Priorities going forward

- Expansion of cement business in existing as well as new geographies like Central and North
- Divestment of IEX and refractory business

Significant presence in every market where Dalmia operates

Key elements

- Adding capacity at a higher rate than the industry, to gain and capture market share
- Making entry into regions where Dalmia is not present currently

Capital linkage

Manufacturing Capital

Progress in FY23

- Continue to have significant presence in the markets of South, East and Northeast with commissioning of 2.7 MTPA of cement capacity across regions
- Ramped up volumes in newly entered Western region.

Priorities going forward

- Expanding capacities in South and East to improve presence in the markets
- Increase volumes in West and Central regions for further penetrating the new markets

Grow capacity at a CAGR of 14-15% over the next decade to reach 130 MTPA by 2030

Key elements

- Capacity expansion through brownfield and greenfield projects as well as expansion of existing facilities, acquisitions and de-bottlenecking of production.
- Building plants with deep technology integration for better operational efficiency and sustainability

Capital linkage

Manufacturing Capital

Progress in FY23

- Expanded cement capacity from 35.9 MTPA to 38.6 MTPA
- Signed definitive framework agreement with Jaypee group for acquiring its cement business

Priorities going forward

- Timely completion of ongoing organic expansion projects
- Completing the acquisition of cement business of Jaiprakash Associates
- Reach 75 MTPA capacity by FY27 and 110-130 MTPA by 2031

Financial Capital | Manufacturing Capital | Intellectual Capital

Emerge as one of the most profitable and environment friendly companies in India

Key elements

- Maximise returns on capital through cost optimisation, improve realisations and reducing the average cost of capacity expansion.
- Increase share of green fuel and green energy to inch towards sustainable production process

Capital linkage

Progress in FY23

- Won bid for Mandla Coal North Mine to improve on captive coal consumption
- Added 103 MW of renewable energy capacity during the year
- Achieved highest blending ratio during FY22-23.

Priorities going forward

- Transition to 100% blended cement producer by 2025
- Electrifying all our vehicles under 7.5 MT capacity in use at plants and depots by 2030 (EV 100)
- Enhance the use of sustainable biomass & alternative fuel to replace 100% fossil fuels by 2035
- Ambition to become carbon-negative cement group by 2040

Maintaining a strong balance sheet along with highest standards of corporate governance

Key elements

- Turn around acquired companies in a sustainable manner through integration and combining of synergies with existing operations.
- Funding through internal accruals and raise debt in accordance with stated comfort level of net debt to EBITDA
- Continue focus on building enhanced transparency and embracing the highest standards of governance

Capital linkage

Progress in FY23

- Net debt to EBITDA remained significantly lower than stated target of 2x despite an 8% increase in capacity
- Disciplined fund allocation as per the laid-out capital allocation framework and treasury policy

Priorities going forward

- Keep net debt to EBITDA equal to or below 2x

Continue building a great organisational culture and a strong value system

Key elements

- Build organisation for future with robust succession planning and developing talent in-house.

Capital linkage

Progress in FY23

- Launched Lakshya programme for the employees in partnered with Deloitte for upskilling their skills of employees and growth potentials.

Priorities going forward

- Embed the Dalmia DNA to enhance talent effectiveness
- Deepen our positioning as a preferred employer
- Promote diversity
- Build a pipeline of tech-savvy leaders

Human Capital **Social and relationship Capital** **Natural Capital**

Stakeholders in Focus

Cementing meaningful relationships

We prioritise our relationships with stakeholders by engaging with them regularly and addressing their concerns and issues. By following a planned mechanism of engagement, we ensure consistent and timely communication of relevant information to each stakeholder group.

Key stakeholder groups	Customers and dealers	Suppliers	Communities
Relevant material issues	• Customer Awareness on Green Cement • Product Innovation • Branding and Reputation • Pricing Integrity	• Sustainable Value Chain	• Community Development
Value proposition	• Quality products • Competitive price • On-time delivery • Required product offerings • Sustainable performance • Reputation	• Business continuity • Fair trade practices • Growth opportunities • Environmental, social and governance aspects	• Sustainable development of the communities around our operations basis our two focus areas - Sustainable Livelihoods and Social Infrastructure
Mode of engagement	• Customer feedback • Customer satisfaction surveys • Phone calls, e-mails and meetings • Signed contracts • Exhibitions and events • Digital and social media connect • Brochures and catalogues	• E-mails and meetings • Vendor assessments and reviews • Signed contracts • Vendor meets • Open meetings through trade associations such as CII, FICCI, ASSOCHAM • Conferences/seminars	• Training workshops • Regular meetings • Need assessments and reviews • Surveys • CSR reports • Website • News mediums • Social Media
KPIs	**3,000+** Dealers engaged under our loyalty programmes **1** New patent filed	**Vendor Code of conduct to report any unethical practices**	**₹175 million** CSR expenditure **1 million+** Outreach population through our CSR programs

GRI 2-29

Investors	**Government and regulatory bodies**	**Industry associations, knowledge and technology partners**	**Employees**
• Corporate Governance • Circular Economy • Climate Change • Alternative (Green) Fuel Usage • Water Conservation • Biodiversity • Effluent and Waste Management • Land Acquisition for Mines and New Projects	• Circular Economy • Climate Change • Alternative (Green) Fuel Usage • Water Conservation • Biodiversity • Effluent and Waste Management • Land Acquisition for Mines and New Projects	• Product Innovation • Branding and Reputation	• Talent Management • Occupational Health and Safety • Diversity and Gender Equality • Employment and Labour Practices • Grievance Redressal
• Return on investment • Financial viability – short and long term • Risk management/ sustainable investing • Climate protection • Low-carbon footprint operations	• Policy and procedure formulation to shape current and future business growth • Conducive policies on RE, sustainable biomass use, alternative (green) fuels and circular economy practices	• Policy advocacy supporting government • Technology and best practice sharing for business growth and sustainability	• Performance-review and feedback • Training and development • A progressive career path • A conducive work environment and good culture
• Quarterly financial results and release of outcome of Board meetings • Annual reports and investor presentations • Websites • Investor meetings • Participation in conferences	• Annual reports • Communications with regulatory bodies • Formal dialogues • Sustainability/ integrated Reports	• Working Groups • Conferences and seminars on technology • Awards and recognition	• Weekly/monthly reviews • HR forum, townhalls • Intranet portals • Talent satisfaction survey • Training programmes • Grievance redressal mechanism • Publications and newsletters
250% ₹5 per share final dividend	**₹4,655crore** Taxes paid	Emerging with WEF, CMA, GCCA and WCA Contribution to the reports on blended cements with GCCA **₹48 million+** Total annual monetary contribution towards Industry Associations, of which 25 million+ (the largest) contributed to World Economic Forum	**5,794** Total executive employee training hours **1.41** Average hours of training per year per employee **94 %** participation of employees in talent satisfaction survey

GRI 2-26

Materiality

Identifying issues that matter

At Dalmia Bharat, we conducted a materiality assessment exercise to identify the environmental, social and governance (ESG) issues that matter most to our stakeholders and impact our value creation abilities. These issues are integral to our strategy planning process and enable us to embed sustainability as a business imperative.

Potential topics assessment

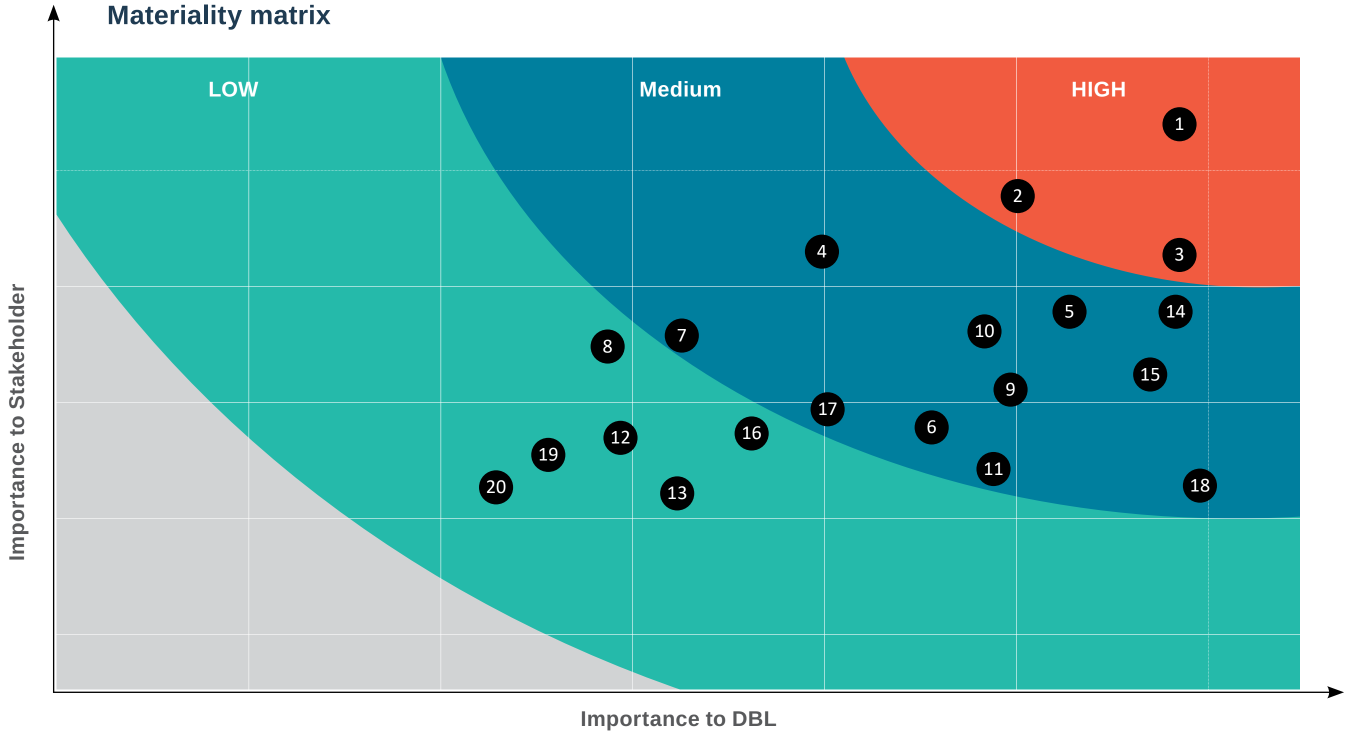
Define
Key stakeholder groups

Identify
Relevant topics to include in the assessment

Prioritise
Topics gathered from opinions and concerns of our stakeholders

Review
Results reviewed to ensure their alignment with our business risk and strategy

Materiality matrix



High risk ↑
1 Circular Economy
2 Climate Change
3 Alternative (Green) Fuel Usage

Medium risk ↔
4 Customer Awareness On Green Cement
5 Water Conservation
6 Biodiversity
7 Effluent & Waste Management
9 Talent Management
10 Occupational Health And Safety
11 Economic Performance
14 Branding And Reputation
15 Sustainable Value Chain
17 Employment and Labour Practices
18 Pricing Integrity

Low risk ↓
8 Community Development
12 Corporate Governance
13 Product Innovation
16 Diversity and Gender Equality
19 Grievance Redressal
20 Land Acquisition for Mines and New Projects

GRI 3-1, 2

Responding to high-risk material issues

High risk material	Why is it material	How we manage it	Performance in FY23	SDGs impacted
Circular economy	Circular economy is material to cost savings, increased resource efficiency, and improved environmental performance.	Reduction of clinker factor and increase of blended cement in product mix	We have accomplished remarkable sustainability milestones, including an increase in the usage of alternative fuel and raw materials from 9.48 MnT to 10.98 MnT. Our commitment to sustainability is evident through achieving 31% recycled water usage and an impressive 14 times water positivity. Additionally, we have achieved a noteworthy 84% blended cement by maximising waste utilisation and replacing fossil fuels with diverse industrial and municipal waste streams in our pyroprocessing operations. These achievements highlight our strong dedication to sustainability and effective water management.	7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
Climate change	Climate change is material to the continuity of our business and improving productivity in the new global environment.	Shifting to renewables and/or low-carbon solutions where possible and process optimisation and digitisation	The Company reduced its carbon footprint to 463 KgCO_2/t cementitious material from a baseline of 546 KgCO_2/t. With a trajectory towards carbon negativity by 2040, it is driving significant environmental progress.	7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
Alternative (green) fuel usage	Alternative fuels aligns with our commitment to sustainable development and resource conservation	Initiatives taken by using alternate fuel and support to Swachchh Bharat Mission	The Company achieved a significant increase in its Thermal Substitution Rate, rising from 13% to 17% this year. By replacing fossil fuels with industrial wastes, municipal solid waste, renewable biomass, and hazardous waste, it demonstrates its commitment to sustainable energy practices	7 AFFORDABLE AND CLEAN ENERGY; 13 CLIMATE ACTION

Capital-wise Performance

Capitals

To achieve our growth ambition, we are dependent on a lot of resources. We strive to utilise these resources in a way that it creates ongoing value for everyone involved with our Company. We focus on maintaining a healthy financial position, promote a diverse and inclusive work environment, strengthen our relationships with all stakeholders, including employees and the community, while also preserving our natural resources, striving to meet environmental targets. It is our vision to minimise negative impact on the environment while promoting inclusive and sustainable development.

44-108 Capital-wise performance

Financial Capital

Strong financials to bolster tomorrow

We take pride in 20% turnover growth and 17% operating margin, top end of the industry, despite tough environment of energy cost inflation. Our Balance Sheet continues to be strong with healthy cash-flows from operations and prudent financial policies governed by our robust capital allocation framework. This will enable us to continue driving sustainable financial growth while delighting all our stakeholders".

Mr. Dharmender Tuteja,
Chief Financial Officer

Key material issues

- Price integrity
- Economic performance

Interlinkage to other capital

- Intellectual
- Manufactured
- Natural
- Human
- Social and relationships

FY23 highlights

- **20%** Revenue growth to ₹13,540 crore
- ₹900 EBITDA/tonne
- **₹94** crore proposed dividend payout

SDGs Impacted

Financial Capital

Reviewing our financial performance

Overview

FY23 was the first full year of operations, out of the pandemic. Amid the global headwinds, India demonstrated significant resilience. The Government has shown its commitment towards long-term prosperity and earmarked significant capital expenditure towards infrastructure development. Considering the overall inflationary environment, input costs remained challenging during the year. However, construction activities remained strong.

Performance review

During FY23, EBITDA came in at ₹2,316 crore, a decline of 4.5% over the previous year, due to higher fuel prices adversely impacting the variable cost of production. EBITDA margin stood at 17%, a decline of 440 basis points. However, we continued to be one of the lowest cost cement manufacturers in India. We explored the enhanced use of alternate fuels (AF), green energy, stronger negotiation with the suppliers, to control costs. We partnered with an external agency to create a sustainable calcination/clinkerisation mechanism, using electricity from renewable sources. We are constructing waste heat recovery systems and solar plants to further reduce power costs.

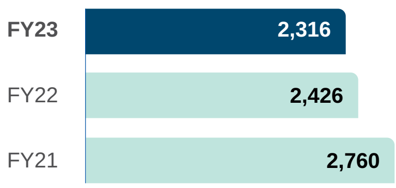
Average cost of fund for the year stood at 6.9% p.a. against 5.6% p.a. in FY22, due to increase in repo rate, thereby resulting in higher outflow towards interest expenses.

Our net profit for the year stood at ₹1,079 crore, a growth of 28% over FY22.

Basic earnings per share during the year stood at ₹55.22 in FY23, a growth of 27% over FY22.

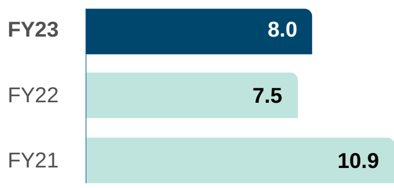
EBITDA

(₹ in crore)



Net profit margin

(%)

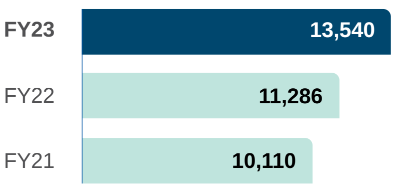


GRI 3-3, 201-1

Key financial performance indicators

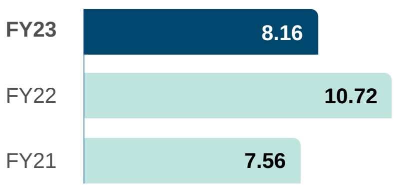
Revenue from operations

(₹ in crore)



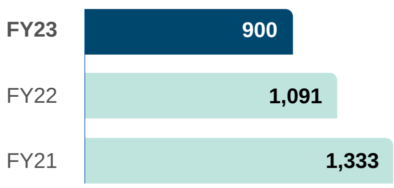
Interest coverage

(times)



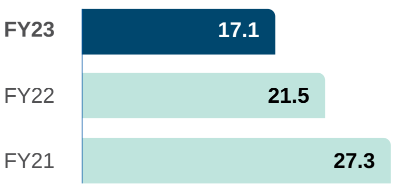
Cement EBITDA

(₹/t)



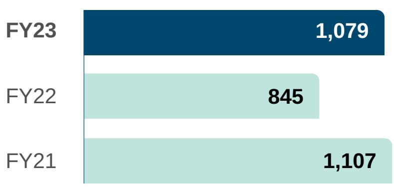
EBITDA margin

(%)



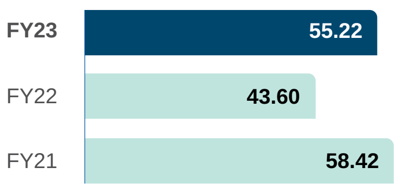
Profit after tax

(₹ in crore)



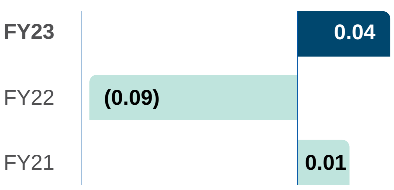
Basic earnings per share

(₹)



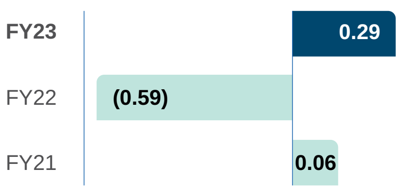
Net debt to equity

(times)



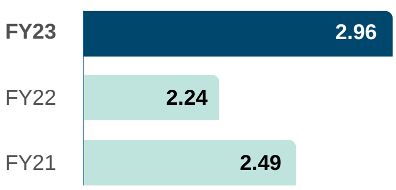
Net debt to EBITDA

(times)



Debt service coverage

(times)



GRI 201-1

Financial Capital

Financial stability

Total assets increased 3.4% from ₹24,691 crore as on March 31, 2022 to ₹25,543 crore as on March 31, 2023. Current assets, accounting for 25.3% of the total assets, decreased 12.2% during the year under review. The fixed asset during the year reported a growth of 12.9%, driven by increase in capacities.

Capital and funding

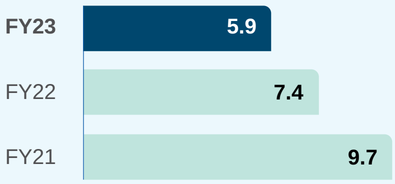
Total equity marginally decreased 2.4% during the year while total capital employed marginally increased 1.2%. Gross debt was higher by ₹623 crore and stood at ₹3,763 crore as on March 31, 2023, increased 19.8%, owing to availment of term loans to fund the capital expenditure for ongoing capacity expansion projects. Net debt to equity for FY23 stood at 0.04 from (0.09) reported in FY22.

During the year, we chalked our capital allocation strategy considering the multi-decade opportunity posed by the Indian cement industry. We created a Vision 2031 for Dalmia Bharat and made a long-term capacity creation plan of 110 million tonnes to 130 million tonnes by 2031 which translates into a 15% CAGR.

We spent ₹2,814 crore towards capex during the year under review.

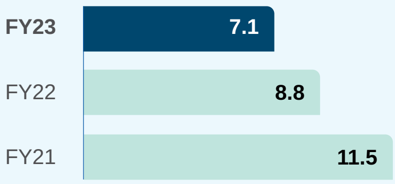
Return on capital employed

(%)



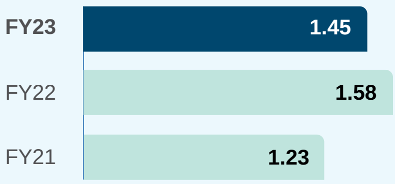
Return on capital employed (adjusted)

%



Current ratio

times



Our capital allocation framework

- Up to 10% of the Operating Cash Flow towards shareholders' return, including a mix of both dividend and share buybacks
- Up to 10% of Operating Cash Flow towards an Innovation and Green Energy Fund which would be channelised towards focused R&D in the areas of Climate changes and technology advancements
- Balance available funds will be used to fund growth as well as maintenance capex

<2.0x
Target net debt/EBITDA

14-15%
Target RoCE over the next few years

Treasury
To be governed by our Board approved Treasury Policy

Cashflow and liquidity

Our superior cash flow management initiatives helped us strengthen cash generation from operating activities. Net cash from operations increased to ₹2,252 crore against ₹1,932 crore during FY22. Net cash inflow from financing activities was ₹168 crore as compared to outflow of ₹942 crore in the previous year. Cash and cash equivalents at the end of the year stood at ₹234 crore against ₹140 crore at the end of the previous year.

Shareholder return

At Dalmia Bharat, we are committed towards creating superior value for our shareholders. During the year, we declared ₹ 9 per share as dividend for our shareholders.

Intellectual Capital

Investing in augmenting building capabilities

We embrace the power of technology and innovation to drive efficiency and sustainability. Through digitalisation and smart logistics solutions, we are optimising operations, reducing costs, and delivering value to our customers."

Mr. Sujit Ghosh
Head New Product Development

Key material issues

- Product innovation

Interlinkage to other capital

- Financial
- Manufactured
- Natural
- Human
- Social and Relationships

FY23 highlights

- 1 patent filed
- 2 new products developed
- 1 central R&D facility
- 1.53 crore amount spent on research and development

SDGs impacted


Dalmia

Innovation and R&D

Dalmia Bharat is committed to continuous innovation in its production and manufacturing processes to reduce CO_2 emissions. We are actively involved in research and development to achieve carbon neutrality or even carbon negativity by creating new products and finding effective ways to utilise and valorise waste materials. Moreover, we are consistently exploring novel and innovative techniques to become water positive and minimise our overall water usage.

Partnership & collaboration

We collaborate with various national and international universities for R&D in the field of cement and concrete, constantly striving to innovate and improve sustainability.

- Chement, USA
- RISE, Research Institute of Sweden
- SaltX Technologies, Sweden
- CSIR-CBRI, Roorkee
- NCCBM, Ballabhgarh

Key focus areas

Green energy use for calcination/clinkerisation

Our R&D team is collaborating with SaltX, a Swedish GreenTech Company, to create a sustainable calcination/clinkerisation mechanism, using electricity from renewable sources.

CO_2 sequestration using mine waste from flue gas

We have designed and installed an innovative tool, the In-Line Calciner Carbonator, at CSIR-CBRI to capture CO_2 from flue gas. The raw material will be sourced from our own mining waste.

Bio-degradable packaging

We have developed a biodegradable packaging solution for cement, which can be added directly to a concrete mixer, reducing packaging waste. Currently in the research phase, it will soon become a regular packing material.

Water conservation

As part of our R&D efforts, we have developed a new cement named Dalmia Insta-Pro that utilises significantly less water than traditional cements.

Process and cost optimisation

At Dalmia, we are conducting trials across various plant locations to reduce the sodium sulphate clinker factor and enhance early age cement strength. We are also exploring ways to use rejected limestone as a performance improver in both slag and composite cement. To ensure efficient cement and concrete market trials, we provide continuous customer support and training for our technical services team. Additionally, we support our in-house infra/civil teams in construction work by designing optimised concrete mixes using our own products. Finally, we aim to optimise the cost of clinker by utilising Fly Ash/Red Mud.

Case Study

Dalmia InnoSil

We've created a novel supplementary cementitious material from sugar industry waste, competing with existing SCMs like silica fume and Alccofine. Provisional patent filed.

Objective: To create value from waste and address the longstanding issue of sugar industry waste disposal through innovative solutions.

Efforts: Developing the waste processing strategy took over six months, involving multiple plant visits and numerous laboratory and plant trials. We considered all Dalmia Sugar Units to address variability issues during product development. In-house and third-party analyses were carried out to ensure final product quality.

Outcome: The product has the potential to significantly reduce solid waste generated by sugar industries in India. Our eco-friendly product also has a lower carbon footprint.

Investment on innovation and technology in natural capital

We have invested in low and zero carbon technologies that enhance resources and energy efficiency. Our aim is to increase the proportion of environment-friendly blended cement in our product mix to 80%. We are India's largest producer of Portland Slag Cement (PSC), the most sustainable and lowest carbon footprint cement available at an industrial scale.

42%

Raw material from waste origin

Digitisation

We have experienced the transformative power of digitisation in our business processes. By adopting digital solutions, we have eliminated many human-induced errors, and achieved unparalleled accuracy in our data. Additionally, we have been able to ensure that data is available to us at the scheduled time, which has helped us reduce dependencies on specific individuals and drive greater excellence in our operations. With the help of digitisation, we have been able to access real-time data and analytics, enabling us to make more informed business decisions. Moreover, we have successfully eliminated duplication of work, saving time and resources, and have significantly reduced our carbon footprint.

Intellectual Capital

Key efforts in our business processes

Manufacturing

Kavach
Safety Observation & Inspection reporting application implemented across all units and extended to new projects to enhance safety.

Note for approval
Application for raising and tracking across all departments with rule-based email notifications and central repository.

Plant incident investigation
Application group-wide to report and investigate incidents, perform root cause analysis, and create CAPA tasks. Integrated with Kavach Application.

RealWare head-mounted tablets
Purchased for hands-free site visits, remote expert guidance, visual assistance, and document navigation in all units.

Fiori
Application for real-time equipment inspection and observation on shop-floor with mobility and SAP integration for Implemented SAP Plant Maintenance

Dispensary management App
Implemented at RGP unit for all employees and family (executives, workmen, contractual) with OPD, pathology, radiology services and related tests.

Ilens IOT platform
Application to integrate data from all plant sources (DCS and SAP) for KPI dashboard, trend analysis, Scada view, alerts, notifications, and reports.

Safety workplace inspection checklist
Module created to capture workplace inspections and report non-compliance with auto-generated tasks for follow-up and closure.

Logistics

The implementation of digital enablers has improved logistics by providing better visibility across the supply chain and enabling a more customer-centric approach.

Order Clearing House

We have implemented a digital transformation initiative for a hassle-free ordering process, including an order allocation process based on order lot size with order clubbing and express delivery for customers.

2.5%
Reduction in logistics costs

5%
Increase in direct dispatches from plant

95%
L1 adherence (order fulfilment by optimal source)

End supply chain visibility of trucks

As part of our logistics initiatives, we developed an ecosystem to ensure 100% visibility of our in-transit fleet. This was done to reduce leakages around stoppages and to identify the reasons for vehicle detentions and diversions.

72%
of the fleet is tracked through GPS with 100% visibility

Shipment freight rationalisation through digital bidding platform MTPA by 2030

We have developed a digital bidding platform for shipment freight rationalisation, which involves transactional level freight bidding based on sensing demand (orders) and supply (fleet availability) gaps in the market. Optimise freights and achieve cost savings.

Procurement

We aim to leverage digitisation in procurement by implementing a more streamlined process that covers supplier onboarding, sourcing, material receipt and payments. We have developed an online approval portal to digitise and streamline all approval workflows in a paperless manner. Furthermore, we have automated PO compliance for packing bags where the system takes care of quality deviations and their consequences.

VENDX

The platform is being used to monitor sourcing operations and improve transparency and governance in the supply chain. In addition, it facilitates auctions for purchase requisitions to obtain competitive prices and increase transparency in the sourcing process.

Qlik view

This report is designed to integrate and provide real-time data for monitoring, control, and decision-making purposes.

SAP Ariba

We are implementing SAP Ariba to digitise our entire supply chain process. This platform covers vendor onboarding, sourcing, online auctions, contracting, post-PO collaboration, material and services delivery, and payment.

Outcome

- Improved transparency
- Robust vendor onboarding process helps to induct quality suppliers
- Focus on ESG compliance
- Improved productivity
- Better visibility and control over the entire process
- Timely deliveries
- Availability of audit trails

Mines

We have completely digitised our mine planning process using CADE (Computer Aided Deposit Evaluation) and QSO (Quarry Scheduling Optimisation). We use Surpac software to validate the sampling analysis of bore holes and blast holes, and drive AQN (Agreed Quality Norms) between mines and manufacturing to ensure minimum tolerance error.

Drone surveying is mandatory for geological and topographical planning within regulatory frameworks. We deploy the latest generation machines that can be connected to software to monitor their actual usage in load and unload conditions, helping us to reduce idle running and CO_2 emissions. We are planning to use a man-less weighing system in all our mines. We are also planning to implement a trip count and pay load monitoring system to ensure appropriate machinery utilisation and cost effectiveness.

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Case studies

Objective: To rationalise shipment freight costs using a digital bidding platform.

Efforts: We developed a spot bidding platform for transporters to rationalise shipment freight in response to volatile cement demand. Our team and transporters underwent three months of training to streamline the process across all our plants.

Outcome: We have achieved cost savings of ₹50 lakh per month through freight optimisation using this platform. The spot bidding process has provided equal opportunities to all transporters to compete for taking loads and made the process more transparent.

Manufacturing Capital

Pioneering sustainable manufacturing

We believe in promoting cement as a sustainable building material by increasing its life cycle, lowering cost, and enhancing its resilience. We have adopted Industry 4.0 technologies and IoT for process optimisation, productivity improvement, scheduling, and performance management."

Mr. Ganesh Wamanrao Jirkuntwar
National Manufacturing Head

Key material issues

- Land Acquisition
- Water Conservation
- Biodiversity
- Effluent and waste management
- Circular Economy
- Climate Change
- Alternative (green) fuel usage
- Economic performance

Interlinkage to other capital

- Financial
- Intellectual
- Natural
- Human
- Social and relationships

FY23 highlights

- 25.7 MT sales volume
- 166 MW clean energy capacity
- 70 awards to our manufacturing sites across various categories

SDGs impacted


Dalmia Cement
Dalmia Cement

Manufacturing Capital

World-class facilities for optimal capacity utilisation

Operational performance

We aspire to achieve our ambitious growth in a sustainable manner and therefore, we are developing our green capabilities in energy and adopting responsible mining practices. We plan to hire renowned agencies such as CII and CFD analysis agencies to conduct energy audits to improve our operational performance efficiency. This will help us to reduce specific power and heat consumption.

Usage of alternate raw materials

We are continuously exploring alternative raw materials to replace clinker and cement additives. Some examples include the absorption of Redmud, a waste product from aluminium production, to correct deficiencies of iron oxide and alkalis in rawmix, and the absorption of Bottomash, collected from the bottom of boilers in thermal power plants, to correct the deficiency of Silica in rawmix.

Additionally, we partially replaced (~2%) Granulated Blast-furnace Slag (GBS) with treated Air-cooled Slags as a supplementary cementitious material and (~5%) Flyash with beneficiated Pondash in blended cements complying with BIS guidelines in FY23. We also co-processed SPL Mixed Fines (0.5%) as a rawmix component in cement kilns at the Rajgangpur unit in Odisha, following the guidelines of CPCB and SPCB.

Green power projects

We are constructing Waste Heat Recovery Systems and solar plants in order to reduce power costs and increase the use of sustainable energy.

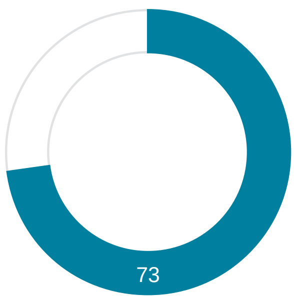
Enhancing capacity

We have substantially increased our manufacturing capacities to produce grey cement to meet the heightened demand across India.

Ongoing projects

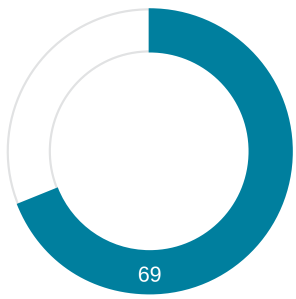
We are currently engaged in debottlenecking of clinker and cement at DPM, Ariyalur, KDP and BGM. In addition, we have recently commissioned new grinding capacities in Bokaro and Lanka. Our CCW market is expanding, and we would soon commission our greenfield cement GU at Sattur.

Capacity utilisation clinker (%)



FY23

Capacity utilisation cement (%)



FY23

GRI 2-6

Manufacturing Capital

Key cost optimisation measures

We have implemented several cost optimisation measures, such as using low-cost additives like red mud in clinker manufacturing, using green fuel to reduce fossil fuel dependency (TSR>15%), utilising the lowest coal including local coal in NE plants, maximising the usage of chemical gypsum and wet or conditioned fly ash, and securing long-term contracts for fly ash and slag. Additionally, we have optimised our fixed costs through improved procurement of spares and inventory management.

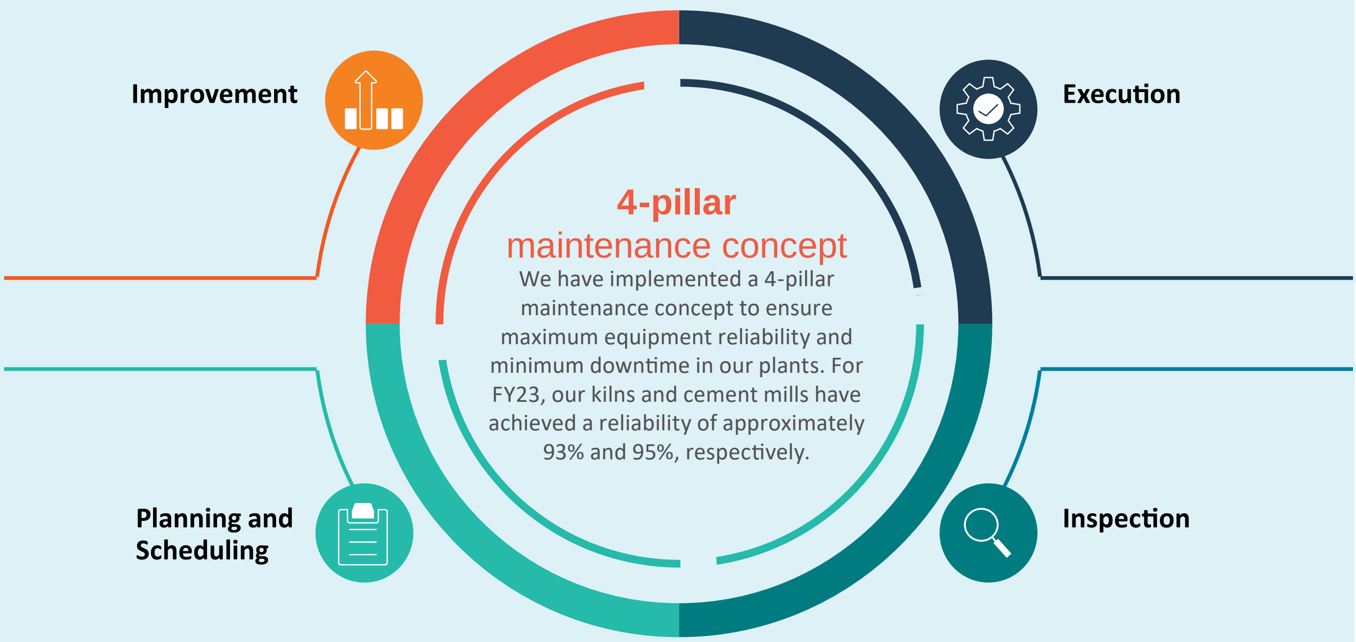
Utilisation of green fuels

Our Belgaum and Kadapa plants now have fully operational Chloride bypass systems to increase Thermal Substitution Rate (TSR) and utilise more green fuel (GF). Kadapa's GF utilisation has increased by 12% and Belgaum's by 10%. We plan to augment our shredding capacity for GF in FY24 to further enhance its consumption and reduce VC.

Chandrapur Cement works has a new green fuel feeding system and has achieved a TSR of approximately 12% since January 2023.

In the South region, we have augmented clinker capacity and GF shredding systems for Dalmiapuram Line 2 and Ariyalur and will install Chloride bypass systems to achieve a TSR of 35% by Q2 FY24.

In the East region, we have ordered a Chloride bypass system for RGP, which will be commissioned by Q3 FY24.



Case studies

Rajgangpur Line 2

Objective - To increase our clinker capacity from 4,800 TPD to 5,800 TPD and reduce specific heat consumption by 50 Kcal/kg clinker.

Efforts - We planned a major modification to upgrade the Pyro system in support of our OEMs. The upgradation of the PH System will involve modifying the Calciner, adding a top cyclone, and replacing the fan. We also included cooler replacement as part of the project.

Umgranshu

Objective - To upgrade the plant from 3,400 TPD to 4,177 TPD (VL-8) while replacing the cooler.

Efforts - After several years of operational experience with our kiln and subsequent studies conducted by the OEM, Holtec, and other vendors, we realised that it is possible to achieve a continuous production of 4,177 TPD with some capacity enhancements and modifications, including the addition of some key equipment.

Outcome - Our plant is currently operating continuously at 4,100 TPD and has achieved a reduction of approximately 30 Kcal/kg.

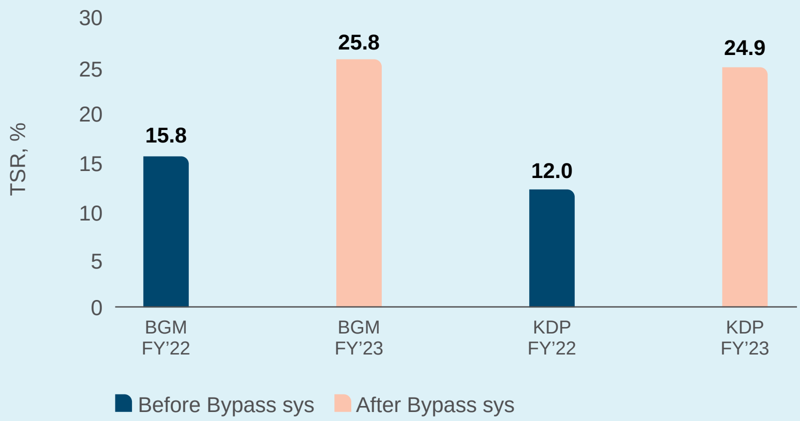
Belgaum and Kadapa

Objective - To maximise alternate fuel consumption by installing a chlorine bypass system.

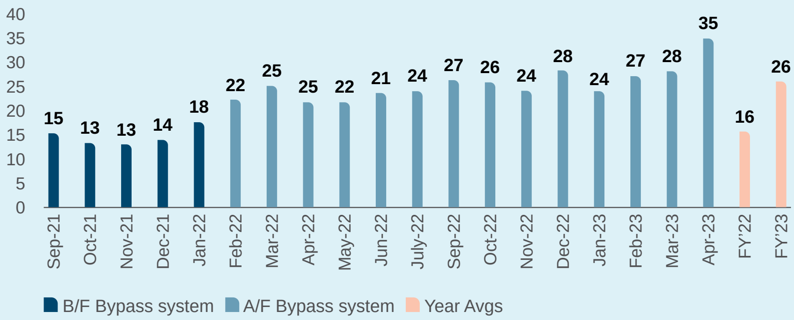
Efforts - We believe that increasing the usage of alternate fuel is crucial for cost reduction, but we have faced plant reliability issues after reaching 15-20% TSR due to build-ups in the system caused by the chlorine present in the fuel. To address this issue, we installed a chlorine bypass system, which is a proven technology for removing chlorine from the system. The system was fully commissioned and stabilised in FY23.

Outcome - The average thermal increased from FY22 to FY23 in two plants. In Belgaum, there was a 10% increase in TSR, while in Kadapa, there was a 12% increase in TSR.

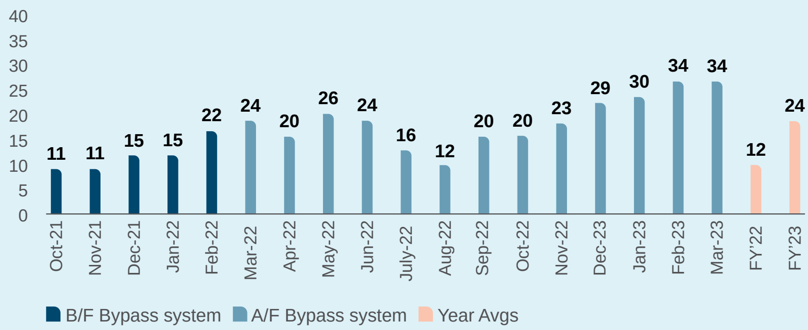
Increase in TSR (%)



Belgaum TSR %



Kadapa TSR %



Natural Capital

Building with nature, for nature

Expanding horizons and cultivating growth through Environmental, Social, and Governance (ESG) principles has been the cornerstone of our growth journey. ESG has become our compass for each and every activity, guiding us towards sustainable expansion, and empowering us to build a better future for all stakeholders. Through the lens of ESG, we have discovered that the path to long-term success lies in cultivating resilience, embracing innovation, and fostering collaboration."

Mr. K C Birla
Head - Growth and Expansion

Key material issues

- Climate Change
- Alternative (green) fuel usage
- Circular Economy
- Effluent and waste management
- Sustainable Value Chain
- Water Conservation
- Biodiversity

Interlinkage to other capital

- Financial
- Intellectual
- Manufactured
- Human
- Social and Relationships

FY23 highlights

- 44% improvement rate in carbon emission
- 101 tCO_2/million ₹ Total Scope 1 and Scope 2 emissions per rupee of turnover
- 29%* renewable energy consumption against total consumption
- 4.59 million m^3 total water withdrawal

SDGs impacted

*Including Fossil Free Share of Grid Electricity consumed

Energy productivity

Our cement plants are part of the Perform Achieve and Trade (PAT) scheme of the Bureau of Energy Efficiency. We have exceeded the PAT targets and have earned energy-saving certificates under the scheme. We follow a Plan-Do-Check-Act based energy management system (ISO 50001) at our plants to ensure effective energy management. This includes baseline determination, energy management targets, internal and third-party audits, and continual improvement to remain focused on energy management.

54%

Increase in energy productivity compared to baseline of FY10

Increasing renewable energy consumption

We are aggressively expanding our renewable energy capacity and increasing our capacities for solar power and WHRS. We source renewable electricity from the grid and Indian Energy Exchange (IEX) and have started purchasing hydel power to meet our renewable energy commitment. As the first Commercial and Industrial (C&I) customer, we purchase renewable power on the Green Term Ahead Market (GTAM) platform of the IEX, in addition to the Day Ahead Market (DAM) and Real Time Market (RTM) platforms.

Target

100%

Replacement of fossil-based primary energy mix by 2035

Progress

100MW

Solar power capacity

66MW

WHRS capacity

Energy efficiency measures

- Implementation of low pressure drop and high efficiency cyclones in preheaters, instead of conventional cyclones
- Reduction of pressure drop through the addition of a parallel cyclone at the top stage
- Installation of high efficiency pollution control devices
- Adoption of Vertical Roller Mills for raw material and cement grinding
- Incorporation of VFDs in major energy-consuming motors and fans
- Usage of high efficiency boilers and condensers in captive power plants
- Adoption of the latest generation Clinker Coolers for high recuperation efficiency
- Implementation of Waste Heat Recovery power generation systems to capture exit gases
- Utilisation of waste heat for raw material and fuel drying, eliminating the need for Hot Air Generators (HAGs) in some plants
- Optimisation of Clinker usage in cement production
- Increase in the usage of alternative fuels and raw materials in the cement production process

Switching to biodiesel

Our focus on utilising sustainable biomass to replace fossil fuels in the primary energy mix through the utilisation of wastelands would further improve the thermal substitution rate (TSR) of biomass fuels in cement kilns. Similarly, we are increasing the sustainable biomass fuel share in the primary energy mix at pyro-processing. Agricultural wastes, sawdust wastes, and other similar biomass-based materials form nearly 1% of the total heat provided to our cement kilns.

Minimising air emissions

We have implemented a comprehensive framework of interventions and technology tools to monitor, manage, and reduce emissions like SOx, NOx and dust. Continuous Emission Monitoring Systems (CEMS) and Ambient Air Quality Monitoring Systems (AAQMS) have been installed to provide real-time emission data to stakeholders. Our air pollution control equipment ensures compliance with or even betterment of the air emission standards for cement plants in India.

We use various measures such as controlling burning zone temperatures, homogenising raw materials, using low NOx calciners and burners, and employing ESPs and Bag House to reduce NOx and dust emissions. Fugitive dust emissions are also minimised through covered conveyor belts, closed sheds, and sweeping machines, among others.

468 tonnes/year
Absolute PM emission

11,182 tonnes/year
Absolute NOx emission

3,202 tonnes/year
Absolute SOx emission

GRI 3-3, 305- 7

Climate change risk mitigation

We have assessed the impact of climate change on our operations, in line with task force on climate-related financial disclosures (TCFD) guidelines. Climate change presents both physical and transitional risks, including changes to regulations and markets that could have financial implications for the Company. This reflects the maturity of our disclosures around climate-related risks and opportunities.

Governance

We have put in place a strong governance framework to develop climate change and sustainability strategies

The **Board of Directors** is the apex body that takes decisions on the green investments and climate projects and reviews the Company's progress in sustainability and climate change. At the board level, Chief Executive Officer (CEO) is responsible for managing climate-related risks and opportunities.

At the **board level, Risk Management Committee (RMC)** integrates climate-related risks within the organisation's Enterprise Risk Management (ERM) framework and prioritises various risks.

At the management level, **Chief Risk Officer** is responsible for managing climate-related risks and opportunities. The CRO assists and reports the Risk Management Committee (RMC) on a quarterly basis on progress of climate-related risks and opportunities.

At plant Level, we have unit **SPOCs (specific point of contact)** who are responsible for implementation of measures aligned to the Company's strategy for climate-related risks and opportunities at the location level. The unit SPOCs collect and monitor climate-related data and report the same to CRO.

Strategy

We adhere to the TCFD recommendations and conducted a thorough review to assess the risks related to climate change. This review has helped us identify both physical and transitional risks across various time horizons, to better prepare for and manage potential impacts on our business.

Physical risk

Short term (0-3 years)

Acute floods, storms, cyclones, and extreme weather events

Long term (10-30 years and beyond)

Chronic variation in temperature, precipitation, and water stress over a period of time

Transitional risks

Medium term (3-10 years)

Reputation

Increased stakeholder concern or negative stakeholder feedback for not being able to achieve global targets

Long term (10-30 years and beyond)

Policy and regulation

Introduction of carbon tax or emission trading scheme (ETS) in future

Technology

Early retirement of assets before their useful life due to low-carbon transition

Market

- Changing customer behaviour towards green products
- Increased cost of raw materials

Scenario analysis

We conducted a scenario analysis to assess various hypothetical outcomes by considering different plausible scenarios within specific assumptions and constraints. In evaluating physical (chronic) risks, we referred to the latest set of scenarios outlined in the 2021 IPCC ar6 report called Shared Socioeconomic Pathways (SSPS). Specifically, we examined the impact of chronic risks over various timeframes under SSP 1.9, SSP 2.6, SSP 4.5, SSP 7.0, and SSP 8.5. For transitional risks, we conducted a scenario analysis based on the 1.5-degree Celsius scenario (1.5ds) and well below 2-degree Celsius scenario.

Type	Climate-related opportunities
Resource efficiency	Optimisation of natural resources Water conservation and replenishment Use of alternative-fuel and raw materials (AFR) Increased use of waste heat recovery
Energy sources	Use of low-carbon emission sources of energy
Products and services	Development and/or expansion of low emission goods and services
Markets	Access to new markets
Resilience	Development of climate adaptation and resilience

GRI 201-2

Risk management

The impact of physical risks on our operations is deemed negligible, accounting for less than 1% of EBITDA. To manage climate change risks, we have implemented a comprehensive risk management strategy that includes the use of engineering and administrative controls. Additionally, we have established an emergency response plan, which undergoes regular rehearsals and reviews at each of our plants. We have also developed standard operating procedures (SOPs) for climate risk assessment for our upcoming plants. These SOPs will guide the risk assessment exercise and enable the development of an emergency response plan in the future.

To address transitional risks, we have created a near-term and net-zero (long-term) roadmap that has been approved by the science-based target initiative (SBTi). This roadmap includes year-wise strategies and financial planning necessary to achieve our targets. We have implemented an internal carbon pricing mechanism to further support our carbon reduction efforts.

Metrics and targets

We have set ambitious carbon reduction targets, approved by the SBTi. We aim to reduce Scope 1 CO_2 emissions by 32% and Scope 2 CO_2 emissions by 61.9% by FY34, with FY19 as the baseline year. Our long-term goal is to achieve carbon neutrality by 2040, which is more aggressive than the targets set by the global cement sector. We have a clear roadmap and strategy in place to achieve this goal.

Internal carbon pricing (ICP)

To encourage low-carbon investments, we apply a shadow ICP of USD 11/ tonne of CO_2 on a project-by-project basis, primarily on projects with low returns and long payback periods.

GRI 201-2

Circular economy

We believe in the business philosophy of 'clean and green is profitable and sustainable' and the concept of circularity, to create positive environmental and social impacts. To achieve this, we focus on innovation and technology and adopt sustainable practices.

Alternate fuels and raw materials

Red mud absorption to correct deficiency of iron oxide and alkalis in raw mix	Bottom ash absorption to correct deficiency of silica in raw mix	Partial replacement of GBS by treated air cooled slags in blended cements	Partial replacement of fly ash by beneficiated pond ash in blended cements	Co-processing of SPL mixed fines in cement kiln at Rajgangpur unit	Applying for permission for co-processing of SPL mixed fines in cement kiln at Rohtas unit

Pre-processing and co-processing

Pre-processing

We have invested in creating infrastructure for pre-processing and co-processing large volumes of plastic and refuse derived fuel (RDF). We have direct agreements with various ULBS, and we have lifted enormous quantities from the Tiruchirappalli and Pune Municipal Corporations.

Co-processing

We co-process to manage industrial waste from various industries, such as pharma and paint, in both liquid and solid forms. We ensure that all waste co-processed in our cement kilns meets the necessary regulatory standards and guidelines for safe disposal.

Solid (shredding, feeding and dosing system)

We receive alternate fuels from industries and municipalities, which are weighed, sampled, and analysed. Selected materials are shredded and screened to reduce size upto 80 mm, and then fed to calciners via conveyors and flaps.

Liquid (storage tanks and pumping, feeding system

Liquid waste systems are installed at some of our plants like Belgaum, Kadapa and Rajgangpur, where we receive the waste in tankers and store it in designated tanks after quality analysis. The liquid is continuously agitated and fed to the calciner through feeding pumps.

GRI 3-3, 301-2

Green fuels

We are continuously taking steps to reduce the clinker factor and increase the share of blended cement in our product mix. We use waste produced by other industries such as fly ash and alternative (green) fuels. We reuse waste generated by the iron and steel, petroleum, power, pharmaceutical, and aluminium industries, along with municipal waste to replace fossil fuels in our pyro-processing. Our clinkerisation plants use carbon black and waste from processes, fibre reinforced polymers, footwear and spent wash.

Additionally, we reuse GEPIL solid and liquid waste mix, refuse-derived fuel, palm bunch, captive power plant dry fly ash (CPP DFA), and hard-to-recycle multilayer packaging like chocolate wrappers among others as alternative (green) fuels.

~0.56 MnT
Alternative (green) fuels used in FY23

42%
Total Alternative Raw Materials for cement produced (% ARM)

10.99 MnT
Alternative raw material for cement produced in FY23

~17%
Thermal substitution rate

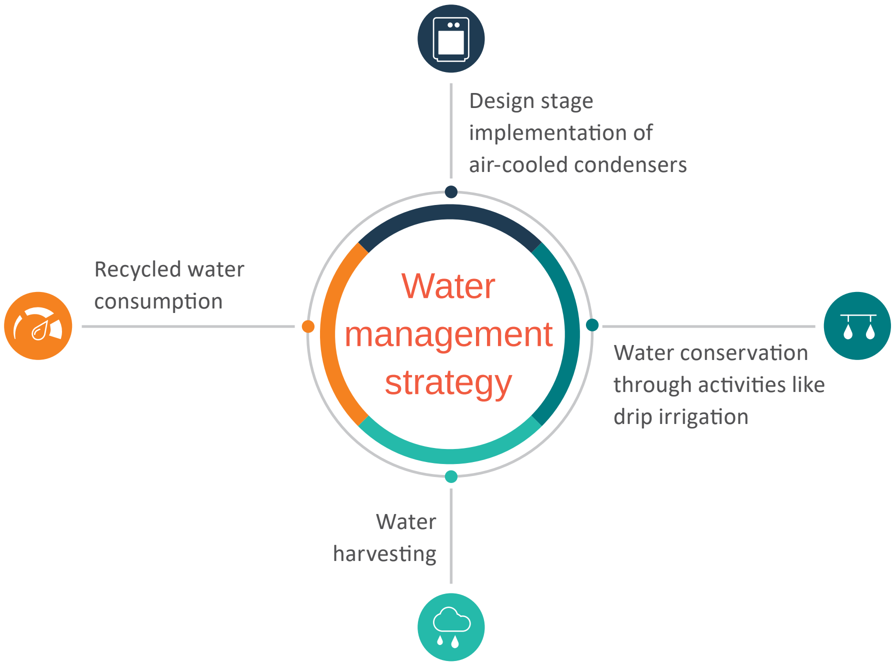
Key government initiatives for waste management

We support the Swachchh Bharat Mission by co-processing significant quantities of RDF, both legacy and freshly generated. We are one of the cement manufacturing groups registered as a 'plastic waste processor' on the portal developed by the Central Pollution Control Board (CPCB), which will enable real-time sharing of information about the movement and disposal of plastic waste. Additionally, our plants located in Belgaum, Kadapa, and Rajgangpur co-process large volumes of hazardous waste generated by pharma and other industries.

GRI 3-3, 301-2

Water stewardship

We are committed to achieving water positivity and aim to be 20 times water positive by 2025. Our commitment led us to achieve group-level water positivity by 2017 through collaborative efforts in our cement plants and social responsibility initiatives. Currently, we have surpassed our initial target, reaching 14 times the water positive potential. Third-party evaluations regularly assess our progress. Our active participation in the CDP Water Security questionnaire earned us a commendable "B" score.



Efforts to reduce water consumption

Zero liquid discharge facility

All our plants are equipped with zero liquid discharge facilities, and we strive to reduce freshwater dependency at each of our plants.

Rainwater harvesting

Through our rainwater harvesting efforts across manufacturing, mining, and community initiatives, we have amassed an abundance of water reserves that surpasses our annual operational water requirements. We have allocated this excess water to nearby communities to alleviate their water scarcity issues.

Used limestone mines as water reservoirs

We are repurposing old mines into reservoirs for water storage. During the monsoon season, we capture water from the catchment areas within the mining lease by creating water channels. The collected water is utilised for household and agricultural needs by the local communities, as well as in our cement manufacturing processes.

At the local community level

We have partnered with NABARD to implement three integrated watershed management projects covering more than 10,000 hectares in Dalmiapuram (Tamil Nadu), Kadapa (Andhra Pradesh), and Belgaum (Karnataka).

Zero
Water discharge

GRI 3-3, 303-1, 4

Biodiversity conservation

We recognise that our operations have a significant impact on local landscapes and biodiversity, particularly through mining activities. To mitigate these risks, we avoid setting up manufacturing plants in areas with rich biodiversity. Additionally, we develop and implement biodiversity and ecosystem management plans at all our facilities. Our goal is to maintain ecological balance while also improving social and environmental equity.

No net loss

Commitment by 2040

Vibration minimisation

Our use of hydraulic rock breakers and non-electric blasting systems in areas close to habitation and national highways helps reduce ground vibration.

Audit and inspection

Our cross-functional team conducts regular environment and safety observations across mines and takes timely corrective actions as needed. Our risk aversion approach in mining operations helps minimise biodiversity loss.

Beyond boundary value addition

- Water conservation and harvesting measures beyond fences
- Native tree plantations
- Promotion of organic farming and water efficient agricultural practices
- Extending clean energy solutions for local communities

Our efforts for managing biodiversity

We are committed to responsible mining practices that prioritise biodiversity management. We have bird habitats in some of our plants besides water bodies and lush forest spaces, to help the flora and fauna thrive in and around it.

Need-based mining operations

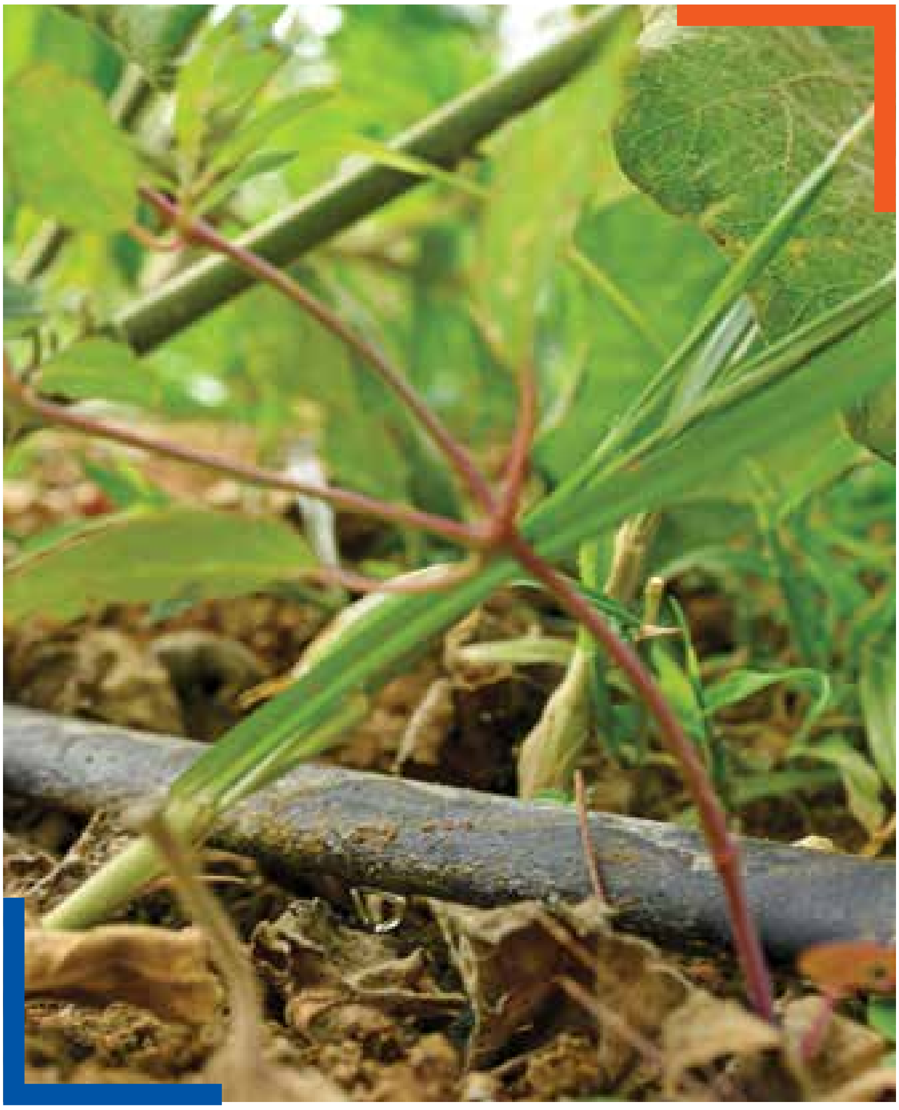
One way we achieve this is through blending low and marginal grade limestone with cement grade, which extends the life of mines and ensures strategic, need-based mining operations. Additionally, we plant saplings in the core and buffer zones of mines to minimise the impact of mining on surrounding areas.

Water and soil conservation

We backfill the mined areas and develop water harvesting structures in remote mining areas to improve biodiversity through increased water availability. To further support plant growth in mined areas, we repurpose the topsoil, which contains vital nutrients.

Solid waste minimisation

We minimise solid waste generation by using crushers to produce aggregates from reject boulders for use in building materials.



GRI 3-3, 304-1

Natural Capital

Responsible mining practices

We have planned to conduct a geotechnical study across our group-level mines to ascertain the ultimate pit slope scientifically. This study will increase the mineral reserve from the resource and enhance mines and plant life. We store surface water in worked-out pits, and besides our own use to promote water positivity, we also supply it to the surrounding community for household needs as well as horticulture and kitchen garden purposes.

Lifecycle of mine

Minerals are a non-renewable resource that depletes with time due to extraction. Once the mine life ends, we plan to use the mined-out land for productive purpose that benefits the local community. Renewable resources are being planned and reviewed by the Indian Bureau of Mines, and a separate mine closure plan is being submitted to them for approval.

5-star certified mines

PTK limestone mine of Dalmiapuram

Use of renewable energy Biodiversity and mass plantation 60,000 trees in mined out area, Mine pit reclamation and rehabilitation, Rainwater harvesting, Fruit-bearing trees and kitchen garden etc.

Yadwad and Kunal limestone mines of Belgaum

YKLM hall of fame build over rehabilitated dump body for multipurpose cultural, training, and recreational activity of mines and plant as well as to conduct community-based programmes towards skill and competence building measures. Scientific over-burden dump management, Horticulture and orchard creation along with green belt development in mines.

Nawabpet Talamanchipatnam limestone mines, Kadapa

Water conservation to the tune of 10 lakh cubic metres

Mineral beneficiation and proper use of limestone to reduce waste.
A pilot project is being implemented to establish a bamboo plantation in mining area, covering an area of 34 Ha.

Managing biodiversity

We undertake mass plantation programmes inside the safety zone of our mines and in the community. We choose saplings that existed during the pre-mining stage to maintain a sustainable ecological balance between pre- and post-mining stages.

We also consult with the Forest Department to select saplings and plants that have a proven survival rate and are conducive to the biosphere. We plan our development activities by taking into consideration that mining is a site-specific activity associated with different customs, traditions, and cultures of people in different geographies.

We conduct programmes in accordance with the Environmental Impact Assessment (EIA) and Environmental Management Plan (EMP) approved in the Environmental Clearance (EC).

Case Study

Objective: To explore alternatives to fossil fuels as a heat energy source to mitigate climate change and investigate the potential of creating a CO_2 sink to mitigate carbon dioxide emissions.

Timeframe: 30 ft in 4 weeks and 34 acres, in Kadapa mines area.

Process followed: We have selected Beema Bamboo Plantation, which is a superior clone of Bambusa Balcooa, a specie known for its high biomass yield. This specie is also a part of the natural vegetation in India.

Outcome: N Bharathi of Growmore Biotech Limited, an agricultural technology company based in Hosur, Tamil Nadu, developed Beema Bamboo. It is used by the cement industry as a substitute for coal, and it provides approximately 4,000-4,500 CV.

Partnerships and associations

Energy Transition Commission

It is a London-based think tank working towards sector-specific global as well as regional/ country roadmaps on net-zero transition of the industry, by collecting and disseminating information with policy advocacy

Mission Possible Platform

As a member of Global Cement and Concrete Association (GCCA), we are a part of the Mission Possible platform for cement sector towards net-zero transition

Carbon Pricing Leadership Coalition

We are a member of the CPLC and have also been designated as a Carbon Pricing Champion; the coalition is aimed towards implementing carbon pricing instruments globally, through policy advocacy and knowledge sharing on carbon price

EV100

We are a member of the EV 100 initiative

RE100

We are a member of the RE100 initiative and have ambitions to use 100% RE by 2030

TERI Near Net Zero Charter

We are among the founding members of this budding initiative in India with nearly 30 members from the country committing to achieve near net-zero emissions by 2050

CII Working Group on Zero Carbon transition

We are a member of CII Working Group on Zero Carbon transition, sharing ideas and knowledge towards ambitious carbon reduction objectives

Low Carbon Technology Partnership initiative

We are a member of LCTPi of WBCSD

Race to Zero

We support the Race to Zero initiative

COP-26 Business Leaders

We are a member of COP26 & COP27 Business Leaders Group under COP26 & COP27 presidency, working towards net-zero transition and building a suitable case in respective influence areas

United Nations Global Compact and Caring for Climate

We are a member of the Caring for Climate initiative and the UNGC, to strengthen climate actions and disclosures besides supporting the 10 principles of UNGC

Race to Resilience

We are backing the Race to Resilience Initiative

EP100

We are a member of the EP100 initiative and are committed to doubling our energy productivity by 2030

Alliance for CEO Climate Leaders, World Economic Forum

We are a member of Alliance for CEO Climate Leaders, supporting and contributing to climate action in the industry

Science Based Targets initiative (SBTi)

We are committed to SBTi, 1.5 degree scenario and have approved below 2 degree SBTi targets.

We Mean Business

We support We Mean Business

CEO Forum on Climate Change

We are one of the signatories of the CEO Forum Charter from the Ministry of Environment, Forest and Climate Change that outlines specific actions to reduce GHG emissions

Business Ambition for 1.5 degree

We have taken net-zero target in line with a 1.5 degree future

GRI 2-28

Human Capital

Unleashing potential, driving results

"We sincerely appreciate that a motivated workforce lead by a young, aligned leadership will be integral to the Company achieving its growth objectives. We are thus spearheading a robust HR transformation program focussing on critical levers of succession planning, learning and development, complimentary compensation & incentive philosophy and a well-suited organisation structure."

Mr. Udaiy Khanna
Chief Human Resource Officer

Key material issues

- Occupational health and safety
- Employment and labour practices
- Talent management
- Diversity and gender equity

Interlinkage to other capital

- Financial
- Intellectual
- Manufactured
- Natural
- Social and relationship

FY23 highlights

- 4.27% female employees
- 3 trade unions
- 99.53% customer complaints resolved

SDGs impacted

Diversity and inclusion (D&I)

We foster an inclusive environment where diverse talents can thrive, promoting effective collaboration across cultures. A well-functioning system helps us retain our competitive edge and expand into new markets.

D&I strategy overview

Driving ownership and accountability	Creating enablers	Building diverse talent pipelines
• Leadership commitment • Diverse representation • Employee engagement • Recognition and rewards	• Hiring policy • 'Culture add' mindset to avoid unconscious biasedness • Constant communication	• Inclusive recruitment • Learning and development • Initiatives to support diversity

Launch of special campaign on Women's Day

Aim: To hire more female employees to increase diversity and representation at all levels of the organisation.

Efforts: We hired 14 Management Trainees across various domains, five of whom were female. Additionally, we hired 19 graduate engineer trainees, with eight female hires in the Northeast as a flagship trial. We also hired 21 Sales Interns, and three of them were offered PPOs as Management Trainees for the current fiscal year.

Outcome: The results of the campaign were impressive. Overall, we hired 34 female employees across India, out of a total of 1,061 hires. Of these, 15 were based in our head office. We were especially proud to have filled three critical roles with female hires, including a Planning Lead in the Head Office (AGM), a Digital Marketing Manager in the Head Office (AGM), and a Finance & Accounts Lead in the Northeast (Manager).

Workforce gender diversity as per management cadre

Contractual employees

Category	Male	Female
Contract workers	15,270	612
Others (interns, trainees, part time employees, etc.)	195	20

Employees and workers with physical disabilities

Particulars	Total (A)	Male		Female	
		No. (B)	% (B/A)	No. (C)	% (C/A)
Employees with physical disabilities					
Permanent (D)	12	9	75%	3	25%
Other than permanent (E)	NIL	NIL	NIL	NIL	NIL
Total employees with physical disabilities (D+E)	12%	9%	75%	3	25%
Employees with physical disabilities					
Permanent (F)	2	2	100%	0	0%
Other than permanent (G)	3	2	66.6%	1	33.3%
Total employees with physical disabilities (F+G)	5	4	80%	1	20%

GRI 2-8, 3-3, 405-1

Employee experience

We prioritise effective talent acquisition and offer various learning and development opportunities through carefully designed programmes to enhance employee performance and encourage self-growth. Ensuring equitable salaries, irrespective of gender, promotes a positive work environment and improves retention rates. Our commitment to employee development is unwavering.

Onboarding experience

All new employees undergo a comprehensive induction programme consisting of a classroom session followed by field and plant visits. They will be evaluated on their learning before beginning their assigned job/role.

Workforce breakup as per management cadre

	Total number of employees	Gender		Age group		
		Male	Female	Below 30 years	30 to 50 years	More than 50 years
Management (GM and Above)	269	262	7	0	137	132
Non-management employees -DGM & Below	3,817	3,685	132	744	2,749	324
Permanent workmen/unionised labour	1,556	1,464	92	79	878	599

Total number and rates of new employee hires and employee turnover by age group, gender and region

Category	Unit	Total number of employees	Total number (as of 31/12/2023)				
			Age Group			Gender	
			<30	30-50	>50	Male	Female
New employees hired in reporting year (permanent employees only)	Nos.	1,012	416	568	28	965	47
Rate of new employee hire	%	18	51	15	3	18	22
Employee attrition in reporting year (permanent employees only)	Nos.	844	242	483	119	814	30
Rate of employee attrition	%	15.2	30.1	13.0	11.4	15.3	13.5

Employee well-being

Our initiatives

Physical wellness

- Tied up with various hospitals to provide extended benefits like discounts on master health check-ups, free consultation for the first time, discounts on testing reports and admissions.
- Extended buffer insurance for employees who have been affected by life-threatening diseases, changed insurance companies to ease the turnaround time, and provided options for employees to increase the sum insured during renewals based on their needs.
- Conducted cycle rides for a cause related to cancer awareness, programmes on understanding the body and mind, COVID safety and guidelines.
- Organised Summer Olympics 2023, with indoor games and outdoor games like march past, runs, throws, volleyball, football, tug of war and cricket. Former national football player and an ex-air force Squadron Leader addressed employees. Trophies, awards and medals were distributed.
- Capturing and tracking the fitness and ailments of employees on a continuous basis to provide them with the required support and guidance.

Mental wellness

- Organised dental camps, yoga and meditation classes, men's health awareness camps and programmes, health talks on stroke and its prevention, and breast cancer awareness programmes followed by Braster Pro screening for female employees, their spouses, and female family members

Financial wellness

- Financial wellness programmes such as investor awareness and tax awareness to improve the financial wellness of our employees.

Extending benefits

We reviewed our current employee benefits and made changes such as updating mobile phone purchase eligibility limits for all grades and allowing spouses to access cement concessions for house construction. Additionally, we introduced regional POSH committees to address employee issues.

Employee surveys

We initiated 'Reflections - Employee Opinion Matters', an employee engagement survey to encourage our employees to provide their honest feedback. The survey comprised of multiple-choice questions and included two additional sections for comments and suggestions. Deloitte, a renowned professional services firm, managed the survey while maintaining full confidentiality of individual responses.

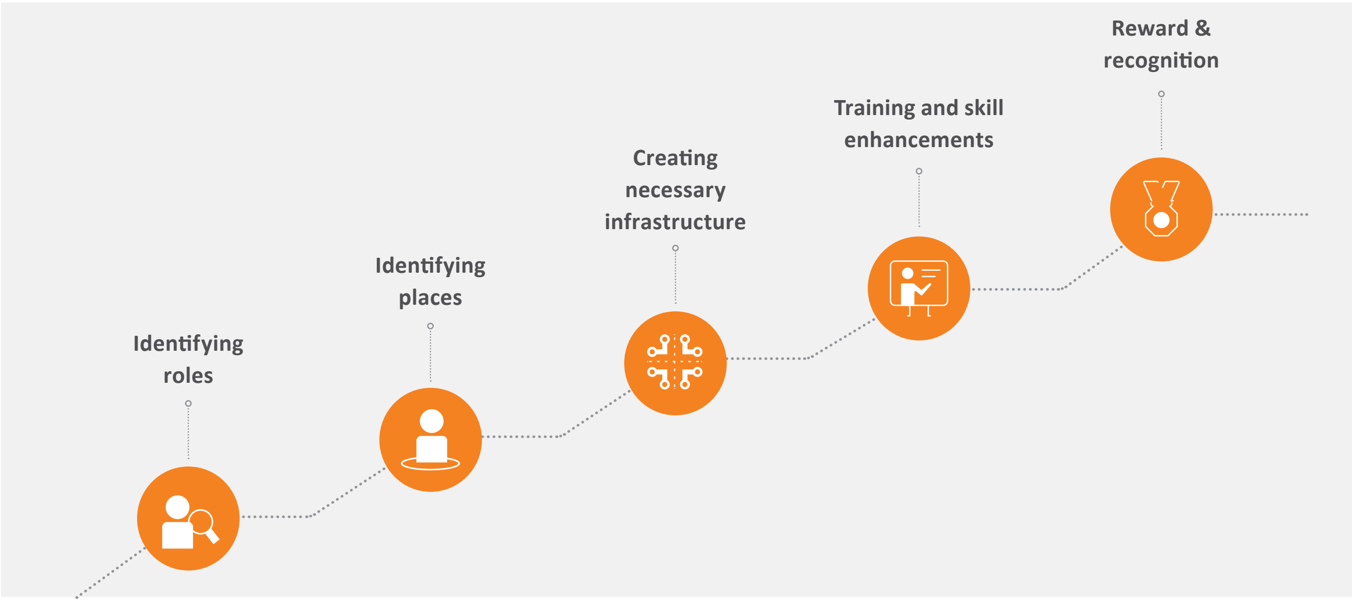
Communication channel

We enhanced our communication channels by implementing various initiatives such as mailer communications, one-on-one meetings, talent connect programmes, talent well-being calls, leadership communications, and elevations meeting to ensure effective and efficient communication across all levels of the organisation.

GRI 2-7, 3-3, 401-1, 2

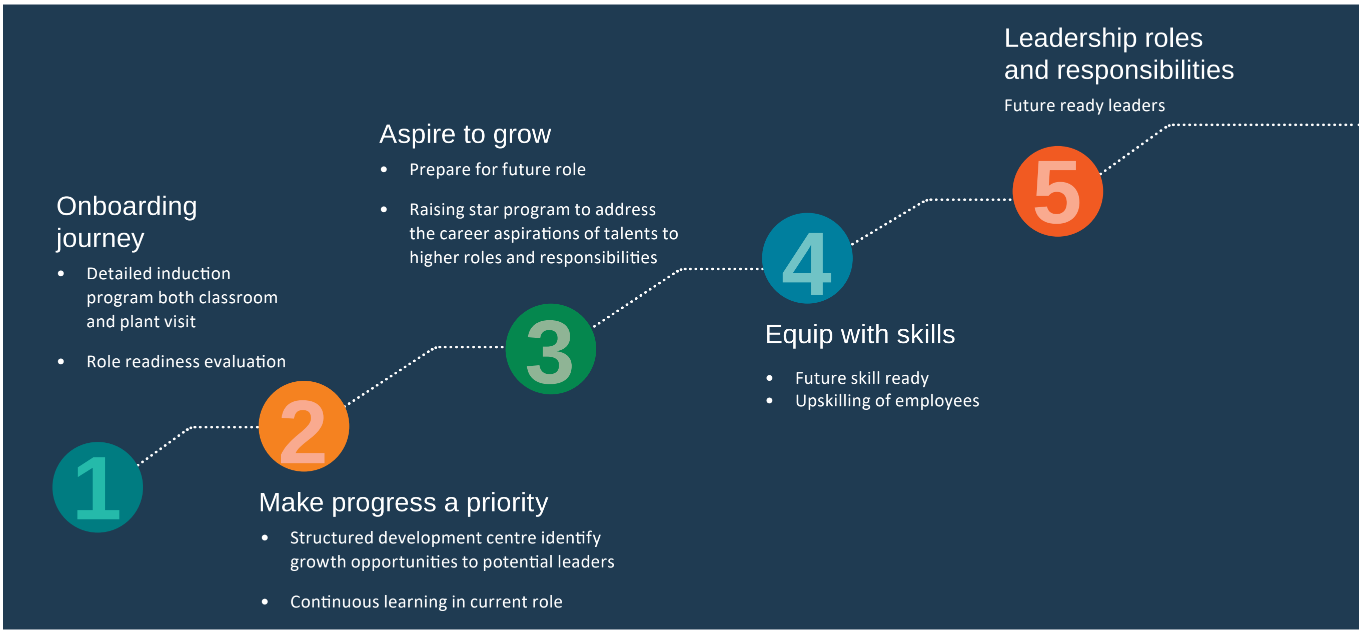
Learning and development

We align employee goals with organisational goals through learning and development interventions. This year, we conducted several programmes such as ace, impact, excellence in excel, time management & communication, sales outbound experiential learning, and basics of cement & test certificate parameter. We also conducted competency assessments for sales, technical, and logistics functions and identified skill gaps.



Employment development journey

We provide opportunities for growth to talented individuals who have been identified through a structured development centre. For our sales team, we implemented a programme, 'Rising Star' to address the career aspirations of these individuals and empower them take on more responsibilities.



Category	Total (A)	On health and safety measures		On skill upgradation	
		No.(B)	% (B/A)	No. (C)	% (C/A)
Employees	4,086	2,386	58%	3,145	77%
Permanent workers	1,556	1,054	68%	321	21%

GRI 3-3, 404-2

Performance management system

We have three levels of performance management system

Goal setting

We use the balanced score card performance matrix, with organisation goals set. Goals are cascaded from top to bottom, with employees creating their own KRAs classified under 5 categories. Weightages are assigned to each KRA, including financial, operations, customer satisfaction, self/subordinate development and special projects.

Performance assessment

The appraisal process begins with a self-appraisal, where the employee can provide qualitative and quantitative feedback on their performance against set KRAs. The appraiser assigns a score based on actual achievement against the targets set during goal setting. However, no consolidated rating is shared at this stage.

Final closure

The KRA score is based on actual achievement of goals set at the beginning of the performance period. Ratings are normalised before appraisal letters are shared.

Human Capital

Key programmes for personal and professional development

Lakshya
Lakshya is a leadership programme for critical leaders, providing breakthrough experiences and powerful insights to enhance their strategic perspectives, networking, and team building. It prepares top performers to fill the succession plan, driving organisational growth.

51
Participants

Live your potential
The intervention (four modules) empowers talents to leverage their strengths, build interpersonal relationships, understand differences constructively, improve adaptability, customer-centricity, and lead change. The programme promotes teamwork and harnesses individual differences to create a stronger team.

80
Participants

Learning circles
Our open intervention offers practical insights into time-tested tools for success at work, including effective communication, presentation skills, influencing, and time management. Participants can share challenges and successes, learning from each other in a collaborative environment.

412
Participants

Succeeding together
Our intervention focuses on driving managerial effectiveness by fostering a deep understanding of teams and promoting effective engagement. We coach and mentor as needed, driving work-life balance and meritocracy to achieve individual and organisational goals.

96
Participants

Prarambh
The programme develops young talents from premier colleges through structured processes, cross-functional exposure, critical projects, leadership insights, and coaching/mentoring by cross-functional leaders. This builds the next line of organic leadership for the Group.

34
Participants

886 **rewards and recognitions**
for contributions made by the employees

13 **off-roll employees**
got opportunity to move to on-roll positions

19 **on-roll employees**
as part of our succession planning efforts.

Human rights

We are committed to being an equal opportunity employer across the employee lifecycle, including hiring, placement, development, and compensation. Our decisions regarding these aspects are based on the organisation and role requirements, as well as individual performance and potential. We do not discriminate based on any characteristics, including race, religion, colour, sexual orientation, marital status, dependents, social class, or political views. There were no complaints by employees on sexual harassment, discrimination at workplace, child labour, forced labour/ involuntary labour, wages and other human rights related issues for FY23.

GRI 3-3, GRI 406-1, 407-1

Labour rights and unions

We have three recognised trade unions.

SN	Unit Name	Recognised Union Name	Affiliation	Head Count			Total
				Staffs	Work men	Contract Workmen	
1	Dalmiapuram	Dalmia Cement National Workers Union	INTUC	38	216	NA	254
2	Rajgangpur	Gangapur Shramik Sangh	BMS	NA	394	1,300	1,694
3	Rothas Cement Works	Kalyanpur Lime & Cement Workers Union, Banjari	INTUC	38	364	60	462
		Kamayu Range Quarries Labour Union, Banjari	INTUC				
		Kalyanpur Mazdoor Panchayat, Banjari	HMS				
		Bihar Rajya Cement, Patherkatti Mazdoor Union, Rothas	AICCTU				

Occupational health and safety

We have established an Occupational Health & Safety (OH&S) board and seven group-level safety committees. We have also constituted an apex safety committee and seven safety sub-committees at unit level to implement the strategies formulated by the OH&S board.

Our safety committees include standard and procedure, safety observation & audit, contractor safety management, incident investigation, training & capability building, logistic safety and occupational health. Through these committees, we aim to ensure that safety is an integral part of our daily operations.

Vision

We aspire to set a global benchmark by creating the safest work environment and encourage individuals to make safety a part of life.

Mission

To continuously promote and maintain safe work environment through: awareness, engagement, collaboration, empowerment, enforcement.

Our Mantra

Our Focus areas

Standards and procedures

We follow 18 safety standards, conduct daily inspections, investigate near misses, and promote best safety practices for model area development.

Capacity building

We have a 'Train the Trainer' programme for all employees and contractors, separate safety induction videos for visitors and contractors, and conduct safety audits to improve awareness and evaluate performance.

Hazard identification and management

We have implemented comprehensive safety standards and procedures and provide regular training to our employees to conduct hazard identification and risk assessment. To monitor safety performance and keep the OH&S board informed, we have established a unit monthly safety scorecard. Our monthly safety report highlights the activities carried out during the month, OH&S board directives, incident learnings, best practices implemented at site, upcoming plans, and external rewards and recognition received by the unit.

Identification

- Hazard Identification and Risk Assessment (HIRA)
- Job Safety Analysis (JSA)
- Workplace Risk Assessment (WPRA)
- Routine inspections to observe USA/USC

Process

- Analyse and prioritise risks to devise mitigation plans
- Monitoring of leading and lagging indicators
- Special action plan for all lagging indicators

Management

- OH&S Board directive
- Safe operating procedure
- Implementation of required control measures
- Rewards and recognition

GRI 3-3, 403-1, 2

Regular monitoring

We implemented a weekly and monthly safety review mechanism, and daily unit observations and issues are discussed in a coordination meeting at the unit level. We conduct monthly apex safety committee meetings, daily safety inspection rounds, and a second party safety audit. Our talents learned new things to improve the safety culture. We established a system for consistent safety communication, incentivising and recognising employees who work safely. Our managers demonstrate visible felt leadership at the site, and we reward the shop floor employee who refused to do or stopped any unsafe work. We involve them in the incident investigation process to make a mistake-proof system.

Safety key performance indicators

Safety key performance indicators	Numbers
Number of fatalities, directly employed	0
Number of fatalities, contractors and sub-contractors	0
Number of fatalities, third parties Zero	0
Number of lost time injuries (LTI), directly employed	1
Number of lost time injuries (LTI), contractors and sub-contractors	7

Incident learnings

We created a system to share incident learnings horizontally across all units by raising red/yellow/green flags. Compliance was tracked in various forums and verified during site visits and second party audits to prevent recurrences.

Behaviour-based safety program

We set up a safety observation committee to drive a safety culture transformation. The committee implemented a safety observation procedure and trained talents to conduct safety observations. Our talents from unit head to engineer level follow a six-step process daily, focusing on appreciating safe behaviour, stopping unsafe acts, and counselling to change behaviour. Safety observations are submitted on Kavach, an online safety portal, for tracking and real-time monitoring of task closure.

Safety awards and recognition

Platinum Award

to RGP from the Apex India Occupational Health & Safety Award 2022.

Kalinga Safety Excellence Award

to RGP & KCW unit at the National Safety Conclave - 2022.

Platinum and Diamond award

to BCW & KCW unit bagged respectively at Green Crest Safety Award 2022.

Platinum award

to ARL unit for Occupational Health & Safety from the Apex India Foundation.

Third prize

to CCW unit won on SMP & Emergency preparedness at Mines Safety Week celebration.

Excellence in Fire Safety

to KDP unit at Mines Safety Week - 2022.

14th CIDC Vishwakarma Award

to two cement projects MCW, Sattur (TN) of Dalmia Bharat Green Vision Limited and JCW2, Bokaro (JH) under the aegis of Niti Aayog

GRI 403-4, 5, 9

Road safety

We have developed a driver management centre to provide safety training to drivers, monitor their behaviour, and offer counselling as needed. Our training sessions include audio-visual presentations for both drivers and contract workers to familiarise them with our safety system. In addition, we conduct defensive driving training sessions for new drivers to ensure they are equipped with the necessary skills to operate safely on the road.

Efforts to maintain road safety

At the group level, we have established a logistics safety committee to develop safety policies, standards, and procedures, while a logistics safety sub-committee has been formed at the unit level to oversee their implementation and improve safety standards. Our truck yard has a rest shelter and canteen facilities for drivers, and we have installed various road safety signs at prominent locations. Security guards, who are specially trained and dedicated, control traffic, and all vehicles are parked in take-off mode at the parking yard. We have implemented road safety standards and provided adequate infrastructure and awareness to ensure compliance, including vehicle inspections, safety instructions, defensive driving training, medical check-up camps, and on-the-job quiz competitions for drivers. Furthermore, we reward and recognise safe driving practices.

Case study

Objective: To examine the potential safety hazards associated with unloading dry fly ash using high-pressure compressed air and to explore possible solutions to mitigate the risk of explosions.

Efforts: We have installed a low-pressure compressor to unload dry fly ash, which generates a maximum pressure of 2.4 kg/cm^2, avoiding the risk of explosion due to overpressure. Additionally, we have added an extra safety valve in the air line to ensure that the pressure remains below the safe limit of 2 kg/cm^2.

Outcome: Potential risk of exploding bulker and ensure safety in bulker unloading operation is eliminated.

Case study

Objective: To identify ways to enhance safety when operating the pendant switch of an EOT crane due to issues such as the heaviness of the pendant, difficulty in visualising the load, cable entanglement, and the potential risk of electric shock.

Efforts: We implemented modifications to the EOT crane's pendant operation, making it a wireless/remote control system, to improve safety and efficiency.

Outcome: The modified wireless/remote control operation of the EOT crane pendant switch is handy and user-friendly, allowing for easy movement and clear visibility of the lift or load during lifting, without any risk of electric shock or cable entanglement issues.

Case study

Objective: To find a safer and more efficient method for conducting multiple small maintenance works in the packing plant during shift changes and break hours, as using pull cords is not safe and affects dispatches due to the time required for obtaining PTW.

Efforts: We installed a Visual Cut Off Switch (VCS) in the truck loading machine to ensure positive isolation and Lock Out Tag Out Try Out (LOTOTO) during maintenance activities.

Outcome: VCS can be utilised for energy isolation in the local area, while LOTOTO can be performed near the machine. It is user-friendly and ensures safe and efficient maintenance to address frequent breakdowns in cement truck loading machines.

Case study

Objective: To improve safety and reduce the risk of falling from height for personnel who regularly climb on tank roofs to check the liquid level in tanks such as the Green fuel liquid tank or oil tanks.

Efforts: We have installed a level sensor that displays the liquid level at both the site and the CCR, eliminating the need to climb the tank to take readings and improving safety.

Outcome: The need for working at heights and climbing tanks has been eliminated by installing level sensors. Additionally, the continuous level monitoring is interlocked with the pump to prevent overflow.

Case study

Objective: To ensure the safety of packer operators who work near the continuously rotating packing machine to prevent potential harm and injuries.

Efforts: We have implemented a safety measure for packer operators working near the rotating packer machine. A lifeline arrangement with interlocking to the packer machine has been provided, requiring the operator to wear a full body harness with a pull cord connected. If the operator encounters the rotating machine, the packer will be automatically tripped. Additionally, an interlocking door has been installed, which, when hit by the operator, will trip and stop the rotation of the packer machine.

Outcome: This has resulted in a significant reduction in the severity of potential accidents and an overall improvement in safety.

Social and Relationship Capital

Giving back to the society

> At Dalmia, we strongly believe that our success is intertwined with the success of the communities around our operations and our CSR initiatives play a crucial role in strengthening our relationships with them. By aligning our sales and procurement practices with ethical and sustainable principles, we not only contribute to the betterment of communities and the environment but also forge stronger bonds of trust with our stakeholders, fostering a brighter future for all.”
>
> **Mr. Rajiv Prasad**
> Sr. Executive Director and Head
> – Sales, Marketing & Logistics

Key material issues

- Community development
- Grievance redressal
- Branding and reputation
- Customer awareness and green cement

Interlinkage to other capital

- Financial
- Intellectual
- Manufactured
- Natural
- Human

FY23 highlights

- 1,28,294 beneficiaries from infrastructure project
- 218 green vehicles contract for the deployment
- 617.14 lakh KL total annual water harvesting capacity

SDGs Impacted

Social and Relationship Capital

Corporate social responsibility

As a part of the Dalmia Bharat Group, we have always been inspired by the principles of trusteeship as propagated by Mahatma Gandhi. Our commitment to giving back to the society has been an integral part of our business philosophy for over eight decades. We believe in conducting our operations in a responsible manner and creating a positive impact on all our stakeholders through our CSR initiatives.

Our approach

We conducted external need assessment studies in our neighbouring communities and internally brainstormed to understand our business risks to identify the most crucial social and environmental issues. The insights gathered from these exercises enabled us to focus our efforts on addressing critical challenges related to livelihoods, water, energy, and access to basic amenities.

CSR Vision

Creating opportunity for every stakeholder to reach their potential.

CSR mission

To facilitate the stakeholders' hasten their social, economic, and environmental progress through effective management of human and natural capital.

GRI 203-2, 413-1

Sustainable livelihood

Dalmia Institute of Knowledge and Skill Harnessing (DIKSHa)

DIKSHa is a skill training programme initiated by DBF with the aim of equipping the youth in rural areas of India with essential skills. Our main objective is to offer short-term skill courses that not only impart valuable skills but also connect young individuals with employment and self-employment opportunities. DIKSHa primarily focuses on training unemployed youth or those who have limited employment prospects throughout the year. By enhancing their employability, we strive to empower them and pave the way for a brighter future.

Partnerships

- Schneider Electric
- Schneider Electric Foundation
- IBM
- Bosch
- Akzo Nobel
- National Bank for Agriculture and Rural Development (NABARD)
- National Skill Development Corporation (NSDC)
- National Backward Classes Finance & Development Corporation (NBCFDC)
- National Schedule Castes Finance and Development Corporation (NSFDC)
- State Skill Missions of Odisha and Karnataka
- NIIT Foundation
- Bokaro Steel Plant (BSL)
- National Institute of Social Defence (NISD)
- Andhra Pradesh State Skill Development Corporation (APSSDC)

3
New centres in Kolhapur, Khambalia and Jajpur-Bari by Dalmia Bharat Foundation

70%
Retention rate of jobs by trainees

2,496
People trained

514
Undergoing trainings

₹8,000- ₹20,000
Initial monthly income of placed trainees

GRI 203-2, 413-1

Courses undertaken by DIKSHa

Sectors	Job role/Course
Healthcare	• Home health aide • General duty assistant • Bed side attendant
Beauty and wellness	• Assistant beautician • Beauty therapist
Retail	• Retail sales associate
IT & ITES	• CRM domestic non-voice • CRM domestic voice • Data entry operator
Power	• Domestic electrician solution
Construction	• Assistant electrician
Apparel	• Sewing machine operator • Self employed tailor
Management	• Unarmed security guard
Paints and Coatings	• Decorative wall painting
Green Jobs	• Solar PV Maintenance technician

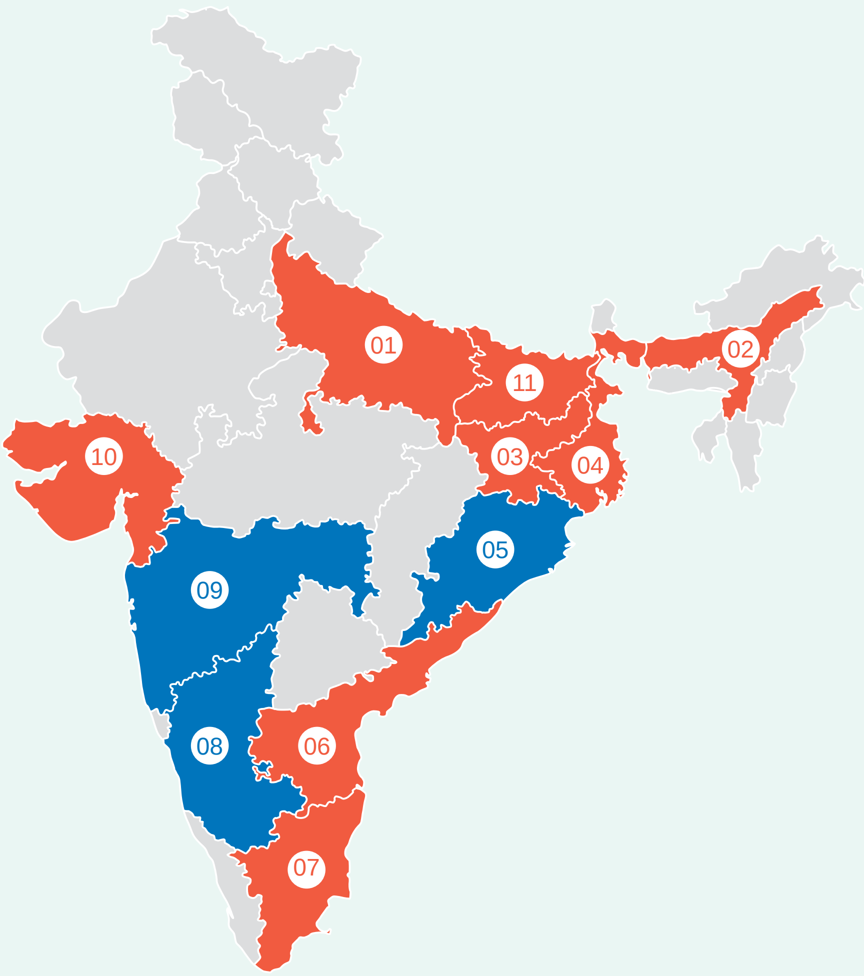
Social and Relationship Capital

Industrial training institutes

We are proud to own two privately-owned ITIs located in Dalmiapuram and Rajgangpur. Additionally, we manage and operate two Government ITIs under the public-private partnership (PPP) model. These industrial training centres offer long-duration courses designed to equip participants with the necessary skills to secure job opportunities and increase their monthly incomes. Some of the courses available include training for professions such as Fitter, Mechanic, Welder, and Electrician.

1,084
Youth trained

Skill Training Centres - DIKSHa & ITIs, managed by Dalmia Bharat Group



01 **Uttar Pradesh**
- Shahjahanpur
- Sitapur

02 **Assam**
- Lanka

03 **Jharkhand**
- Bokaro

04 **West Bengal**
- Medinipur

05 **Odisha**
- Rajgangpur
- Cuttak
- Rourkela
- Jajpur
- Jharsuguda

Rajgangpur (DIKSHa & ITI)

06 **Andhra Pradesh**
- Kadapa

07 **Tamil Nadu**
- Trichy

Dalmiapuram (DIKSHa & ITI)

08 **Karnataka**
- Belgaum
- Yadwad

09 **Maharashtra**
- Kolhapur

Chandrapur (ITI)

10 **Gujrat**
- Khambalia

11 **Bihar**

Kalyanpur (ITI)

GRI 203-2, 413-1

Income-generating activities

We provide skill training in the non-farm sector through our skill training centres, offer farm-sector training, develop self-help groups (SHGs), and support income generation through farmer producer organisations. We also promote traditional crafts for livelihood and assist in establishing small social enterprises. We work closely with youth, women, and farmers, providing them with the necessary support to increase their income. We were able to positively impact the livelihoods of 25,426 individuals, generating potential to earn an additional ₹7,000–10,000 annually.

Self help groups (SHGs)

We empower women through self-help groups (SHGs) by providing them with skills for income generation, improving livelihoods, and ensuring long-term income sustainability. These SHGs enable women to explore additional livelihood opportunities and achieve financial independence.

6,213
Farmers benefitted from farm school initiatives undertaken with Krishi Vigyan Kendra and farmer training projects supported by NABARD

8,516
Individuals got access of various schemes of state and central government as well as private institutions

2,264
Villagers benefited from microenterprise promotion, including training, setting up small units, and ensuring sustainable livelihoods.

2,767
Villagers benefited from livestock promotion, including financial support, access to schemes, veterinary partnership, and improved livestock rearing through training.

3,028
Women self-help members benefited from training, support for income-generating activities, financial linkages, and scaling up livelihood initiatives.

Case study

Empowering livelihoods

D. Venkatalaxumma, a resident of the Kadapa district, encountered difficulties due to her disability and her husband's health problems. She faced the struggle of finding stable employment and was unable to afford her husband's medical treatment. However, her situation took a positive turn when she discovered the Dalmia Nawabpet Dairy Producer Company Ltd initiative by DBF. This initiative aims to support individuals like her who are facing challenges in their lives.

Recognising the opportunity, she became a member by contributing ₹1,200 as share capital and membership fee.

Additionally, she joined a joint liability group (JLG) facilitated by DBF. With financial support from the JLG, she purchased a buffalo and began selling through the Producer Company. Utilising her income, she established a small grocery shop, earning around ₹200-300 per day. She expresses her gratitude to DBF for their unwavering support and encouragement, as it played a pivotal role in her improved livelihood.

547
Farmers benefitted through water harvesting interventions such as farm ponds, check dams, desilting of village ponds, and adoption of micro-irrigation systems

1,436
Farmers benefitted from horticulture plantation initiatives in partnership with the horticulture department and tribal development projects supported by NABARD.

228
Farmers benefitted from promoted farmer-producer organisations with NABARD support.

GRI 203-2, 413-1

Social and Relationship Capital

Global Parli

We undertook a project called “Global Parli” in partnership with Global Vikas Trust to plant 16 lakh trees over the course of two years in Maharashtra and Madhya Pradesh. The project aims to provide training to farmers on various aspects including crop management, optimal water use, organic farming, and other related topics.

8,00,000

G9 variety banana trees planted on 453 acres of land with the involvement of 541 farmers, this year.

Tribal Development Project

The objective of the Integrated Tribal Development Project, being implemented in partnership with the National Bank for Agriculture and Rural Development (NABARD), is to develop orchards (Wadi) as a means of livelihood to uplift the socio-economic status of tribal households. It encompasses comprehensive training on horticulture plantation, provision of saplings, and holistic development of households through initiatives such as water conservation, health and sanitation, access to credit, and access to clean cooking and lighting solutions.

We are implementing this project in two locations - Umrangshu, Assam and Sundargarh, Odisha, The project in Umrangshu has been completed and we are now supporting the project beneficiaries to get market linkage

We have registered a farmer producer company (FPC) under the name, Umgranshu Farmer Producer Company which will manage the Tribal Development (TDF) project initiated by us at Umgranshu from 2017-22. Our goal is to tap into the markets in Haflong, Lanka, Nagaon and Guwahati.

In Rajgangpur (Sundargarh), 142 acres of wadis (horticulture plantation) have been developed in 18 villages with plantation of 28,500 saplings of Cashew, Mango and Teak followed with promotion of Sesame, Maize, Vegetables and Sunflower cultivation as intercrops in the 1st year of the project.

1,084

Families covered, collective harvest sold with market linkages provided by FPC.

GRI 203-2, 413-1

Case study

Cultivating hope

Surendera Malwar, a resident of Kuapani village in the Rajgangpur Block of Sundargarh district, faced financial struggles as a person with a disability from the tribal community. Supporting a family of five, their income from daily labour and agriculture was insufficient, leading them to rely on local money lenders and further deteriorating their financial situation.

However, with the initiation of the TDF Wadi project in their village, he transitioned to wadi and vegetable cultivation. The Dalmia Bharat Foundation (DBF) provided him with high-yielding seeds, grafted plants, irrigation facilities, GI mesh wire fencing, and technical guidance. Being the first in his village to embrace the project, he motivated others to join as well. Presently, he cultivates 75 fruit trees in one acre of land and grows vegetables such as brinjal, chilli, beans, ladies' fingers, and groundnuts. The intercropping technique has allowed him to earn over ₹20,000.

In the current season, he has cultivated cucumbers, bitter gourds, ladies' fingers, and spinach, expecting to generate more than ₹30,000 from his standing crop. His success story serves as an inspiration within the community, showcasing the positive impact of the DBF's intervention on the socio-economic conditions of tribal households.

Bamboo plantation

We have gained significant momentum in the community-driven bamboo plantation initiative carried out in four villages in Umgranshu. The Ariyalur Vegetable FPO has received ₹5.5 lakh from GIZ for executing a pilot bamboo project covering 50 acres. We held consultations with 90 farmers to understand their interest in cultivating bamboo, receiving an initial positive response. Our team is working on the cost to farmers, potential profit, commercial terms, etc. to kickstart this project. GIZ has also agreed to contribute ₹30 lakh each for the plantation of bamboo in Assam and Meghalaya.

72,500
Bamboo saplings

GRI 203-2, 413-1

Social and Relationship Capital

Climate action

We engage in initiatives with farmers to promote water conservation, optimal water utilisation, and soil conservation. Our goal is to enhance the availability of water for productive agricultural use. Additionally, we prioritise improved agricultural practices to ensure better crop yields and increased income for farmers.

6,171 crore litres
of water harvested and saved annually through soil and water conservation efforts

Water management

With the support of NABARD, we are implementing three integrated watershed management projects on more than 10,000 hectares of land, and we have already completed the pre-project implementation phase for the springshed management initiative in Umgranshu, Assam. Additionally, we have successfully brought 2,400 acres of land under micro-irrigation.

During FY23, we undertook several initiatives resulting in the creation of an additional water harvesting and conservation potential of 322.75 lakh Kilo Litres (KL) annually.

617.14 lakh KL
Total annual water harvesting capacity

4.59 lakh KL
Annual water harvesting through the construction of 10 check dams and 1 causeway.

68.07 lakh KL
Annual water rainwater harvest potential by desilting and strengthening bunds of 19 village ponds

22.88 lakh KL
Annual rainwater potential achieved through construction of borewell recharge shafts, structures, and other water recharge systems

3.54 lakh KL
Annual rainwater potential achieved through Watershed Project in Belgaum.

90,000 KL
Annual water rainwater harvest potential by desilting and strengthening bunds of 19 village ponds

2.66 lakh KL
Potential annual water savings achieved through drip irrigation and sprinkler systems installed on 298 acres of land

Chirawa Water Conservation Project

As a part of the Chirawa Water Conservation Project, we successfully harvested and conserved 215.23 lakh KL of rainwater at the Chirawa location. This initiative has benefitted approximately 9,000 villagers in the area. Also, we directly supported 1,950 farmers with Sansthan by providing them with agricultural inputs. Additionally, we indirectly assisted 5,900 farmers who adopted water-saving practices that we had previously taught.

We organised 44 awareness meetings and training programmes. As part of our awareness campaign, we conducted a special event called "Amrut Jalam Kalash Yatra," a 5-day campaign that covered 55 villages. The campaign concluded on March 22, coinciding with "World Water Day," with the presence of esteemed dignitaries on our campus.

1470
Beneficiaries through RWHT

7910 KL
Rainwater harvested annually through twelve borewell recharge structures

206.40 lakh cubic feet
Water saved by 7850 farmers through sansthan

Case study

Sowing seeds of confidence

K. Dastagiramma, a resident of Peddakomerla Village, faced financial difficulties after the passing of her husband. However, she discovered the Watershed Project and livelihood loans available in her village. Seeking support from the DBF-Watershed team, she was granted a loan of ₹25,000, which she used to purchase three lambs. Through temporary employment provided by Watershed Works, she gained additional income. With the guidance of the DBF team, she joined a Self Help Group (SHG) and saved money for six months, leading to a bank loan that she used to expand her livestock to ten lambs. Dastagiramma anticipates a continuous cycle of growth, with 15-18 baby lambs expected every six months. By selling the lambs in the local market, she can generate a return on her investment.

7.09 lakh KL
Groundwater saved through crop pattern change to horticulture. 137 farmers adopted micro-irrigation on 47.39 hectares

1.59 lakh KL
Conserved annually through drip irrigation on 91 hectares of fruit orchards and vegetables

3,550
Beneficiaries of our awareness meeting and training programs

Social infrastructure

Health and sanitation

We prioritise addressing the health and sanitation concerns of the community based on their specific needs. We actively organise health camps, including multi-speciality health camps and eye check-up camps. We partnered with the District Health Department and private healthcare institutions to organise 78 General and Speciality Health camps. The Lanjiberna dispensary catered to the basic healthcare requirements of 22,500 villagers in the last financial year. We supported the Primary Health Centres (PHCs) with infrastructure development, provision of healthcare equipment, oxygen concentrators, drinking water support, and backup electricity generators. We also ensured the fencing of the PHCs.

40,000+
Villagers benefitted

Education

As part of the Dalmia Happy School Project, we provided support to Anganwadis and schools. We sensitised the Anganwadis on digital literacy and provided essential nutrition for the children. We also set up e-learning facilities at Ninaidevi, benefitting school children from 6 Government-aided schools.

7,082
School children benefitted through improved infrastructure in 52 schools

750
Children benefitted through provision of 18 digital education covering 15 anganwadis and 3 schools

2,800
School children benefitted through our support to 12 schools with safe drinking water access

1,050
School children benefitted through improved sanitation facilities in 6 schools

GRI 203-1

Blue Orb project

We supported the state core team in writing and editing content for new books for grades Nursery to 8. The content was based on the new framework set by the happiness team.

Additionally, we contributed to the Quarterly Happiness Magazine by writing articles on the basics and importance of mindfulness for children and adults. We also submitted a research article on Finland being the 6th happiest country in the world.

We took part in measuring the impact of the happiness curriculum on teachers and principals. After analysing the results, our team discussed and identified areas where corrective measures can be taken to enhance the implementation of the curriculum.

Rural infrastructure

We undertake various infrastructure works based on the needs of the communities in villages. Our initiatives include the construction of community centres, Reverse Osmosis (RO) plants, street lighting, repairing roads, and constructing new community halls.

To meet the drinking water requirements, we have installed 15 reverse osmosis (RO) plants in public areas and villages, following a community-owned, operated, and maintained model. We installed 165 streetlights and repaired 75 LED streetlights to ensure well-lit commutes. We also focused on enhancing common infrastructure by repairing roads and drains, constructing new community centres, and renovating existing community halls. Moreover, we actively promoted sports among the youth and revitalised playgrounds, uplifting the overall environment.

6,000
Villagers benefitted from RO plants

14,900
Villagers benefitted from installation of lights

25,000
Villagers benefitted from sports promotion

1,80,000
Villagers benefitted from common infrastructure facilities

Responsible supply chain

Our topmost priority is to deliver our products to customers across India in a timely and efficient manner. We continuously strive to optimise our logistics through various initiatives, which have resulted in driving revenue growth and profitability while ensuring effective management of freight.

12,000
Truck fleet

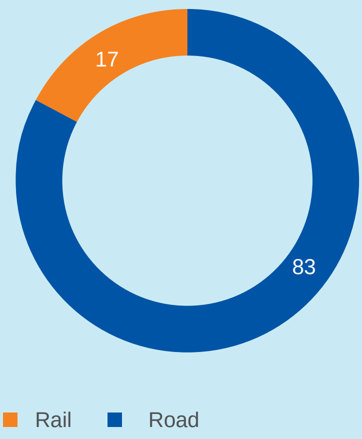
2,500
Daily truck movement

412
Warehouses

15,000+
Destinations served

6
Electric vehicles purchased at plants (used for inbound at RGP)

Logistic distributions (%)
(By road and rail)



Logistics optimisation efforts

- Reduce dependency on roadways and increase rail efficiency.
- Induct PAN India fleet players by bringing in large transporters.
- Lease-based rakes from railways for the transfer of raw materials from plants.
- Partner with OEMs to introduce electric vehicles and CNG vehicles.
- Digitisation to enhance logistics efficiency

Effective freight management

We focus on achieving efficient freight management across our value chains. We have implemented an effective approach to fleet and asset management, resulting in continuous improvement in efficiency and productivity, reduced costs, and increased employee and customer satisfaction.

GRI 2-6

Sr. No	Initiatives	Processes	Advantages	Levers improvement
1	Vehicle upsizing	Using higher truck sizes for stock transfers to warehouses.	Movement through higher carrying capacity	Freight optimisation
2	Load optimisation through orders clubbing	Clubbing of multiple smaller orders in a higher size vehicle.	Order clubbing enables to cater large volumes with lesser fleet sizes	Fleet utilisation
3	Vehicle integration	Using inbound raw materials along common lanes for outbound cement transportation.	Dead freight reduction of vehicles by 2%-4%	Freight optimisation
4	Mode mix optimisation	Using alternate modes of transport (rail) for high lead time markets.	Warehouse replenishment through other modes through optimised cost and helps in volume evacuation from plants	Evacuation efficiency
5	Alternate fuel-based vehicles	LNG vehicles which are 5% more economical than high-speed diesel trucks	Lower freights with less carbon emissions	Sustainability
6	Bidding	Transactional level freight bidding sensing demand (orders) and supply (fleet availability) gap in market.	Optimise freights and achieve cost savings	Freight optimisation
7	Order clearing house	Higher lot orders by customers are placed are automatically routed to plants to improve direct dispatches	Cost leakage avoidance	Direct dispatches
7	Express deliveries	In transit, vehicles toward warehouses can be selected, and an order can be placed against the vehicle.	Faster delivery to customers with optimised cost	Direct dispatches
8	Green channel	Encourage customers to place their own trucks at plants with priority loading for them		Direct dispatches

GRI 2-6

Social and Relationship Capital

Green vehicle

We at Dalmia Cement are proud to announce our partnership with GreenLine Logistics, India's first and only LNG-fuelled heavy trucking logistics company. This initiative aims to build a sustainable and environmentally friendly supply chain, while also optimising our logistics operations. Our goal is to decarbonise our supply chain and contribute towards a greener future for all.

Objective

Our objective is to decrease our logistics expenses for cement and inbound materials by 10%. Additionally, we aim to cut down our carbon emissions by 2,000 metric tonnes in FY24 through our logistics operations.

Efforts

We have identified potential suppliers for EV/LNG vehicles based on the following criteria:

- Evaluation of their vehicle readiness
- Their ARAI/I-CAT approval status
- Suitability to supply on OPEX model
- Current availability in the market

We have identified a total of 17 OEMS, retrofitters, and service providers to explore different available EV and LNG vehicles with varying payloads, ranging from 6-ton to 40-ton payload. We have also identified deployment routes for both EV and LNG vehicles. For EVs, we have identified routes with a limited running range of around 200 km, which we plan to scale up to 350 km with the development of intermittent charging infrastructure. LNG vehicles, on the other hand, can run up to 1000 to 1200 km on a single fill, but it depends on the availability of LNG pumps, which are currently primarily available in the western and southern regions of the country.

Outcome

We have contracted for the deployment of 218 Green Vehicles. Out of these, we have already deployed 16 vehicles. We are currently planning to deploy the remaining 202 vehicles in FY24.

Procurement

We have implemented various strategies, such as emphasising annual contracts with reliable vendors, who can provide cost-effective supplies of major spares while maintaining good quality and ensuring timely dispatch with minimal inventory at the plant. We have also established a code of conduct for our suppliers to ensure ethical business practices.

We participated in commercial coal block e-auctions during the year and successfully secured two coal blocks, namely Brinda Sesai and Mandala North. This achievement will provide us with fuel security and cost optimisation for our kilns.

We understand the importance of monitoring our procurement and consumption costs.

FY23	PROCUREMENT		CONSUMPTION	
Material	**Qty**	**CFR**	**Qty**	**CFR**
Petcoke Imported	519	201	460	208
Petcoke Domestic	477	192	440	193
Indonesian Coal	55	195	46	198
Domestic Coal	356		333	
Lignite	4		4	
Russian Coal	60	233	60	233
	1,470	199	1,343	202

Note: After March'23, actualisation would be done for March'23.

Raw material security

As cement manufacturing is a continuous process, the uninterrupted supply of raw materials is crucial. Hence, we source our raw materials externally and aim to establish long-term contracts with government, private-owned power plants and steel manufacturing plants having blast furnaces to ensure material security and minimise the significant risks associated with price volatility. As a result, prices remained stable at less than 3% in comparison to FY22 even after the imposition of the Busy Season Surcharge.

70%

Our fly ash and slag requirements through long-term contracts

GRI 2-6

Social and Relationship Capital

Green supply chain

We have partnered with GIZ India, the Indian chapter of a German Federal Government enterprise, which operates with Indian Government, private companies, and international institutions on various circular economy projects. Our collaboration aims to explore possibilities for the recollection of used packing bags from the market. In addition, we are conducting trials of packing bags made from 100% recycled plastic material obtained from post-woven sack industrial waste. Further, we are testing biodegradable packaging options for cement, in line with our commitment to promoting sustainability.

Case Study

Objective: To cover EPR obligation under PWM Rule.

Efforts: We have been involved in the development of biodegradable bags in PP and LPP at DCBL. These bags are currently being tested at our plant and have met all of the required quality parameters. We are also in the process of testing and certifying our PP biodegradable bags at CIPET Lab, which we expect to be completed by December 2023. Our goal is to make these biodegradable bags cost-effective, so we anticipate that their cost will be lower than the cost of our current obligation.

Outcome: We have developed biodegradable bags in PP and LPP, which are currently undergoing testing at our plant and meet the required quality parameters. The PP biodegradable bags are being tested and certified by CIPET Lab and we expect the process to be completed by December 2023. We anticipate that the cost of these biodegradable bags will be lower than the cost of the obligation.

Case Study

Objective: To collaborate with Vedanta for a sustainable partnership in manufacturing low-carbon cement by utilising environmentally-friendly practices such as the long-term use of Fly Ash and Spent Pot Liner.

Efforts: We have partnered with Vedanta Aluminium for a sustainable supply of industrial wastes like fly ash and spent pot lining to manufacture low-carbon cement. We proposed moving 1.00 Lac T month of fly ash through rail and road, and Vedanta identified an internal siding within their plant for loading rakes, with approximately 25% of fly ash generation regularly lifted by us on a monthly basis. Similarly, SPL generated during the de-lining process of electrolytic pots can be co-processed in cement plants as raw material, thus replacing natural resources.

Outcome: We are committed to promoting the circular utilisation of industrial waste and by-products. Our aspiration is to enhance value sustainably for all stakeholders. This partnership with Vedanta demonstrates our commitment to support the sustainability agenda of both the cement and aluminium industries.

Case Study

Objective: To meet urgent requirements and prevent unplanned plant shutdowns.

Efforts: : We ordered a steel cord belt from Aumund Fordertechnik GMBH & CO. The belt was critical for the operation of our plant, and the unavailability of the belt could potentially impact our plant dispatches. We requested early delivery due to the critical condition of the existing belt. The vendor expedited the delivery, and we took these measures to meet the emergency requirement and avoid any unplanned breakdowns of our plant, ensuring the smooth functioning of our operations.

Outcome: Aumund delivered steel cord belt ahead of schedule, allowing for timely replacement when the existing belt failed. Vendor efforts saved dispatches from being impacted by non-availability of spares belt. Aumund is also supporting early delivery of DPC for USO plant despite extra cost.

Engage, enhance, and strengthen

We proactively monitor market trends through third-party surveys, and analyse customer usage and behaviour to develop our products and services aligned with the evolving customer needs. This involves digital and on-ground engagement with dealers and consumers.

Dalmia build advisors – Technical services

Our Dalmia Build Advisors, a team of expert Civil Engineers, provide technical assistance on best construction practices to Masons, Contractors, Engineers, Architects, and Consultants. We also hold meets and activities at the block level to spread awareness and benefits of our products. Additionally, we offer technical advisory services through Dalmia Build Advisor Tech Van and have a loyalty programme called 'Dalmia Masters' to recognise and reward our influencers.

Our field force of Tech Services Engineers uses the 'DBA Pro' app for daily activities like lead and site management, complaint handling, and analytics. The 'Dalmia Masters' Loyalty programme is also available on the app for contractors to track site information, supplies, account statements, and gift redemption.

We train our network partners on product features to boost their sales. We partner with educational institutes to hold seminars and training programmes for civil engineering students. We also support Government Engineering colleges to obtain "National Board of Accreditation's" certification, which is a unique initiative in the cement sector. We have increased our blended cement supply to institutional and precast customers through customer trials and quality department involvement.

We showcased our Company at important events like CREDAI, RAMPcon, NATCON, and BAI. We launched our product in the Mumbai market through the international conference of NATCON, which hosted reputed engineers and consultants. We engage with civil engineering associations across the country, including the Association of Consulting Civil Engineers and Institution of Engineers.

Social and Relationship Capital

Key engagement initiatives for dealers

Dalmia Delight has successfully engaged with dealers through a program during various festivities. The campaigns, including Independence Day, Durga Puja, Women's Day, SuperDAD, Christmas, and New Year's, have rewarded dealers with gift vouchers, kitchen accessories, stationery kits, and bonus points. Additionally, a unique Shubh Shubh Banao campaign was executed pan-India, and a Holi campaign was held in Uttar Pradesh for dealers and influencers.

6,000
Dealers engaged

12+
Campaigns launched in the programme

Case study

Objective: To curate an emotional engagement that reflects the sentiment of auspiciousness for our channel partners.

Efforts: We curated an on-ground pan India activation campaign aimed at building a positive connection with our channel partners and their consumers. During the campaign, we visited our dealers and briefed them about the Shubh Shubh Banao theme box, which we carried along with us to construction sites. The box contained a real coconut prop and a scratch card, which consumers could use to reveal a winning gift such as a pressure cooker, cookware set, or trolley bag. We wanted to bring real luck to our stakeholders and make a lasting impression.

Outcome: The campaign helped our dealers strengthen their loyalty to their consumers. This unique activation campaign had a positive impact on the market, and we successfully engaged with 3,000+ stakeholders in 66 cities, generating positive word-of-mouth.

Key engagement initiatives for consumers

Ghar Bhar Ke Khushiyan

We have launched a new TV commercial campaign, 'Ghar Bhar Ke Khushiyan' for Dalmia Cement, with a focus on providing superior strength and durable homes to IHBs (Individual Home Builders) and spreading happiness. The campaign showcases slice-of-life moments that make the narration emotive and connect well with the audience. It is integrated with multiple elements such as radio ads, print campaigns, retail visibility and digital amplification.

Dalmia DSP Har Ghar Happy offer

We launched the Dalmia DSP Har Ghar Happy offer as a consumer promotion to boost sales of Dalmia Cement and DSP Cement. Our objective was to offer gratification to our customers even before their home was ready. The campaign was supported by a 360-degree media plan, including TVC, radio, print, and BTL activation. Our primary target audience was IHBS (aged 25-55, sec a/b, the current user or intender, and chief decision makers regarding construction materials in households), followed by secondary target audience influencers (any contractor, mason, or engineer contractor).

DSP with a new communication approach

We have relaunched Dalmia DSP with a new communication approach that highlights its premium nature. The focus is on creating awareness about the product by telling its story through fresh visual elements.

Festive promotion

We connected with our target audience, including IHBS and channel partners, through festive promotions for both our brands, Dalmia and DSP. We used festive wishes-based communication and ground activations to engage with them during various regional festivals.

Social and Relationship Capital

Rediscover India’s glorious legacy at the first-of-its-kind red fort centre

We are proud to have been selected as a ‘Monument Mitra’ by the Ministry of Tourism in collaboration with the Ministry of Culture and Archaeological Survey of India (ASI) to adopt and develop tourist amenities at Red Fort. This is part of the government’s “Adopt a Heritage Project” and we have been given the responsibility to provide excellent tourist facilities at Red Fort to make it more tourist-friendly and enhance its potential and cultural importance in a planned and phased manner. We will also be responsible for the operations and maintenance of the amenities we introduce or take care of for five years.

Our focus is on active industry participation to ensure a sustainable model formulation for the Red Fort. We have developed a world-class tourist facilitation-cum-interpretation centre, souvenir shop, snack point, ease of access for tourists, signage, cleanliness, and providing basic amenities such as drinking water and public convenience. The project was launched on World Tourism Day in 2017 by the Hon’ble President of India, and we are committed to ensuring a memorable experience for visitors to this iconic 17th-century heritage site.

Management Discussion and Analysis

COMPANY OVERVIEW

Dalmia Bharat Limited is a leading cement manufacturer in India with a wide range of products catering to customers across 22 states in the country. Our operations are spread across 14 plants with a production capacity of 38.6 MTPA, and as making us the fourth-largest cement player in India. Our extensive distribution network comprising 41,000+ channel partners has resulted in a wider reach of products and rapid growth for the Company.

At Dalmia Bharat Limited, we remain committed to expanding our Cement production capacity to reach 46.6 MTPA by FY24. As part of this commitment, we have recently signed a definitive agreement with Jaiprakash Associates for the acquisition of a cement manufacturing unit with a production capacity of 9.4 MTPA, clinker with a capacity of 6.7 MTPA and a thermal power plant of 280 MW. These plants are strategically located and will provide us with an entry into the high-growth market of central India.

38.6
Capacity MTPA

75
Target MTPA by 2027

110-130
Target MTPA by 2031

₹2,814
Capex for FY23

44%
Reduction in Net Carbon Footprint (Scope 1) from baseline 1990

GLOBAL ECONOMIC OVERVIEW

The year 2022 started with the recovery momentum gained in the previous year. However, it was soon marred by the onset of the war between Russia and Ukraine. This further contributed to the mounting inflation pressure, witnessed across the world. Central banks continued to increase interest rates to curb demand and control inflation. However, the global economy displayed signs of resilience in the third quarter, largely driven by buoyant private consumption. As a result, as predicted by the IMF, the global economy grew by 3.4% in 2022. On the supply side, the removal of bottlenecks, reduced transportation costs and re-opening of borders in China created favourable conditions that enabled key sectors of the global economy to rebound. The economy reported a 6.2% growth in 2021.

Global growth (%)

Particulars	Estimate	Projections
	2022	2023
World output	3.4	2.8
Advanced Economies	2.7	1.3
United States	2.1	1.6
Euro Zone	3.5	0.8
Emerging Market and Developing Economies	4.0	3.9
China	3.0	5.2
India	6.8	5.9

Source: IMF, World Economic Outlook Update, January 2023

Outlook

The global economy has faced significant challenges in recent times, but there is a positive development on the horizon that is cause for optimism. It is anticipated that the deceleration of global economic growth will begin to rise in 2024, signalling a gradual recovery.

The April 2023 edition of the World Economic Outlook by the International Monetary Fund (IMF) forecasts a decline in growth rates from 3.4 percent in 2022 to 2.8% in 2023, followed by a stabilisation at 3.0% in 2024. The slowdown in growth is anticipated to be particularly prominent in advanced economies, with an expected decrease from 2.7% in 2022 to 1.3% in 2023. In an alternative scenario involving additional strain on the financial sector, global growth would decrease to approximately 2.5% in 2023, with growth in advanced economies falling below 1%.

The report highlights positive developments in some major economies, such as the US, where the implementation of fiscal stimulus measures is expected to boost economic growth. Additionally, the global vaccination drive has progressed significantly, providing hope for an eventual end to the pandemic and a more robust economic recovery.

While challenges remain, there are reasons for optimism about the global economy's growth outlook for 2023. The IMF report's projections suggest that the world is gradually emerging from the pandemic's grip, and the expected uptick in economic growth is a positive development. Policymakers and business leaders are more vigilant and continue to implement measures to support the economic recovery and mitigate potential risks.

INDIAN ECONOMIC OVERVIEW

The Indian economy has shown remarkable resilience and continues to recover despite facing challenges such as rising inflation and supply shocks resulting from external events. India's growth for 2022-23 is pegged at 7%, against 9.1% reported in 2021-22. This growth is testimony to the effectiveness of the government's proactive fiscal policy measures However, the persistent inflation led the RBI to increase policy rates.

India is witnessing robust growth in demand and an increase in capital investments. With a steady recovery, overall Gross Value Added (GVA) grew 4.6% in Q3 FY23[1]. PMI Manufacturing has been in the expansion zone and registered at 55.3 and PMI Services at 59.4 in February 2023[2]. As per National Statistics Office, India's Industrial Production Index (IIP) grew to 5.2% in January backed by electricity and manufacturing output. Following the government's impetus on infrastructure growth, infrastructure, and capital goods grew at a robust 8.1% and 10.95%, respectively.

Increasing Goods and Services Tax (GST) collections are a testimony to the Indian economy's resilience. The country collected ₹18.10 lakh crore in 2022-23, the highest since the launch of this regime. The monthly GST revenues remained more than ₹1.4 lakh crore for 12 consecutive months.

The Union Government has maintained its focus on capital expenditure (Capex) and has steadily increased it from a long-term average of 1.7% of GDP (FY09 to FY20) to 2.7% of GDP in FY23. The government has incentivised State Governments through interest-free loans and higher borrowing ceilings to prioritise Capex spending, particularly in infrastructure-intensive sectors such as roads, railways, and housing and urban affairs. This increase in Capex is expected to have significant positive implications for medium-term growth. Ultimately, the Government's Capex-led growth strategy will help India maintain a positive growth-interest rate differential and achieve sustainable debt-to-GDP ratios in the medium term.

Outlook

The Indian economy demonstrated remarkable resilience and remained largely insulated from the global uncertainties. The current Economic Survey pegs the country's real GDP growth at 6.5% in FY24, fuelled by a favourable regulatory environment, a robust industrial policy (through the PLI scheme), a private sector that has reduced its leverage, and increased capital spending, especially on critical infrastructure projects.

The Survey highlights several positive developments in the Indian economy, including the government's efforts to create a conducive regulatory environment that encourages investment and growth. The Production Linked Incentive (PLI) scheme has also played a critical role in promoting the manufacturing sector, creating jobs, and increasing exports.

[1]Business-Standard Article: "India's GDP growth slows to 4.4% in Q3; manufacturing woes remain"

[2]Trading Economics

Management Discussion and Analysis

The private sector's reduction in leverage is another positive development that has strengthened the economy's resilience, reducing the risks of financial instability. The increased capital spending on infrastructure projects is expected to provide a significant boost to economic growth, creating employment opportunities and improving the country's infrastructure.

India's economic prospects are looking positive, and the country is expected to achieve strong economic growth in the coming years. The government's efforts to create a conducive business environment coupled with increased capital spending are expected to drive growth and create employment opportunities for millions of people.

GOVERNMENT INITIATIVES

The Indian government is committed to introducing and implementing reforms and making it easier for companies to do business. Manufacturing and Infrastructure continue to remain the key focus areas on which the government is concentrating. It plans to reboot India's infrastructure cycle using the three-pronged strategy of emphasising asset creation (NIP), asset recycling (NMP) and integrated planning (Gati Shakti).

Capital Outlay

The Central government increased capital outlay by 33% to ₹10 lakh crore in Union Budget 2023-24. This is viewed as a positive boost to infrastructure and construction companies. The Indian government is committed to providing long-term sustainable economic growth and infrastructure development plays a key role in achieving this growth.

Urban Infrastructure Development Fund (UIDF)

The Union Budget has proposed the establishment of an Urban Infrastructure Development Fund (UIDF) to develop urban infrastructure in Tier II and III cities using the priority sector lending shortfall and an allocation of ₹10,000 crore per year. This initiative is expected to enhance connectivity, leading to an increase in demand for housing in these up-and-coming cities.

Pradhan Mantri Awas Yojana

Pradhan Mantri Awas Yojana (Housing for all) is a government initiative launched in 2015 aimed at providing affordable housing to eligible beneficiaries by 2024. The programme has two components: PMAY (Urban) and PMAY (Gramin), offering financial assistance to urban poor households and rural households, respectively. It provides credit-linked subsidies and interest subsidies at 6.50% p.a. to make housing more affordable. PMAY has been successful in providing affordable housing to millions of beneficiaries, particularly economically weaker sections, low-income groups, and women. The Union Budget 2023-24 allocated ₹79,000 crore towards the initiative to further bolster growth in the segment.

Smart Cities

The Smart Cities Mission is a government initiative launched in 2015 aimed at developing 100 cities in India into smart cities. The mission focuses on developing sustainable and inclusive urban infrastructure with the use of technology and innovation to improve the quality of life of citizens. The Central Government allocated ₹16,000 crore to drive the initiative ahead.

Production Linked Incentive (PLI) Scheme

The Production Linked Incentive (PLI) Scheme aims to promote domestic manufacturing and reduce dependence on imports by providing financial incentives to eligible companies. It covers various sectors, including electronics, pharmaceuticals, automobiles, and textiles, among others. The scheme is expected to boost economic growth, create job opportunities, and enhance India's competitiveness in global markets, in line with the Atmanirbhar Bharat initiative's goal of achieving self-reliance.

In the Union Budget 2023-24, a sum of ₹8,083 crore has been allocated to PLI schemes, with most of the funding being directed towards large-scale production in electronics manufacturing, pharmaceuticals, automobile and automobile components, as well as food processing.

Gati Shakti - a National Master Plan for Multi-modal Connectivity – Logistics & Transport Network

PM Gati Shakti National Master Plan is a ₹100 lakh crore project launched by the Indian government to develop holistic infrastructure in India. The PM Gati Shakti scheme targets seamless multimodal connectivity to facilitate easy movement of goods and people, improved prioritisation, optimal usage of resources, timely creation of capacities, and resolution of issues such as disjointed planning, standardisation, and clearances. The goal of the plan is to make products manufactured in India more competitive by cutting down logistics costs and improving supply chains.

National Monetisation Pipeline (NMP)

The National Monetisation Pipeline (NMP) is a plan developed by NITI Aayog in consultation with infrastructure line ministries to monetise the core assets of the central government, with an estimated potential of ₹6 lakh crore over four years from FY22 to FY25. The plan aims to engage the private sector in unlocking value in brownfield projects without transferring ownership of the projects. The funds generated from the monetisation will be used for infrastructure creation across the country.

CEMENT INDUSTRY

India is the second largest producer and consumer of cement, with a capacity of ~600 MTPA. The industry is an essential contributor to the Indian economy, providing employment to millions of people and driving infrastructure development. From the fiscal year 2013 to 2022, Indian cement manufacturers have significantly increased their capacity by 217 MT[3]. Of this, despite pandemic-related interruptions, the last five fiscal years up to 2022 saw an additional 109 MT increase in capacity.

As per Crisil's estimate, Indian cement companies plan to expand and increase their capacity by 145-155 MT between FY23 and FY27 at a 4-5% CAGR on a high base. A 6-7% CAGR in cement demand during these five fiscal years will support the increase in supply.

Driven by the swift implementation of infrastructure projects and robust growth in real estate and affordable housing sectors in rural areas, cement demand rose by 11% YoY in the first ten months of FY23. This positive trend is expected to continue during the rest of the fiscal year, as it is a peak season for construction activity across all regions.

Cement companies in FY23 witnessed input cost inflation. Power and fuel expenses form a major part of the sector's variable cost. After peaking in March 2022, international petcoke has corrected by 32%[4]. With a drop in thermal coal prices, the cement industry is set to benefit from increased margins. Despite these cost challenges, many manufacturers are unveiling long-term capacity growth plans to capture more of the market.

The Union Budget's emphasis on infrastructure has also boosted the cement industry, which is expected to experience its third consecutive year of growth with an anticipated 7-9% increase to approximately 425 million tonnes (MT) in FY24. The most significant growth is projected to come from the roads sector, as both the Ministry of Road Transport and Highways and the National Highways Authority of India have reported a YoY increase of 25% and 14% in their total outlay, respectively.

GROWTH DRIVERS STUDY

Housing

Increasing Disposable Income - As disposable income increases, people tend to spend more on housing and home renovation projects thereby increasing demand for cement. With more people investing in real estate, there will be a greater need for cement in construction projects.

Urban Housing - With rapid urbanisation, the demand for housing in urban areas has increased substantially. Urban housing often requires the construction of high-rise buildings and housing units to accommodate the growing population. These projects require significant amounts of cement, and the growth of urban housing can drive infrastructure development, which, in turn, can boost the demand for cement.

Affordable Housing - The government's focus on affordable housing has led to a rise in demand for low-cost housing, especially in Tier 2 and Tier 3 cities. This has provided a significant boost to the cement industry in India. This initiative has also created new job opportunities in the construction sector thereby boosting income levels. The government has also provided incentives to manufacturers to encourage them to produce affordable housing materials like cement.

Focus on Infrastructure

Rail - India has one of the largest railway networks in the world, and the government is investing heavily in expansion such as the Dedicated Freight Corridor (DFC) and High-Speed Rail (HSR) projects. The Indian Railways is also developing a cement sector corridor to boost the sector logistically.

Roads - The Indian government has set an ambitious target to build 40 km of roads per day, which is expected to drive the demand for cement. With the government's focus on building new roads and highways, cement demand has increased for constructing bridges, flyovers, and other infrastructure.

Airports - The construction and expansion of airports across the country have also led to an increase in the demand for cement. Union Government plans to develop 100 airports by 2024 under the Regional Connectivity Scheme (RCS)-Ude Desh ka Aam Nagrik (UDAN) infrastructure scheme with a capital outlay of ₹98,000 crore.

Commercial Real Estate

Commercial Buildings - The growth of the construction industry in India, particularly in the commercial sector, has led to an increased demand for cement. With a growing economy and increasing urbanisation, demand for commercial buildings such as offices, malls, hotels, and hospitals has surged.

Industrialisation

The rapid pace of industrialisation in India has also played a key role in driving the growth of the cement industry. The growth of industries leads to demand for the construction of factories, warehouses and other infrastructure. With the growth of manufacturing, infrastructure, and transportation sectors, there has been a significant increase in the demand for cement.

[3]Crisil Report - SectorVector - Building strength

[4]Indian pet coke industry: A look back at 2022 | CoalMint

[5]Crisil report -Cement demand to continue uptrend with 7-9% rise next fiscal

Management Discussion and Analysis

BUSINESS REVIEW

At Dalmia Bharat Limited, we are committed to a sustainable future where profitability and environmental responsibility go hand in hand. We believe that by prioritising sustainability, we can set new standards for our industry and positively impact the world around us. To achieve this goal, we have set ambitious targets, including becoming carbon negative by 2040. We are actively working towards this by doubling our energy productivity by 2030 and participating in the RE100 campaign alongside other leading corporations. We are proud to have been recognised as a COP26 & COP27 Business leader, and to have been invited to participate in both the UN Climate Action Summit and the UN Climate Ambition Summit. We have also been named one of the top five climate defenders globally by BBC World and ranked #1 by CDP in the global cement sector for our business readiness in transitioning to a low-carbon economy. As members of The Alliance of CEO Climate Leaders by the World Economic Forum, we are committed to a long-term transition to renewable energy.

One of our key focuses has been on utilising energy resources efficiently and optimally. This has resulted in improved production efficiency per MW of energy utilised and reduced greenhouse gas emissions per MT of production. We remain committed to protecting the environment and reducing the serious effects of global warming. Our efforts to reduce carbon footprints have generated exceptional results, making us one of the lowest carbon footprint-producing companies across the world.

At Dalmia Bharat Limited, we have developed a diverse portfolio of value-added products with strong brand recognition for various consumers and institutions. Our most preferred consumer brands include Dalmia DSP, a premium product in the AA+ category for high-strength concrete applications, Dalmia Cement, produced using superior ingredients to provide high-strength construction, and Konark Cement, which protects the construction from harsh environmental conditions. Our institutional brands include Dalmia Infra Pro, Dalmia Infra Green, and Dalmia Insta Pro, each designed to meet the specific needs of our customers. Additionally, we are the largest manufacturer of Portland Slag Cement (PSC) in India. Our portfolio also includes special cement for airstrips and nuclear power plant construction. We are proud to be associated with the construction of some of the key projects in India like the Hirakud Dam and Chennai Metro.

Our products are widely trusted for their quality and reliability. With an extensive distribution network, we can cater to our customers over a wide geography. In addition to our technical services, we also prioritise customer and dealer relationships through digital initiatives, ensuring that we remain top-of-mind for our customers.

To reduce the risks associated with the supply chain of raw materials, we have strategically placed captive mines and plants for the smooth supply of raw materials. Furthermore, we have reduced our dependence on power suppliers by meeting 2/3rd of our power needs through our 10 captive power plants with a power generation capacity of 364 MW.

₹13,540
Revenue in FY23

₹2,316
EBITDA

₹1,079
Net Profit

SUSTAINABILITY INITIATIVES

At Dalmia Bharat Limited, sustainability lies at the core of our business strategy. We acknowledge the critical need of combating climate change and actively working towards a sustainable future. Aligned with our commitment to the Paris Agreement, we have implemented a comprehensive set of sustainability initiatives that encompass our operations, lobbying activities, public policy engagements, and climate change positions.

For real change to occur, advocacy and teamwork are crucial. We have set up a management system that controls our advocacy actions and trade association memberships to ensure that they are in line with our sustainability goals. This system ensures transparency, accountability, and adherence to sustainable practices throughout our engagements. One example of our advocacy activities is advocating for renewable energy policies as we believe in the importance of transitioning to clean energy sources to reduce greenhouse gas emissions. We actively engage with policymakers to promote the adoption of favourable policies, such as incentives and subsidies, for renewable energy development. By advocating for renewable energy, we aim to accelerate the transition to a low-carbon economy and support the global efforts outlined in the Paris Agreement.

Our advocacy on behalf of stronger emission standards and laws is another illustration. Dalmia is dedicated to reducing carbon emissions and advancing green manufacturing methods. To ensure that our public policy actions are in line with our sustainability goals, we have put in place a strong governance structure for public policy frameworks. With our dedication to the Paris Agreement, it allows us to make a conscious decision.

We have developed a clear approach to handle any inconsistencies between trade groups and our policy views on climate change. This framework gives us the ability to spot any inconsistencies and fix them, ensuring that our stance on climate change is constant and unwavering.

The Company has demonstrated a commitment to sustainability through several initiatives. In FY23, our carbon footprint was 463 CO_2 emission-Kg/ton, which is significantly lower than the industry average. We have set a goal to become carbon negative by 2040, making us the first cement company in the world to do so.

The Company has joined EV100, a global initiative to transition to electric vehicles, becoming the first triple joiner globally of RE100, EP100, and EV100. This transition will help reduce the Company's carbon footprint even further.

We are also making strides towards water positivity, with a water-positive ratio of 14 in FY23. Our goal is to achieve a ratio of 20x by 2025. This demonstrates our commitment to reducing water consumption and replenishing the water it does use.

In terms of the production processes, we have made significant strides in reducing our clinker factor and increasing the use of recycled waste. The Company's clinker factor percentage is 58.5%, which is lower than the Indian average of 68%. Similarly, the Company's green fuel percentage is 17%, which is significantly higher than the Indian average of changes this according to 17%.

We have also been recognised for our efforts towards sustainability. We were ranked #1 by CDP in 2018 in the global cement sector on business readiness for a low-carbon economy transition. This demonstrates our commitment to reducing its carbon footprint and transitioning towards a more sustainable future.

We have also been awarded the Platinum Award for Sustainability and in total six awards at NCB International Conference.

We are also the first ever Cement Manufacturing recipient of 'The DL Shah Quality Gold Award' for promoting green blended cement and green binders.

BUSINESS STRATEGY

a. Marketing and Branding

During the year, we undertook numerous initiatives to engage with our customers and strengthen our brand visibility across markets. During the year, we undertook a flagship campaign Shubh Shubh Banao – focused on curating emotional engagement to depict the feeling of 'auspicious' for our channel partners. This one-of-a-kind activation Campaign has spread positive word of mouth in the market and successfully touched 3,000+ stakeholders in 66 cities.

b. Robust Supply Chain Model

We introduced a supply chain optimiser in FY22 to optimise our distribution. We enforced stock transfer through higher-sized vehicles to improve efficiency and institutionalised reverse auctions across plants. We have an extensive fleet of 8000+ trucks serving 200+ districts. With 300+ warehouses, there is a daily truck movement of 2,300+ vehicles.

DBL is implementing a "green" supply chain initiative by deploying the nation's first fleet of LNG trucks in partnership with GreenLine Logistics[6]. We have ordered 35 LNG trucks for its Chandrapur Plant in Maharashtra, and an additional 25 trucks will be deployed in Tamil Nadu in April. By adding LNG and EV trucks, we aim to replace 10% of our current fleet of 3,000 vehicles with LNG trucks by the end of FY24 to reduce transportation fleet emissions. GreenLine Logistics' LNG trucks reduce CO_2 emissions by about 28% and lower other harmful emissions by up to 100%, making them a more environmentally-friendly option.

c. Going Green (MoU with FLSmidth, Denmark)

We have entered into a memorandum of understanding (MoU) with FLSmidth, Denmark, as part of the Green Strategic Partnership between the Indian and Danish governments. This collaboration aims to develop ground-breaking innovations that promote sustainability in the cement industry.

Capex Breakdown

Ongoing Capex 7.75 MnT - ₹1,000 - ₹1,200 crore

New capacity 10 MnT including clinker de-bottlenecking - ₹4,700 - ₹5,000 crore

Sustainability Green Initiatives - ₹1,000 - ₹1,200 crore

Others Including Mining Land, Maintenance Capex/ROI expenses - ₹1,800 - ₹2,000 crore

Strategic Vision - Grow capacity at a CAGR of 14% - 15% over the current decade to reach 110-130 MTPA by 2031

[6]LiveMint Article – GreenLine Logistics deploy 35 LNG trucks at Dalmia Cement

Management Discussion and Analysis

SCOT ANALYSIS

S	C	O	T
Strengths	**Challenges**	**Opportunities**	**Threat**
• Offers a diverse and value-added portfolio of premium products, resulting in enhanced customer satisfaction and loyalty • Possesses the ability to increase production capacity at a lower capital outlay due to economies of scale • Boasts a robust and integrated technology system that strengthens the entire supply chain management, resulting in economical purchases • Market leader in Eastern India, especially due to its mammoth network of channel partners • Has a proven track record of financial performance, with a lower cost of production and higher rapid-growing sales and profits	• Increased input costs, such as the cost of freight, power, and fuel may increase the overall cost of production and result in lower gross margins and profitability	• Possible business opportunities with government initiatives such as Gati Shakti, National Infrastructure Plan, Pradhan Mantri Awas Yojana, and Smart Cities • Can leverage the country's increasing demand for housing and infrastructure, especially due to urbanisation and an increased population • Increased business possibilities due to the government's increasing focus on the improvement of rural and primary sector infrastructure	• Unforeseen events like COVID can hamper the operations of the Company • Potential geopolitical tensions across the world can adversely affect the costs, overall demand, and functioning of the Company • In an era of intense and cut-throat competition in the industry, even a minor strategic mistake can result in significant costs. • Rising competition can hinder growth and reduce profit potential

RISK EXPOSURE AND CONCERN

We understand that effective risk management is necessary to protect our capital and earnings from the risk we are exposed to. We have robust risk management practices which are inter-aligned with Strategic & Operational decision-making. In our Group, we have operationalised risk function at the granular level to integrate risk and compliance management for sustainable business performance. Our Risk Management Committee comprises independent directors and is the highest governing body in addressing risk challenges and reviewing mitigation plans. We have a resource allocation policy with due consideration to Enterprising risk.

The Company is prone to risks as highlighted below:

Input Cost Risk: The Company is exposed to the risk of inflation and fluctuations in the cost of coal, petcoke, power and other fuels which are market driven. Provided that the cement industry is energy-intensive, fluctuations in fuel price are paramount in production cost and hence well-designed plans have been laid down to tackle the input cost risks.

Compliance Risk (Legal Risk): With the ever-evolving regulatory framework, there exists a risk of abiding by the law of conduct, thereby leading to fines, charges, etc. Proper committees have been formed to create awareness about the same in employees to plummet the risk.

Climate Change Risk: As a socially and environmentally responsible Company, your Company consistently adopts sustainable practices. It follows the philosophy of "Clean and Green is profitable and Sustainable," making the Company a powerful and distinctive brand. The Company has already subscribed to one of the most stringent voluntary emissions reduction programmes.

Financial Risk: Risk of exposure to interest rates, foreign exchange rates and commodity price fluctuations pose a financial risk for the Company. To minimise the risk, an appropriate

financial risk management policy is adopted followed by regular monitoring and reporting.

Information Technology Risk: To tackle the risk arising from the IT systems, data integrity, and physical assets, our Company uses backup procedures and stores information at different locations and ensures regular updating of the systems with the latest security standards. Since all the business data starting from production to sales are computerised, data manipulation or loss of information may arise.

Logistics risks: To manage the Infrastructure to cater to growing needs, Increased logistics costs, evolving regulatory mandates for zero carbon targets, limited government support towards rail freight requirements of the cement industry, restrictions of heavy vehicle movement during peak hours, agitations/strikes by transportation unions. We have adopted measures such as rate contracts with transporters, implementation of a supply chain optimiser tool, conversion of HSD Trucks to CNG/LNG Trucks, launch of e-trucks, utilisation of other company's railway sidings and increased fleet capability among others.

Sales and Marketing risks: To manage the risk of the fragmented market, rapid capacity additions by existing players and new entrants, limited distribution network, adverse sales mix due to increasing share of the non-trade segment, increasing industry preference towards alternative cement products, benchmarking analysis with competing brands, market positioning w.r.t benchmarked brands, assessment of competitive actions for proactive actions, benchmarking margins for DBL Channels, transplanting dealer from one location to required location has been adopted followed by Developing innovative new products for niche markets and resource prioritisation to trade sales.

Human Resource or Talent Management Risk: To engage the right person at the right time in the right job is the Company's objective. To retain the talents in the Company is the main challenging task and to mitigate the risk arising from it, specialised training courses are adopted to enhance and reskill employees to prepare them for future roles and create a talent pipeline.

And there is always going to be the risk of unforeseen pandemics and other events as we witnessed during COVID-19.

INFORMATION TECHNOLOGY

At Dalmia, the focus is on strengthening supply chain management through automation, mobility, and cloud solutions. An in-house app has been developed to track and control the entire logistical value chain. It integrates data from multiple applications using process automation and provides real-time insights.

Tech Stack – We have incorporated software such as SAP, Python, QlikView, and Power BI amongst others to increase our operational and reporting efficiency.

Logistics & Delivery – Our 'Driver Sathi' app enables us to track the delivery times and status when there are multiple deliveries across several points. This means that we can ensure secure delivery by generating one-time passwords (OTPs) for each delivery, ensuring that the right product is delivered to the right place at the right time.

Management Discussion and Analysis

Sales – 'Smart-D' serves as a one-stop solution and helps the sales teams streamline their processes, improve customer relationships, and ultimately drive more sales and revenue for the business.

Distributors/Dealers –'Suvidha' app enables the dealer to track their earnings and monitor their payment status on a real-time basis. It helps dealers manage their financial information more efficiently and effectively, which can help them optimise their earnings and drive more sales for their business.

HUMAN RESOURCES AND SAFETY

The Company is committed to ensuring that all are treated with dignity and respect. We have been taking utmost care of our people and providing them with the best working facilities equipped with modern technologies. The Human Resources and the Legal and Secretarial departments in collaboration with other functions ensure protection against sexual harassment of women and men in the workplace and for the prevention and redressal of complaints in this regard.

We also aim to build a safe environment to work in and to ensure a sense of belongingness, that they are heard here, among the workers. We provide various learning opportunities to enhance the skills and knowledge the workers already possess.

The health and safety practices are continuously improved to ensure zero harm and to activate safety measures and achieve safety goals across the manufacturing unit, a multi-year roadmap of guidelines has been developed.

We believe that Fit India is the best India and for that, we ensure sound physical and mental health. We run the FIT Dalmia Wellness Programme through a popular module called WIN which works on the body, mind and soul not only for the employees but also for their families.

As of March 31, 2023, we employ 5,642 employees in India[7].

CORPORATE SOCIAL RESPONSIBILITY (CSR)

We believe in the concept of giving back and sharing it with the underprivileged sections of society. The Corporate Social Responsibility interventions of the Group are based on the principle of Gandhian Trusteeship. For over eight decades, the Group has addressed the issues of livelihood, water for productive use and social infrastructure development. The prime objective of our Corporate Social Responsibility policy is to hasten social, economic and environmental progress.

Dalmia Bharat Foundation (DBF) is responsible for the implementation of the CSR programmes of the Group. The Foundation implements programmes in the domains of sustainable livelihood and social infrastructure across 23 locations. Through our flagship programme on skilling, the Dalmia Institute of Knowledge and Skill Harnessing (DIKSHa) centres provided skill training to 2,496 people. Along with this, we also work for providing sustainable livelihoods in farm and non-farm sectors to farmers, women, and youth. This financial year we have provided training, credit access, capacity building, etc. to more than 30,583 beneficiaries to explore additional livelihood opportunities.

Through our initiatives in Water Conservation, our efforts this financial year have resulted in creating an additional water harvesting and conservation potential of 322.75 lakh KL annually

Please refer to CSR Report and Social and Relationship Capital section in the IR for further details.

617.14 lakh KL
Total annual water harvesting capacity

INTERNAL CONTROL SYSTEMS AND THEIR ADVOCACY

DBL has a well-placed internal control system commensurate to the size, scale and complexity of our operations. We have a well-defined organisational structure and management procedures to ensure all internal financial controls are adequate and operating effectively. It has in-built policies and procedures to safeguard our assets, maintain proper accounting records and provide financial information. The internal control and risk management systems are systematically structured and applied per the corporate governance code of our organisation. The corporate governance practices in DBL are driven by strong Board oversight, timely disclosures, transparent accounting policies and high levels of integrity in decision-making. Internal audit functions are looked at by the internal audit department, which carries out the internal audit of the group operations as per Board approved plans and presents our findings to the audit committee. Our management has evaluated the operative effectiveness of these controls and noted no significant deficiencies or material weaknesses that might impact the financial statements as of March 31, 2023.

OUTLOOK

The government's unwavering attention to the infrastructure and housing sectors in India reflects a deep-rooted optimism in the nation's growth trajectory. With successive budgets, we witness a steadfast commitment to augment capital expenditure and drive the manufacturing industry through initiatives like the PLI scheme. These endeavours, coupled with a resolute focus on the housing sector, are poised to propel the demand for cement within the country.

[7]Investor Presentation, Feb 2023

In alignment with the government's vision of fortifying India, our organisation has pledged a substantial capital investment for the forthcoming years. Our strategic approach entails the establishment of greenfield units and the enhancement of existing facilities to meet our targeted capacity expansion goals. Embracing a sustainable ethos, our growth trajectory is underpinned by a decisive shift from thermal energy and electricity to renewable alternatives by 2030. Already, we have commenced the substitution of fossil fuels with alternatives derived from municipal waste and industrial by-products encompassing chemicals, pharmaceuticals, and other sectors.

While the market landscape is bound to witness fierce competition, our brand's robust equity stands out as a key distinguishing factor. We have garnered a reputation for unparalleled quality and reliability in the markets we serve. Our extensive distribution network enables us to cater to even the most remote corners, while we relentlessly explore new geographies to broaden our reach. Moreover, our commitment to superior technical services empowers our customers to achieve exceptional construction quality. Simultaneously, we remain firmly connected with our customers and dealers through innovative digital initiatives, ensuring our brand remains at the forefront of their minds.

Looking ahead, we anticipate that our concerted efforts will culminate in the creation of substantial value for all our stakeholders. As we embark on this transformative journey, we remain dedicated to fostering sustainable growth, delivering exceptional products and services, and further fortifying our position in the industry.

FINANCIAL OVERVIEW

Consolidated results

₹ Crore

Description	FY23	FY22	Change (%)
Revenue from operations	**13,540**	**11,286**	**20%**
Expenses			
Cost of raw materials consumed	1,906	1,530	25%
Purchases of stock in trade	52	7	643%
Changes in inventories of finished goods, stock in trade and work-in-progress	23	(65)	(135%)
Employee benefits expense	771	744	4%
Power and fuel	3,679	2,570	43%
Freight charges			
- on finished goods	2,498	2,056	21%
- on internal clinker transfer	304	299	2%
Other expenses	1,991	1,719	16%
Total expenses	**11,224**	**8,860**	**27%**
Operating EBITDA	**2,316**	**2,426**	**(5%)**
Operating EBITDA Margin (%)	**17.1%**	**21.5%**	
Other income	138	160	(14%)
Finance costs	234	202	16%
Depreciation and amortisation expense	1,305	1,235	6%
Profit before share of profit in associate and joint venture and exceptional items	**915**	**1,149**	**(20%)**
Share of profit in associate and joint venture accounted for using equity method (net)	554	5	9,991%
Exceptional items (net)	(144)	(2)	5,683%
Profit before tax from continuing operations	**1,325**	**1,152**	**15%**
Total tax expense	242	315	(23%)
Profit after tax from continuing operations	**1,083**	**837**	**29%**
Profit/(loss) from discontinued operations	**(4)**	**8**	**(150%)**
Profit After Tax (PAT)	**1,079**	**845**	**28%**
PAT %	**8.0%**	**7.5%**	

Management Discussion and Analysis

During FY23, the Group recorded EBITDA of ₹2,316 crore (previous year's ₹2,426 crore) registering a decline of 4.5% over FY22. This is primarily on account of higher fuel prices adversely impacting the variable cost of production. The positive impact of incremental volume and selling price was offset by increased costs on account of the surge in fuel price.

In spite of a marginal reduction in EBITDA, the Group recorded an increase in profit after tax from continuing operations by ₹246 crore (29%) to ₹1,083 crore (previous year's ₹837 crore). The increase in PAT was on account of an increased proportionate share of profit in associates, which is partially offset by exceptional loss recognised during the year.

The basic and diluted earnings from continuing operations for the FY23 were at ₹55.44 per share and ₹55.41 per share, respectively (previous year: basic and diluted: ₹43.15 per share and ₹43.10 per share, respectively).

1. Revenue from operations

The Group's total revenue has grown by 20% to ₹13,540 crore in FY23 from ₹11,286 crore in FY22.

₹ Crore

Particulars	FY23	FY22	Change (%)
Cement and its related products	13,212	11,003	20%
Power	11	33	-67%
Management service charges	14	24	-42%
Total sale of products and services	**13,237**	**11,060**	**20%**
Other operative revenue	303	226	34%
Total revenue from operations	**13,540**	**11,286**	**20%**

The cement sales volume of the Group was 25.7 MnT in FY23 registering a growth of 15.9% as compared to 22.2 MnT in FY22. The average selling price (net of discount and taxes) increased by 3.7% in FY23 over FY22.

The Group continued to retain a strong leadership presence in the Southern, Eastern and North Eastern markets.

Other operating revenue mainly includes subsidies on the sale of finished goods and scrap sales.

2. Other income

Other income primarily comprises interest income, dividend income, gain on sale and fair valuation of financial instruments and others.

Other income was reduced by ₹22 crore to ₹138 crore mainly attributed due to lower (a) dividend income, and (b) write-back of liabilities no longer required.

3. Cost of raw materials consumed

The cost of raw materials consumed increased by 25% in FY23 when clinker and cement production increased by 9.0% and 14.9%, respectively. An increase in blended cement (%) from 79% to 84% and higher rates of input materials, contributed to the increase.

The cost of raw materials consumed accounted for 14.1% of revenue in FY23 as against 13.6% in FY22.

4. Employee benefits expenses

The employee cost increased by 4% in FY23 mainly due to an increment in the annual salaries which was in line with the industry. This is partly offset by and lower ESOP expense (152,640 ESOP granted in FY22) and recognition of the voluntary separation scheme at one of the manufacturing units during the previous year.

Employee benefits expense accounted for 5.7% of revenue in FY23 as against 6.6% in FY22.

5. Power and fuel cost

Power and fuel costs of the Group have increased by 43% from ₹1,157/T in FY22 to ₹1,429/T in FY23 due to increased prices of coal and petcoke during the year.

Power and fuel costs accounted for 27.2% of revenue in FY23 as against 22.8% in the previous year.

6. Freight charges on finished goods

Cost increased on account of increased sales volume by 16% as compared to the previous year. Further, freight on cement increased from ₹1,060/T to ₹1,088/T of cement sold in 2023 (up by 2.6%).

Freight charges on finished goods accounted for 18.4% of revenue in FY23 as against 18.2% in FY22.

7. Finance costs

Finance cost increased by ₹32 crore to ₹234 crore mainly due to an increase in gross debt during the year, and further higher weighted average cost of total borrowings from 5.6% p.a. in FY22 to 6.9% p.a. in FY23 on account of an increase in repo rate.

8. Depreciation and amortisation expense

Depreciation and amortisation expenses increased by ₹69 crore to ₹1,305 crore in FY23, mainly due to additions in PPE during FY23.

9. Exceptional items

Exceptional loss for the year ended March 31, 2023, is due to reclassification of investment in associate carried at ₹944 crore to 'Assets classified as held for sale', consequent to a binding agreement entered into by DCBL during the year for the sale of its entire investment at a consideration of ₹800 crore to a promoter group company, and the difference between the consideration and carrying value amounting to ₹144 crore was recognised as an exceptional loss.

10. Tax expense

Tax expense for FY23 as a percentage to profit before share of profit in associate and joint venture and exceptional items is lower than the previous year, mainly on account of lower profit in the current year as compared to the previous year.

Consolidated Balance Sheet

1. Property, plant and equipment (PPE) including Intangibles and Right-of-use assets

(i) Total additions to PPE and Intangible assets were ₹1,798 crore, mainly on account of:

(a) Commissioning of Waste Heat Recovery System at cement manufacturing plant located at various locations (₹510 crore)

(b) Additions to Solar plants at various locations (₹255 crore)

(c) Capacity expansion of cement and clinker by 2.7 MnTPA and 2.8 MnTPA, respectively by de-bottlenecking at various plants (₹390 crore)

(d) Acquisition of land for setting up of projects/ expansions at various locations (₹179 crore)

(e) Other regular additions in PPE mainly consisting of routine maintenance and efficiency/productivity improvement capital expenditure.

(ii) Capital work in progress (CWIP) stood at ₹1,859 crore as at March 31, 2023 and is largely attributed to (a) installation of pyro upgradation at various plants across the Group, and (b) capacity enhancement/upgradation of cement mills.

(iii) Goodwill: There was no addition in the value of goodwill during the year. The Group continued to amortise goodwill acquired pursuant to the Scheme of Arrangement and Amalgamation sanctioned by Hon'ble National Company Law Tribunal and the amount of amortisation during the year was ₹203 crore.

(iv) Right-of-use assets: Additions during the year was ₹135 crore on account of lease contracts of land, buildings (godowns, office and residential premises) and vehicles used in its operations.

(v) Intangible assets under development stood at ₹12 crore as at March 31, 2023.

(vi) The Group has provided adequate depreciation and amortisation in accordance with the useful lives of the assets determined in compliance with the requirements of the Companies Act, 2013. In certain class of assets, the Group uses different useful life than those prescribed in Schedule II of Companies Act, 2013.

2. Non-current investments

(i) Investments accounted using equity method of ₹2 crore as at March 31, 2023 consists of investment in a joint venture. Decrease in investments were predominantly on account of (a) reclassification of investment in Dalmia Bharat Refractories Limited, an associate company of DCBL, to 'Assets classified as held for sale', consequent to binding agreement entered into by DCBL during the year for sale of its entire investment in equity shares of said associate at a consideration of ₹800 crore to Sarvapriya Healthcare Solutions Private Limited, a promoter group company, and (b) reduction of investment in Radhikapur (West) Coal Mining Private Limited, a joint venture company of DCBL, by ₹6 crore pursuant to reduction of capital of said joint venture company.

(ii) Other non-current investments of ₹587 crore as at March 31, 2023 mainly consists of investment in equity shares of a listed entity, optionally redeemable convertible debentures and compulsorily convertible preference shares. Decrease in investments were predominantly on account of (a) fair valuation loss on investment held in equity shares of ₹210 crore, and (b) reclassification of investment in redeemable non-convertible debentures (NCDs) of ₹120 crore issued by Hippostores Technology Private Limited, a promoter group company, to 'Current investments'.

3. Current investments

Current investments of ₹2,935 crore as at March 31, 2023 mainly consist of investment in equity shares of a listed entity, mutual funds, corporate bonds and redeemable NCDs reclassified from non-current investment. Decrease in investments were predominantly on account of fair valuation loss on investment held in equity shares of ₹1,288 crore,

Management Discussion and Analysis

and further on reduction of investment in various debt based mutual funds of ₹324 crore. This is partly offset by as increase in investment in corporate bonds by ₹29 crore and reclassification of redeemable NCDs of ₹120 crore from non-current investment.

4. Inventories

Inventory as at March 31, 2023 was ₹1,316 crore compared to ₹945 crore as at March 31, 2022. The increase was primarily due to an increase of fuel inventory by ₹330 crore on account of increase in quantity as well as prices. Our inventory days were 31 days in FY23 against 28 days in FY22.

5. Trade receivables

Trade receivables as at March 31, 2023 stood at ₹700 crore against ₹673 crore as at March 31, 2022, increased marginally by ₹27 crore. Our current receivable days (before provision for rebate to customers) has remained broadly stable at 19 days.

6. Other financial assets

Total other financial assets (non-current and current) of ₹877 crore as at March 31, 2023 primarily consists of subsidies/incentive receivable of ₹701 crore, security deposits of ₹117 crore and other receivables.

Increase in other financial assets by ₹42 crore mainly on accrual (net of receipts) of subsidies/incentives.

7. Other non-financial assets

Other non-financial assets (non-current and current) of ₹1,113 crore as at March 31, 2023 mainly consists of capital advances, deposits and balances with government departments and other authorities and advance to suppliers. Increase in other non-financial assets were predominantly on account of increase in capital advances by ₹189 crore, deposit and balances with government departments by ₹110 crore. This is partly offset by decrease in supplier advances by ₹40 crore during the year.

8. Assets or disposal group classified as held for sale

Assets or disposal group classified held for sale of ₹890 crore as at March 31, 2023 mainly comprises of (a) investment in associate using equity method for which Group has entered into a binding agreement for sale of its entire investment at a consideration of ₹800 crore as mentioned above, (b) PPE of Paper and Solvent Extraction Undertakings (together referred to as 'disposal groups') aggregating to ₹83 crore, as these are considered non-core business to the Group and management is committed to sell these disposal groups. The disposal groups have been stated at fair value less cost to sell (being lower of their carrying amount). There is no liabilities associated with disposal groups held for sale as at March 31, 2023.

9. Share capital

The paid-up share capital of the Company as at March 31, 2023 was ₹37 crore comprising 18,74,80,361 equity shares of face value ₹2 each. During the year, Company has further issued 1,11,688 shares to eligible employees under ESOP during the year.

10. Gross debt and Net debt

Gross debt was higher by ₹623 crore and stood at ₹3,763 crore as at March 31, 2023, due to availment of long-term Rupee Term loans during the year to fund the capital expenditure for ongoing capacity expansion projects.

Net debt was higher by ₹2,082 crore and stood at ₹661 crore as at March 31, 2023. Increase was mainly attributable to increase in gross debt, along with reduction in current investments majorly on account of fair valuation loss on investment held in equity shares of ₹1,288 crore.

11. Trade payables

Total balance as at March 31, 2023 at ₹1,135 crore, increased by ₹285 crore due to increase in business volume in Q4 FY23 and for fuel creditors including petcoke shipment in transit.

12. Other financial liabilities

Other current financial liabilities increased by ₹56 crore to ₹1,532 crore as on March 31, 2023, mainly on account of net increase in provision for rebate given to customers by ₹50 crore which is in line with increase in revenue.

13. Provisions

Total balance (non-current and current) as at March 31, 2023 was ₹320 crore as compared to balance of ₹266 crore as at March 31, 2022. The increase was primarily due to increase in mines reclamation liability by ₹47 crore on account of revising the estimates and capitalised in PPE, and further marginal increase due to employees defined benefits which is based on the valuation from the independent actuary.

14. Other liabilities

Other liabilities primarily consist of liability towards dealer incentives, advance from customers and statutory dues.

Total other liabilities (non-current and current) increased by ₹63 crore mainly on account of increase in liability towards dealer incentives.

Consolidated Cash Flow

₹ Crore

Particulars	FY23	FY22	Change
Net cash flow from operating activities	2,252	1,932	320
Net cash flow (used) in investing activities	(2,326)	(1,043)	(1,283)
Net cash flow from/(used in) financing activities	168	(942)	1,110
Net increase/(decrease) in cash and cash equivalents	**94**	**(53)**	**147**

Net cash flow from operating activities:

During the year under review, the net cash generated from operating activities was ₹2,252 crore as compared to ₹1,932 crore during the previous year. The cash inflow from operating profit before working capital changes during the current year was ₹2,343 crore as compared to inflow of ₹2,423 crore during the previous year due to lower operating profits.

Cash outflow from working capital changes in FY23 is mainly due to increase in inventories, trade receivables and financial and other assets by ₹505 crore, partly offset by increase in trade and other payables/provisions by ₹ 428 crore. The income tax paid during the current year was ₹ 14 crore (net of refund) as compared to refund of ₹24 crore (net of payments) during previous year.

Net cash flow (used in) investing activities:

During the year under review, the net cash outflow from investing activities amounted to ₹2,326 crore as compared to ₹1,043 crore during the previous year. The outflow during the current year broadly represents capital expenditure of ₹ 2,709 crore and investment in fixed deposits of ₹33 crore, partly offset by proceeds realised on sale of current investments (net of purchase) amounting to ₹329 crore and receipt of interest and dividend income amounting to ₹77 crore.

Net cash flow from/(used in) financing activities:

During the year under review, the net cash inflow from financing activities was ₹168 crore as compared to outflow of ₹942 crore during the previous year. The inflow during the current year broadly represents availment of borrowings of ₹667 (net of payments), which is partly offset by payment of interest of ₹297 crore, principal portion of lease liabilities of ₹33 and dividends of ₹169 crore.

Key Financial Ratios are as under:

Particulars	FY23	FY22	Change
Debtors Turnover (in times) *	48.39	47.94	1%
Inventory Turnover (in times)	11.70	12.95	-10%
Interest Coverage Ratio (times)	8.16	10.72	-24%
Current Ratio (times)	1.45	1.58	-8%
Debt Equity Ratio (times)	0.24	0.20	23%
Operating Profit Margin (%)	7.5%	10.5%	-29%
Net Profit Margin (%)	8.0%	7.5%	6%
Return on Net Worth (%)	6.8%	5.7%	19%

* debtors turnover is computed net of provision for rebate to customers and on average of opening and closing debtors.

Explanations for variation of 25% or more in Key Financial Ratios:

1. **Operating Profit Margin:** The operating profit margin (before exceptional items) decreased due to lower operating profits on account of higher variable cost of production as a result of steep increase in fuel prices, which is partly offset by increased sales volume and improvement in sales realisation, as compared to last year.

DALMIA BHARAT LIMITED

Registered Office: Dalmiapuram Lalgudi Dist. Tiruchirappalli, Tamil Nadu 621651

Phone No. 04329-235132 **Fax No.** 04329-235111

CIN: L14200TN2013PLC112346 **Website:** www.dalmiabharat.com; **Email:** corp.sec@dalmiabharat.com

Notice of Annual General Meeting

NOTICE is hereby given that the Tenth (10th) Annual General Meeting of the Members of Dalmia Bharat Limited ("**Company**") will be held on Friday, June 30, 2023 at 11:30 a.m. IST through Video Conferencing ('**VC**') /Other Audio Visual Means ('**OAVM**') to transact the following business:

ORDINARY BUSINESS:

1. To receive, consider and adopt:

   (a) Audited Standalone Financial Statements of the Company for the year ended March 31, 2023 together with the Reports of the Directors and Auditors thereon; and

   (b) Audited Consolidated Financial Statements of the Company for the year ended March 31, 2023 together with the Report of the Auditors thereon.

2. To confirm the payment of interim dividend of ₹4.00 per equity share, already paid and declare final dividend of ₹5.00 (250%) per equity share for the financial year ended March 31, 2023.

3. To consider and appoint a Director in place of Mr. Yadu Hari Dalmia (DIN: 00009800), who retires by rotation and being eligible, offers himself for re-appointment.

SPECIAL BUSINESS

4. To consider and, if though fit, to pass, with or without modification(s), the following resolution for re-appointment of Mr. Gautam Dalmia as Managing Director of the Company for a period of 5 years commencing from October 30, 2023, as a **Special Resolution**:

   "**RESOLVED THAT** pursuant to Sections 196, 197, 198, 203, Schedule V and other applicable provisions, if any, of the Companies Act, 2013 (the Act) read with the relevant Rules made thereunder including any modification or re-enactment thereof, if any, the applicable provisions of SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015, if any and the Articles of Association of the Company, as recommended by the Nomination and Remuneration Committee and approved by the Board of Directors, approval of shareholders be and is hereby accorded for re-appointment of Mr. Gautam Dalmia (DIN:00009758), as the Managing Director and Key Managerial Personnel of the Company for the period commencing from October 30, 2023 till October 29, 2028, in respect of whom the Company has received a notice in writing under Section 160(1) of the Act proposing his candidature for the office of a Director, not liable to retire by rotation, upon the terms and conditions including remuneration set out in the Explanatory Statement annexed to the Notice convening this meeting (including the remuneration to be paid in the event of loss or inadequacy of profits in any financial year during the tenure of his re-appointment).

   RESOLVED FURTHER THAT the payment of remuneration as given above shall be in force for a period of three years and subject to renewal/enhancement of such remuneration by the shareholders thereafter.

   RESOLVED FURTHER THAT pursuant to Regulation 17(6)(e) of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 as amended from time to time, the consent be and is hereby accorded for the payment of remuneration, as set out in the Explanatory Statement annexed to the Notice convening this meeting, to Mr. Gautam Dalmia, Managing Director, notwithstanding that (i) the annual remuneration payable to him exceeds ₹5 crore or 2.5% of the net profits of the Company, whichever is higher; or (ii) the aggregate annual remuneration of all the promoter executive directors of the Company exceeds 5% of the net profits of the Company.

   RESOLVED FURTHER THAT the Board of Directors of the Company (which term shall be deemed to include any Committee of the Board constituted to exercise its powers, including the powers conferred by this Resolution) be and is hereby authorised to take all such steps as may be necessary, proper and expedient to give effect to this Resolution."

5. To consider and, if though fit, to pass, with or without modification(s), the following resolution for re-appointment of Mr. Puneet Yadu Dalmia as Managing Director of the Company for a period of 5 years commencing from October 30, 2023, as a **Special Resolution**:

   "**RESOLVED THAT** pursuant to Sections 196, 197, 198, 203, Schedule V and other applicable provisions, if any, of the Companies Act, 2013 (the Act) read with the relevant Rules made thereunder including any modification or re-enactment thereof, if any, the applicable provisions of SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015, if any and the Articles of Association of the Company, as recommended by the Nomination and Remuneration Committee and approved by the Board of Directors, approval of shareholders be and is hereby accorded for re-appointment of Mr. Puneet Yadu Dalmia (DIN:00022633), as the Managing Director and Key Managerial Personnel of the Company for the period commencing from October 30, 2023 till October 29, 2028, in respect of whom the Company has received a notice in writing under Section 160(1) of the Act proposing his candidature for the office of a Director, liable to retire by rotation, upon the terms and conditions including remuneration set out in the Explanatory Statement annexed to the Notice convening this meeting (including the remuneration to be paid in the event of loss or inadequacy of profits in any financial year during the tenure of his re-appointment).

RESOLVED FURTHER THAT the payment of remuneration as given above shall be in force for a period of three years and subject to renewal/enhancement of such remuneration by the shareholders thereafter.

RESOLVED FURTHER THAT pursuant to Regulation 17(6)(e) of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 as amended from time to time, the consent be and is hereby accorded for the payment of remuneration, as set out in the Explanatory Statement annexed to the Notice convening this meeting, to Mr. Puneet Yadu Dalmia, Managing Director & CEO, notwithstanding that (i) the annual remuneration payable to him exceeds ₹5 crore or 2.5% of the net profits of the Company, whichever is higher; or (ii) the aggregate annual remuneration of all the promoter executive directors of the Company exceeds 5% of the net profits of the Company.

RESOLVED FURTHER THAT the Board of Directors of the Company (which term shall be deemed to include any Committee of the Board constituted to exercise its powers, including the powers conferred by this Resolution) be and is hereby authorised to take all such steps as may be necessary, proper and expedient to give effect to this Resolution."

6. To consider and, if though fit, to pass, with or without modification(s), the following resolution, for the re-appointment of Mr. Yadu Hari Dalmia as Advisor in Dalmia Cement (Bharat) Limited, subsidiary of the Company, as an **Ordinary Resolution**:

"**RESOLVED THAT** pursuant to the provision of Section 188 and other applicable provisions, if any, of the Companies Act, 2013 read with relevent Rules made thereunder including statutory modification(s) or re- enactment thereof for the time being in force and as may be enacted from time to time, consent of the shareholders be and is hereby accorded to the re-appointment of Mr. Yadu Hari Dalmia as an Advisor, in Dalmia Cement (Bharat) Limited, a wholly owned subsidiary of the Company at a remuneration including terms and conditions as set out in the Explanatory Statement annexed to the Notice convening this meeting and approved by the Board of Directors of Dalmia Cement (Bharat) Limited.

RESOLVED FURTHER THAT the Board of Directors of the Company (which term shall be deemed to include any Committee of the Board constituted to exercise its powers, including the powers conferred by this Resolution) be and is hereby authorized to do all such acts, deeds and things as may be necessary, proper, expedient or incidental for giving effect to this resolution."

7. To consider and, if though fit, to pass, with or without modification(s), the following resolution, for the appointment of Mr. Paul Heinz Hugentobler as an Independent Director of the Company w.e.f July 1, 2023, as a **Special Resolution**:

"**RESOLVED THAT** pursuant to the provisions of Sections 149, 150, 152 read with Schedule IV and all other applicable provisions, if any, of the Companies Act, 2013 (the Act) (including any statutory modification(s), or re-enactment thereof for the time being in force) and Companies (Appointment and Qualification of Directors) Rules, 2014, Regulation 17 and all other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations) and pursuant to the recommendation by Nomination and Remuneration Committee, and approval of Board of Directors of the Company, Mr. Paul Heinz Hugentobler (DIN 00452691), aged 74 years, who meets the criteria for independence as provided in Section 149(6) of the Act along with the rules framed thereunder and Regulation 16(1)(b) of the SEBI Listing Regulations and who has submitted a declaration to that effect and in respect of whom the Company has received a notice in writing under Section 160 of the Act from a member proposing his candidature for the office of a Director, be and is hereby appointed as an Independent Director of the Company to hold office for a term of 5 (Five) consecutive years commencing from July 1, 2023 upto June 30, 2028 and he shall not be liable to retire by rotation."

RESOLVED FURTHER THAT any one of the Directors of the Company be and is hereby authorised to issue the letter of appointment to the Independent Director containing such terms and conditions of appointment in accordance with Section 4 of Part IV of Schedule IV of the Companies Act, 2013 and do all such acts and things as may be required or considered necessary for the above appointments."

8. To consider and, if though fit, to pass, with or without modification(s), the following resolution, for the appointment of Mrs. Anuradha Mookerjee as an Independent Director of the Company w.e.f July 1, 2023, as a **Special Resolution:**

"**RESOLVED THAT** pursuant to the provisions of Sections 149, 150, 152 read with Schedule IV and all other applicable provisions, if any, of the Companies Act, 2013 (the Act) (including any statutory modification(s), or re-enactment thereof for the time being in force) and Companies (Appointment and Qualification of Directors) Rules, 2014, Regulation 17 and all other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations) and pursuant to the recommendation by Nomination and Remuneration Committee, and approval of Board of Directors of the Company, Mrs. Anuradha Mookerjee (DIN 10174271), who meets the criteria for independence as provided in Section 149(6) of the Act along with the rules framed thereunder and Regulation 16(1)(b) of the SEBI Listing Regulations and who has submitted a declaration to that effect and in respect of whom the Company has received a notice in writing under Section 160 of the Act from a member proposing her candidature for the office of a Director, be and is hereby appointed as an Independent Director of the Company to hold office for a term of 5 (Five) consecutive years commencing from July 1, 2023 upto June 30, 2028 and he shall not be liable to retire by rotation.".

RESOLVED FURTHER THAT any one of the Directors of the Company be and is hereby authorised to issue the letter of appointment to the Independent Director containing such terms and conditions of appointment in accordance with Section 4 of Part IV of Schedule IV of the Companies Act, 2013 and do all such acts and things as may be required or considered necessary for the above appointments."

9. To consider and, if though fit, to pass, with or without modification(s), the following resolution, for payment of remuneration/commission to the Non-executive Directors, as an **Ordinary Resolution**:

"**RESOLVED THAT** pursuant to the provisions of Sections 197, 198 and other applicable provisions of the Companies Act, 2013 ('the Act'), read with relevant rules and Regulation 17 (6) (a) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) or re-enactment thereof for the time being in force), the Non-Executive Directors of the Company (i.e., Directors other than the Managing Director and/ or the Whole- time Directors) be paid, remuneration by way of commission, in addition to the sitting fee for attending the meetings of the Board of Directors or Committees thereof, as the Board of Directors may from time to time determine not exceeding such percentage of the Net Profits as prescribed under Section 197 of the Act and/or Listing Regulations and as computed in the manner laid down in Section 198 of the Act any statutory modification(s) or re-enactment thereof, keeping in view the profitability and performance as per the remuneration policy of the Company for each relevant financial year commencing from April 1, 2023.

"**RESOLVED FURTHER THAT** the Board of Directors of the Company (including any Committee constituted or to be constituted by the Board) be and is hereby authorised to do all acts and take all such steps as may be necessary, proper or expedient to give effect to this Resolution."

By Order of the Board of Directors
for Dalmia Bharat Limited

sd/-
Rajeev Kumar
Company Secretary
Membership No. FCS 5297

Place: New Delhi
Date: May 26, 2023

Registered Office:
Dalmiapuram Lalgudi Dist. Tiruchirappalli, Tamil Nadu 621651

KEY INFORMATION

S. No.	Particulars	Details
1	Link for attending live webcast of the Annual General Meeting **("AGM")** through Video Conferencing **("VC")**	https://emeetings.kfintech.com
2	Link for e-voting [remote/at the AGM]	https://evoting.kfintech.com
3	Link for Members to temporarily update e-mail address	https://ris.kfintech.com/clientservices/mobilereg/mobileemailreg.aspx
4	Username and password for VC and e-voting	Please use the remote e-voting credentials
5	Helpline number for VC and e-voting	KFin Technologies Limited - 1800 309 4001/ evoting@kfintech.com
6	Registrar and Share Transfer Agent	KFin Technologies Limited Unit: Dalmia Bharat Limited Mr. Bhaskar Roy E-mail: einward.ris@kfintech.com evoting@kfintech.com Address: Selenium Building, Tower-B, Plot No 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana India – 500032 WhatsApp Number: (91) 910 009 4099 KPRISM: https://kprism.kfintech.com Corporate Website: https://www.kfintech.com Corporate Registry (RIS) Website Link: https://ris.kfintech.com Investor Support Centre Link: https://ris.kfintech.com/clientservices/isc
7	Cut-off/record date for e-voting/payment of dividend	Friday, June 23, 2023
8	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)	rvs.pcs@gmail.com and evoting@kfintech.com on or before June 23, 2023.
9	Remote e-voting period	Commences at 9:00 AM on Monday, June 26, 2023 and ends at 5:00 PM on Thursday, June 29, 2023
10	Period for speaker registration and expressing views and sending queries, if any	Commences at 9:00 AM on Monday, June 26, 2023 and ends at 5:00 PM on Wednesday, June 28, 2023
11	Last date for publishing results of the e-voting and results availability	Sunday, July 02, 2023 and the result will be available at below website(s) besides at website(s) of Stock Exchanges www.kfintech.com www.dalmiabharat.com

NOTES:

1. Ministry of Corporate Affairs ('MCA') vide its General Circular Nos. 14/2020 dated April 8, 2020, No.17/2020 dated April 13, 2020, No.20/2020 dated May 5, 2020, No. 02/2021 dated January 13, 2021, No. 21/2021 dated December 14, 2021, No. 2/2022 dated May 5, 2022 and No. 10/2022 dated December 28, 2022, ("MCA Circulars") and Securities and Exchange Board of India vide its Circular Nos. SEBI/HO/CFD/CMD1/CIR/P/2020/79 dated May 12, 2020, SEBI/HO/CFD/CMD2/CIR/P/2021/11 dated January 15, 2021, SEBI/HO/CFD/CMD2/CIR/P/2022/62 dated May 13, 2022 and SEBI/HO/CFD/PoD-2/P/CIR/2023/4 dated January 5, 2023 respectively, ("SEBI Circulars"), permitted convening the Annual General Meeting ("AGM"/"Meeting") through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM"), without the physical presence of the members at a common venue till September 30, 2023.

2. In accordance with the MCA Circulars, SEBI Circulars, provisions of the Companies Act, 2013 ('the Act') and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'), the AGM of the Company is being held through VC/OAVM. 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 10th Annual General Meeting along with Annual Report 2022-23 is being sent in electronic form only to those members whose email IDs are registered with the Company/Depositories. The Company shall send the physical copy of the Annual Report 2022-23 only to those Members who specifically request for the same at corp.sec@dalmiabharat.com.

3. In compliance with applicable provisions of the Act read with aforesaid MCA circulars, the AGM of the Company is being conducted through VC, herein after called as **"e-AGM"**.

4. The Company has appointed KFin Technologies Limited, Registrars and Transfer Agents **("RTA")**, to provide VC facility for the e-AGM and the attendant enablers for conducting the e-AGM.

5. Pursuant to the MCA Circulars:

   a. Members can attend the e-AGM through log in credentials provided to them to connect to VC. Physical attendance of the Members at the e-AGM is not required.

   b. Appointment of proxy (ies) to attend and cast vote on behalf of the Member(s) is not available.

c. Body Corporates are entitled to appoint authorised representatives to attend the e-AGM through VC/OAVM and participate thereat and cast their votes through e-voting.

6. The Members can join the e-AGM 15 minutes before the scheduled time of the commencement of the e-AGM by following the procedure mentioned in the Notice.

7. Up to 1000 Members will be able to join on a First In First Out **("FIFO")** basis the e-AGM of the Company.

8. There is no restriction on account of FIFO entry into e-AGM for the large shareholders (i.e., shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee and Auditors etc.

9. The attendance of the Members attending the e-AGM through log in will be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.

10. **Remote e-Voting:** Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended), Regulation 44 of SEBI Listing Regulations and the MCA Circulars, the Company is providing facility of remote e-voting to its Members through e-Voting agency namely "KFin Technologies Limited".

11. **Voting at the e-AGM:** Members who could not vote through remote e-voting may do the e-voting at the e-AGM.

12. In line with the MCA Circulars, the notice calling the AGM has been uploaded on the website of the Company at www.dalmiabharat.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 e-voting agency at https://evoting.kfintech.com

13. Explanatory Statement pursuant to Section 102 of the Act relating to the Special Business, i.e. Item Nos. 4 to 9, to be transacted at the AGM is annexed hereto.

14. All documents referred to in the Notice and the Explanatory Statement and the Register of Directors and Key Managerial Personnel and their shareholding, the Certificate from Auditors of the Company certifying that the ESOP Schemes of the Company are being implemented in accordance with the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 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. Members seeking to inspect such documents can send an email to the Company Secretary.

15. 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, June 23, 2023. 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.

16. The Board of Directors has appointed Mr. R. Venkatasubramanian, Practicing Company Secretary, as the Scrutiniser to scrutinise the e-voting process in a fair and transparent manner.

17. The Scrutiniser 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 Scrutiniser's Report of the total votes cast in favour or against, if any, and send the same to the Chairperson or a person authorised by him in writing who shall countersign the same.

18. The results shall be declared forthwith by the Chairperson or a person authorised in this regard. 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).

19. The Results declared alongwith the Scrutiniser's Report shall be placed on the Company's website www.dalmiabharat.com and on the website of KFin Technologies Limited i.e., www.kfintech.com within 48 hours from the declaration of results of voting and shall also be communicated to the Stock Exchanges where the Company's shares are listed as also displayed in the Notice Board at the Registered Office of the Company.

20. Pursuant to SEBI Circular no. SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/37 dated March 16, 2023, issued in supersession of earlier circulars issued by SEBI bearing nos. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 and SEBI/HO/MIRSD/MIRSD_RTAMB/ P/CIR/2021/687 dated November 3, 2021 and December 14, 2021, respectively, SEBI has mandated all the listed companies to record PAN, Nomination, Contact details, Bank A/c details and Specimen signature for their corresponding folio numbers of holders of physical securities. **The folios wherein any one of the cited documents/details is not available on or after October 1, 2023, shall be frozen by the RTA. If the securities continue to remain frozen as on December 31, 2025, the registrar / the Company shall refer such securities to the administering authority under the Benami Transactions (Prohibitions) Act, 1988, and / or the Prevention of Money Laundering Act, 2002.**

    Securities in the frozen folios shall be eligible:

    - To lodge any grievance or avail of any service, only after furnishing the complete documents / details as mentioned above;
    - To receive any payment including dividend, interest or redemption amount (which would be only through electronic mode) only after they comply with the above stated requirements.

    The forms for updation of PAN, KYC Bank details and Nomination viz., Forms ISR-1, ISR-2, ISR-3, SH-13 and the said SEBI circular are available on Company's website https://www.dalmiacement.com/investor/dalmia-bharat-limited/ and on the website of RTA at https://investor.kfintech.com/.

    Members holding shares in electronic form and wish to update their PAN, KYC, Bank details and Nomination are requested to contact their Depository Participant(s).

With effect from January 24, 2022, SEBI has made it mandatory for listed companies to issue securities in demat mode only while processing any investor service requests viz. issuance of duplicate share certificates, exchange/subdivision/split/ consolidation of securities, transmission/ transposition of securities and claim from Suspense Escrow Demat Account. Vide its Circular dated January 25, 2022, SEBI has clarified that listed entities/ RTAs shall issue a Letter of Confirmation in lieu of the share certificate while processing any of the aforesaid investor service requests. Members holding shares in physical form are requested to get their shares dematerialised.

21. Members who wish to claim dividends, which remain unclaimed, are requested to either correspond with the Company Secretary or the Company's RTA for encashing them before the due date. 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 to be transferred to the Investor Education and Protection Fund (IEPF).

    The IEPF Rules mandate companies to transfer shares of Members whose dividends remain unpaid/unclaimed for a period of seven consecutive years or more to the demat account of IEPF established by the Central Government. The Members, whose dividends/shares are transferred to the IEPF, can claim their shares/dividends from the IEPF Authority. In accordance with the said IEPF Rules, as amended, the Company had sent notices to all the Members whose shares were due to be transferred to IEPF requesting them to comply with the requirements to claim back the Dividends and avoid transfer of shares and had simultaneously published newspaper advertisement for the same.

22. Any person whose shares, unclaimed/un-encashed dividend, matured deposits, matured debentures, or interest thereon, have been transferred to the IEPFA, can claim back the same from IEPFA 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.

23. Since the AGM will be held through VC / OAVM, the Route Map is not annexed in this Notice.

24. The Board of Directors of the Company had declared an interim dividend of ₹4/- each per equity share of ₹2/- each on November 2, 2022. The same was paid on November 21, 2022. The final dividend of ₹5/- each for the year ended March 31, 2023, as recommended by the Board, if declared at the AGM, will be payable to those persons whose names appear in the Register of Members / beneficial position in the depository records for the company as at the close of business hours on June 23, 2023. Dividend will be paid within 30 days from the date of AGM.

25. Pursuant to Finance Act 2020, dividend income is taxable in the hands of members w.e.f. April 1, 2020 and the Company is required to deduct tax at source from dividend paid to members at rates prescribed in the Income-Tax Act, 1961 (the IT Act). For the prescribed rates for various categories, the members are requested to refer to the Finance Act, 2020 and amendments thereof. The members are requested to update their Residential Status, PAN and category as per the IT Act with the Company/ KFin Technologies Limited (in case of shares held in physical mode) and Depositories Participants (in case of shares held in demat mode).

    For resident shareholders, taxes shall be deducted at source under Section 194 of the IT Act as follows:

Shareholders having valid PAN	10% or as notified by the Government of India
Shareholders not having PAN / valid PAN	20% or as notified by the Government of India

    However, no tax shall be deducted on the dividend payable to a resident individual if the total dividend to be received by them during the financial year 2022-23 does not exceed ₹ 5,000 and also in cases where members provide Form 15G / Form 15H (applicable to individuals aged 60 years or more) subject to conditions specified in the Income Tax Act. Resident shareholders may also submit any other document as prescribed under the Income Tax Act to claim a lower / Nil withholding tax. Registered members may also submit any other document as prescribed under the Income Tax Act to claim a lower / Nil withholding tax. PAN is mandatory for members providing Form 15G / 15H or any other document as mentioned above. A Resident individual member with PAN and who is not liable to pay income tax can submit a yearly declaration in Form No. 15G/15H, to avail the benefit of non-deduction of tax at source by email to einward.ris@kfintech.com.

    Non-resident shareholders [including Foreign Institutional Investors (FIIs) / Foreign Portfolio Investors(FPIs)] can avail beneficial rates under tax treaty between India and their country of tax residence, subject to providing necessary documents i.e. No Permanent Establishment and Beneficial Ownership Declaration, Tax Residency Certificate, Form 10F, any other document which may be required to avail the tax treaty benefits. For this purpose the shareholder may submit the above documents (PDF / JPG Format) by e-mail to einward.ris@kfintech.com. The aforesaid declarations and documents need to be submitted by the shareholders by Friday, June 23, 2023.

26. **Instructions for Members for attending the e-AGM through VC/OAVM are as under:**

PROCEDURE FOR REMOTE E-VOTING

i. In compliance with the provisions of Section 108 of the Act, read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time, Regulation 44 of the SEBI Listing Regulations and in terms of SEBI vide circular no. SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 9, 2020 in relation to e-Voting Facility Provided by Listed Entities, the Members are provided with the facility to cast their vote electronically, through the e-Voting services provided by KFintech, on all the resolutions set forth in this Notice. The instructions for e-Voting are given herein below.

ii. However, pursuant to SEBI circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 on "e-Voting facility provided by Listed Companies", e-Voting process has been enabled to all the individual demat account holders, by way of single login credential, through their demat accounts / websites of Depositories / DPs in order to increase the efficiency of the voting process.

iii. Individual demat account holders would be able to cast their vote without having to register again with the e-Voting service provider (ESP) thereby not only facilitating seamless authentication but also ease and convenience of participating in e-Voting process. Shareholders are advised to update their mobile number and e-mail ID with their DPs to access e-Voting facility.

iv. The remote e-Voting period commences on 9:00 AM Monday, June 26, 2023 and ends at 5:00 PM on Thursday, June 29, 2023. During this period, Members holding shares either in physical form or in dematerialised form, as on Friday, June 23, 2023 i.e. cut-off date, may cast their vote electronically. The voting rights of Members shall be in proportion to their shares in the paid-up equity share capital of the Company as on the cut-off date.

v. Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date, may obtain the login ID and password by sending a request at evoting@Kfintech.com. However, if he / she is already registered with KFintech for remote e-Voting then he /she can use his / her existing User ID and password for casting the vote.

vi. In case of Individual Shareholders holding securities in demat mode and who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date may follow steps mentioned below under "Login method for remote e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode."

vii. The details of the process and manner for remote e-Voting and e-AGM are explained herein below:

Step 1: Access to Depositories e-Voting system in case of individual shareholders holding shares in demat mode.

Step 2: Access to KFintech e-Voting system in case of shareholders holding shares in physical and non-individual shareholders in demat mode.

Step 3: Access to join virtual meetings(e-AGM) of the Company on KFin system to participate e-AGM and vote at the AGM.

Details on Step 1 are mentioned below:

I) Login method for remote e-Voting for Individual shareholders holding securities in demat mode.

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL	1. If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting 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 name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2. If the user is 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 3. 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 name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
Individual Shareholders holding securities in demat mode with CDSL	1. Existing user of who have opted for Easi / Easiest, they can login through their user id and password. Option will be made available to reach e-Voting page without any further authentication. The URL for users to login to Easi / Easiest are https://web.cdslindia.com/myeasi/home/login or www.cdslindia.com and click on New System Myeasi.

Type of shareholders	Login Method
	2. After successful login of Easi / Easiest the user will be also able to see the E Voting Menu. The Menu will have links of e-Voting service provider i.e. NSDL, KARVY, LINK NTIME, CDSL. Click on e-Voting service provider name to cast your vote. 3) If the user is not registered for Easi/Easiest, option to register is available at https://web.cdslindia.com/myeasi./Registration/EasiRegistration 4. Alternatively, the user can directly access e-Voting page by providing demat Account Number and PAN No. from a link in 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 provided links for the respective ESP where the E Voting is in progress.
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. Once login, you will be able to see e-Voting option. Once you 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 name and you will be redirected to e-Voting service provider website 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.co.in or call at toll free no.: 1800 1020 990 and 1800 22 44 30
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 022- 23058738 or 22-23058542-43.

Details on Step 2 are mentioned below:

II) Login method for e-Voting for shareholders other than Individual's shareholders holding securities in demat mode and shareholders holding securities in physical mode.

(A) Members whose email IDs are registered with the Company/ Depository Participants (s), will receive an email from KFintech which will include details of E-Voting Event Number (EVEN), USER ID and password. They will have to follow the following process:

I. Launch internet browser by typing the URL: https://evoting.kfintech.com

II. Enter the login credentials provided in the email and click on Login.

III. Password change menu appears when you login for the first time with default password. You will be required to mandatorily change the default password.

IV. The new password should comprise of minimum 8 characters with at least one upper case (A- Z), one lower case (a-z), one numeric value (0-9) and a special character (@, #, $, etc.,).

V. Update your contact details like mobile number, email address, etc. if prompted. You may also enter a secret question and answer of your choice to retrieve your password in case you forget it. It is strongly recommended not to share your password with any other person and take utmost care to keep it confidential.

VI. Login again with the new credentials.

VII. On successful login, the system will prompt you to select the "EVENT" i.e. "Dalmia Bharat Limited.".

VIII. On the voting page, enter the number of shares (which represents the number of votes) as on the Cut-off date under "FOR / AGAINST" or alternatively, you may partially enter any number in "FOR" and partially "AGAINST" but the total number in "FOR / AGAINST" taken together shall not exceed your total shareholding as mentioned above. If the member does not indicate either "FOR" or "AGAINST" it will be treated as "ABSTAIN" and the shares held will not be counted under either head.

IX. Members holding multiple folios s may choose to vote differently for each folio / demat account.

X. You may then cast your vote by selecting an appropriate option and click on "Submit. A confirmation box will be displayed. Click "OK" to confirm or "CANCEL" to modify. Once you confirm the voting on the resolution, you will not be allowed to modify your vote thereafter. During the voting period, members can login multiple times and vote until they confirm the voting on the resolution by clicking "SUBMIT".

XI. Corporate/institutional members (i.e. other than individuals, HUF, NRI, etc.) are required to send scanned image (PDF/ JPG format) of certified true copy of relevant board resolution/authority letter, etc. together with attested specimen signature of the duly authorised signatory(ies) who is/are authorised to vote, to the Scrutiniser through email at and may also upload the same in the e-voting module in their login. The scanned image of the above documents should be in the naming format 'DBL _EVENT No'

XII. In case of any queries/grievances, you may refer the Frequently Asked Questions (FAQs) for Members at https://evoting.kfintech.com/public/Faq.aspx or call KFin on 1-800-309-4001 (toll free).

(B) Members whose email IDs are not registered with the Company/Depository Participants(s), and consequently the Annual Report, Notice of AGM and e-voting instructions cannot be serviced, will have to follow the following process:

I. Members who have not registered their email address and in consequence the Annual Report, Notice of AGM and e-voting instructions cannot be serviced, may temporarily get their email address and mobile number provided with KFintech, by accessing the link:

II. https://ris.kfintech.com/clientservices/mobilereg/mobileemailreg.aspx. Select the company name i.e. Dalmia Bharat Limited

III. Select the Holding type from the drop down i.e. - NSDL / CDSL / Physical

IV. Enter DPID – Client ID (in case shares are held in electronic form) / Physical Folio No. (in case shares are held in physical form) and PAN.

V. If PAN details are not available in the system, the system will prompt to upload a self-attested copy of the PAN card for updating records.

VI. In case shares are held in physical form and PAN is not available in the records, please enter any one of the Share Certificate No. in respect of the shares held by you.

VII. Enter the email address and mobile number.

VIII. System will validate DP ID – Client ID/ Physical Folio No. and PAN / Share certificate No., as the case may be, and send the OTP at the registered Mobile number as well as email address for validation.

IX. Enter the OTPs received by SMS and email to complete the validation process. OTPs validity will be for 5 minutes only.

X. The Notice and e-voting instructions along with the User ID and Password will be sent on the email address updated by the member.

XI. Alternatively, members may send an email request addressed to einward.ris@kfintech.com along with scanned copy of the request letter duly signed by the first shareholder, providing the email address, mobile number, self-attested copy of PAN and Client Master copy in case shares are held in electronic form or copy of the share certificate in case shares are held in physical form, to enable KFin to register their email address and to provide them the Notice and the e-voting instructions along with the User ID and Password.

XII. Please note that in case the shares are held in electronic form, the above facility is only for temporary registration of email address for receipt of the Notice and the e-voting instructions along with the User ID and Password. Such members will have to register their email address with their DPs permanently, so that all communications are received by them in electronic form.

XIII. In case of queries, members are requested to write to einward.ris@kfintech.com or call at the toll free number 1-800- 309-4001.

Details on Step 3 are mentioned below:

III) Instructions for all the shareholders, including Individual, other than Individual and Physical, for attending the AGM of the Company through VC/ OAVM and e-Voting during the meeting.

i. Member will be provided with a facility to attend the AGM through VC / OAVM platform provided by KFintech. Members may access the same at https://emeetings.kfintech.com/ by using the e-voting login credentials provided in the email received from the Company/ KFintech. After logging in, click on the Video Conference tab and select the EVEN of the Company. Click on the video symbol and accept the meeting etiquettes to join the meeting. 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 above.

ii. Facility for joining AGM though VC/ OAVM shall open atleast 15 minutes before the commencement of the Meeting.

iii. Members are encouraged to join the Meeting through Laptops/ Desktops with Google Chrome (preferred browser), Safari, Internet Explorer, Microsoft Edge, Mozilla Firefox 22.

iv. Members will be required to grant access to the webcam to enable VC / OAVM. Further, Members 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.

v. The Members who have not cast their vote through remote e-voting shall be eligible to cast their vote through e-voting system available during the AGM. E-voting during the AGM is integrated with the VC / OAVM platform. The Members may click on the voting icon displayed on the screen to cast their votes.

vi. A Member can opt for only single mode of voting i.e., through Remote e-voting or voting at the AGM. If a Member casts votes by both modes, then voting done through Remote e-voting shall prevail and vote at the AGM shall be treated as invalid.

OTHER INSTRUCTIONS

I. **Speaker Registration:** The Members who wish to speak during the meeting may register themselves as speakers for the AGM to express their views. They can visit https://emeetings.kfintech.com and login through the user id and password provided in the mail received from Kfintech. On successful login, select 'Speaker Registration' which will be opened at 9:00 AM on Monday, June 26, 2023 and ends at 5:00 PM on Wednesday, June 28, 2023. Members shall be provided a 'queue number' before the meeting. The Company reserves the right to restrict the speakers at the AGM to only those Members who have registered themselves, depending on the availability of time for the AGM.

II. **Post your Question:** The Members who wish to post their questions prior to the meeting can do the same by visiting https://emeetings.kfintech.com. Please login through the user id and password provided in the mail received from Kfintech. On successful login, select 'Post Your Question' option which will be opened from 9:00 AM on Monday, June 26, 2023 and ends at 5:00 PM on Wednesday, June 28, 2023.

III. In case of any query and/or grievance, in respect of voting by electronic means, Members may refer to the Help & Frequently Asked Questions (FAQs) and E-voting user manual available at the download section of https://evoting.kfintech.com (KFintech Website) or contact at evoting@kfintech.com or call Mr. N Shyam Kumar at KFintech's toll free No. 1-800-3454-001 for any further clarifications.

IV. In case a person has become a Member of the Company after dispatch of AGM Notice but on or before the cut-off date for E-voting, he/she may obtain the User ID and Password in the manner as mentioned below:

i. If the mobile number of the member is registered against Folio No./ DP ID Client ID, the member may send SMS:

MYEPWD <space> E-Voting Event Number+Folio No. or DP ID Client ID to 9212993399

1. Example for NSDL	:
2. MYEPWD <SPACE>	IN12345612345678
3. Example for CDSL	:
4. MYEPWD <SPACE>	1402345612345678
5. Example for Physical	:
6. MYEPWD <SPACE>	XXXX1234567890

ii. If e-mail address or mobile number of the member is registered against Folio No. / DP ID Client ID, then on the home page of https://evoting.kfintech.com/, the member may click "Forgot Password" and enter Folio No. or DP ID Client ID and PAN to generate a password.

iii. Members who may require any technical assistance or support before or during the AGM are requested to contact KFintech at toll free number 1-800-309-4001 or write to them at evoting@kfintech.com.

EXPLANATORY STATEMENT IN RESPECT OF THE SPECIAL BUSINESS PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013

ITEM NO. 4:

Mr. Gautam Dalmia was appointed as the Managing Director of the Company for a term of five (5) years commencing from October 30, 2018 till October 29, 2023. Accordingly, his term as Managing Director of the Company is due for expiration in October 29, 2023.

Mr. Gautam Dalmia, is a Bachelor of Science and holds Master's Degree in Electrical & Electronics Engineering from Columbia University. He has around three decades of rich and varied experience in the cement and sugar industries and has been involved in the leadership role of the Company and has been instrumental in growth and development of the Company during his tenure in the Company. Under his leadership, the Company has achieved many notable milestones. Mr. Gautam Dalmia's continued association as Managing Director is highly desirable and will be in the interest of the Company.

In view of the above, the Nomination and Remuneration Committee and the Board of Directors of the Company at their meetings held on May 26, 2023, has recommended to the shareholders for the re-appointment of Mr. Gautam Dalmia as the Managing Director of the Company for a further period of five (5) years effective from October 30, 2023, by passing Special Resolution.

Mr. Gautam Dalmia also holds the position of Managing Director & CEO of Dalmia Bharat Sugar & Industries Limited and therefore the consent of all the Directors present at the meeting was accorded in terms of third proviso to Section 203(3) and specific notice of the same was given to all the Directors then in India

The Company has received notice under Section 160 of the Companies Act, 2013 (the Act) from a member proposing candidature of Mr. Gautam Dalmia as a Managing Director of the Company. Mr. Gautam Dalmia a is neither disqualified from being appointed as a Director in terms of Section 164(2) of the Act, nor debarred from holding the office of director by virtue of any SEBI order or any other such authority and has given all the necessary declarations and confirmation.

Terms and Condition of appointment of Mr. Gautam Dalmia is as under:

I. Tenure:

The tenure of appointment shall be five (5) years commencing from October 30, 2023 till October 29, 2028, However, in terms of Schedule V of the Companies Act, 2013, payment of remuneration shall be subject to the approval of shareholders after three years (i.e. post October 30, 2026).

II. Remuneration:

Salary:

(a)	Basic Pay	₹1,04,16,667 per month
(b)	Special Pay	₹44,33,333 per month
	Salary (a+b)	**₹1,48,50,000 per month**

Allowances and Perquisites: In addition to the Salary, the Managing Director shall be eligible for the following allowances and perquisites not exceeding 15% of Salary, as may be decided by the Board from time to time, and shall be valued as per Income Tax Act, including the following:

(i) Club Fees/Professional Body/Association Membership Fees:

Fees in respect of clubs/ Professional Bodies/Associations of which the Managing Director is a member shall be reimbursed at actuals or paid directly by the Company.

(ii) Car:

The Company shall reimburse or pay directly for three cars with drivers (expenditure on petrol, maintenance, insurance, repairs and salaries of three drivers).

(iii) Leave/Encashment of Leave:

Leave as per the Leave Rules of the Company. Leave accumulated shall be carried forward and be available for encashment at the end of the term of appointment as per the Leave Rules of the Company.

Encashment of leave at the end of the tenure will not be included in the computation of the ceiling on remuneration.

(iv) Provident Fund, Superannuation Fund and Gratuity:

Company's contribution to Provident Fund, Superannuation Fund (if opted for by the appointee upto a maximum contribution of ₹1,50,000/- per annum) and Gratuity (including for the period of past service rendered as an employee of the Company) in accordance with the Rules of the Company. These being retiral benefits will not be included in the computation of the ceiling on perquisites to the extent these either singly or put together are not taxable under the Income-tax Act, 1961.

Others:

(v) Communication facilities at residence:

Communication facilities (including telephone, mobile and Broadband etc) at residence for official purposes, which shall not be considered as perquisites.

(vi) Medical reimbursement:

Medical facilities /expenses for self and family at actuals, which shall not be considered in the limits of allowances and perquisites.

(vii) Any other perquisite as may be allowed as per Company Rules.

Annual Increments: The increments to the salary shall fall due on 1st of April of each year and shall be of such amount as may be decided by the Board on the recommendation of the Nomination and Remuneration Committee so however that such amount shall not exceed 15% of the Salary, on an annualised basis. In case increment is not given in any year, he shall be entitled for cumulative increment in subsequent year.

Commission: Commission as may be decided by the Board of Directors on the recommendation of the Nomination and Remuneration Committee, from time to time, be paid to the Managing Director so however that the amount of commission, so payable together with the salary does not exceed the limits set out under the Companies Act, 2013 read with the relevant rules, as amended from time to time.

Minimum Remuneration: In the event of absence or inadequacy of profits in any financial year, during the currency of the tenure, Mr. Gautam Dalmia, shall be paid a minimum remuneration comprising of the Salary, Allowances, perquisites and other facilities (Communication & medical) as specified above as enhanced by the increments, as approved by the Board of Directors of the Company from time to time.

Other Terms and Conditions:

(a) Mr. Gautam Dalmia, Managing Director shall be permitted to hold the position of Managing Director of Dalmia Bharat Sugar and Industries Limited besides holding the office as Managing Director of the Company.

(b) The remuneration to be drawn by the Managing Director from each of the companies shall be decided by the companies, inter se. However, in case of inadequate profit, the minimum remuneration payable to him may exceed the higher maximum limit admissible from any one of the companies of which he is a managerial person as prescribed in Section V of Schedule V of the Companies Act, 2013.

(c) The Managing Director shall be entitled to privilege / sick / casual / general leave on full pay and allowances as per the Rules of the Company. Accumulated leave not availed of since the date of his appointment as Managing Director will be permitted to be encashed as per the Rules of the Company.

(d) The Managing Director shall not be paid any sitting fees for attending the meetings of the Board of Directors or any Committees thereof.

(e) 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.

(f) The tenure may notwithstanding the period of five years mentioned in clause I hereof, be terminated by either party by giving to the other three months' notice in writing.

Mr. Gautam Dalmia, holding one equity shares in the Company and his relatives may be deemed to be concerned or interested in the passing of the Special Resolution as the same relates to his re-appointment. Except Mr. Gautam Dalmia, none of the other Directors of the Company or the Key Managerial Personnel or their relatives are financially or otherwise concerned or interested in the Resolution set out at item no 4 of the accompanying Notice.

The Board of Directors, on recommendation of the Nomination & Remuneration Committee, has recommended the resolutions set out at item no. 4 for the approval of members by way of Special Resolution.

The information required to be disclosed in the explanatory statement to the Notice as per item (iv) to third proviso of Section II of Part II of Schedule V of the Companies Act, 2013 is detailed below:

I. General Information:

1. **Nature of Industry:** The Company renders management services to various companies and derives management service fee from them. The Company's operating subsidiaries are engaged in manufacture and sale of cement.

2. **Date of commencement of commercial production:** The Company was incorporated on July 12, 2013 and pursuant to the Scheme(s) of Arrangement and Amalgamation OCL India Limited and certain other group companies and Dalmia Bharat Limited were amalgamated with the Company and all cement and other operating business were vested with Dalmia Cement (Bharat) Limited as per the Scheme(s) by way of slump exchange.

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 Crore

Particulars	2020-21		2021-22		2022-23	
	Standalone	Consolidated	Standalone	Consolidated	Standalone	Consolidated
Revenue from Operations	148	10522	135	11286	132	13540
Profit/Loss before tax	34	1408	195	1152	205	1325
Profit/Loss after tax	25	1243	183	845	195	1079

5. **Foreign investments or collaborations, if any:**

Non-resident members including the Foreign Portfolio Investors presently hold 13.26% (approx.) stake in the Company. No foreign collaboration is involved.

II. Information about the appointee (Mr. Gautam Dalmia):

1. **Background details:**

Mr. Gautam Dalmia, holds Bachelor of Science and Masters in Electrical & Electronics Engineering from Columbia University. He has around three decades of experience in the cement and sugar industries.

2. **Past remuneration:**

Mr. Gautam Dalmia is a Managing Director of the Company and Dalmia Bharat Sugar and Industries Limited drew the following remuneration during the financial year 2022-23:

Sl No	Name of the Company	Position	Remuneration (including perquisites and retirals) (₹/crore)
1	Dalmia Bharat Limited	Managing Director	20.63
2	Dalmia Bharat Sugar and Industries Limited	Managing Director	13.65

3. **Recognition or award:** None

4. **Job profile & suitability:**

   Mr. Gautam Dalmia, Managing Director, holds B.S. and M.S. degrees in Electrical Engineering from Columbia University. He is responsible for managing the cement and sugar businesses and is leading all operations and execution of cement projects. He provides leadership to the commercial functions for the group.

5. **Remuneration proposed:**

   The proposed remuneration has been detailed in the Resolution No. 4 for approval of the members. The aforesaid proposed remuneration shall be paid as minimum remuneration in case of loss or inadequacy of profits in relevant year during his tenure.

6. **Comparative remuneration profile with respect to Industry, size of the Company, profile of the position and person:**

   Considering the position held and the responsibility of the Managing Director as well as the enhanced business activities of the Company and its subsidiaries, increase in consolidated profitability and Group's plans for growth, the proposed remuneration is commensurate with the industry standards and Board Level positions held in similar sized and similarly positioned businesses.

   The appointee is a resident of India.

7. **Pecuniary relationship directly or indirectly with the Company, or relationship with the Managerial personnel if any:** Except drawing remuneration as Managing Director and shareholding in the Company, he does not have any pecuniary relationship whether directly or indirectly.

III. Other information:

1. Reasons of loss or inadequate profits.

   On standalone basis, the net profit after tax of the Company is marginally higher in FY 2022-23 (₹195 crore) compared to FY 2021-22 (₹183 crore). However, the same is not adequate for managerial remuneration. On consolidated basis, the Company's EBIDTA decreased from ₹2,426 crore in FY 2021-22 to ₹2,316 crore in FY 2022-23 registering decline of 4.5%, Profit Before Tax increased from ₹1,162 crore to ₹1,321 crore in the same period registering growth of 14% and Profit After Tax increased from ₹845 crore to ₹1,079 crore in the same period registering increase of 28%, despite higher fuel prices adversely impacting the variable cost of production.

2. Steps taken or proposed to be taken for improvement.

   At consolidated level, the Company's EBIDTA is expected to increase due to enhanced capacity and higher volume of sales while undertaking initiatives for cost reduction and increase in market share.

3. Expected increase in productivity and profits in measurable terms.

   While the Company does not give guidance about future profitability, as mentioned in previous paras, the Company's consolidated profitability has grown in FY 22-23 and is expected to increase further in FY 23-24.

ITEM NO- 5

Mr. Puneet Yadu Dalmia was appointed as the Managing Director of the Company for a term of five (5) years commencing from October 30, 2018 till October 29, 2023. Accordingly, his term as Managing Director of the Company is expiring in October 29, 2023.

Mr. Puneet Yadu Dalmia, holds a B.Tech. Degree from the Indian Institute of Technology, Delhi and is a gold medalist from the Indian Institute of Management, Bangalore in Strategy and Marketing. He has around three decades of experience in cement industry having started his career as the co-founder and Chairman of one of the most profitable e-recruitment websites in India, which was later acquired by Monster.com, a Nasdaq listed multinational company. Mr. Puneet Yadu Dalmia conceptualised the growth strategy and governance architecture of the Group to focus on its core businesses and is spearheading the growth plans for the group. Under his leadership, the Company has achieved many notable milestones. Mr. Puneet Yadu Dalmia's continued association as Managing Director is highly desirable and will be in the interest of the Company.

In view of the above, the Nomination and Remuneration Committee and the Board of Directors of the Company at their meetings held on May 26, 2023 have recommended to the shareholders for re-appointment of Mr. Puneet Yadu Dalmia as the Managing Director of the Company for a further period of five (5) years effective from October 30, 2023, by passing Special Resolution.

The Company has received notice under Section 160 of the Companies Act, 2013 (the Act) from a member proposing candidature of Mr. Puneet Yadu Dalmia, as a Managing Director of the Company. Mr. Puneet Yadu Dalmia a is neither disqualified from being appointed as a Director in terms of Section 164(2) of the Act, nor debarred from holding the office of director by virtue of any SEBI order or any other such authority and has given all the necessary declarations and confirmation.

Terms and Condition of appointment of Mr. Puneet Yadu Dalmia is as under:

I. Tenure:

The tenure of appointment shall be five (5) years commencing from October 30, 2023 till October 29, 2028, However, in terms of Schedule V of the Companies Act, 2013, payment of remuneration shall be subject to the approval of shareholders after three years (i.e. post October 30, 2026).

II. Remuneration:

Salary:

(a)	Basic Pay	₹1,17,91,667 per month
(b)	Special Pay	₹44,66,667 per month
	Salary (a+b)	**₹1,62,58,334 per month**

Allowances and Perquisites: In addition to the Salary, the Managing Director shall be eligible for the following allowances and perquisites not exceeding 15% of Salary, as may be decided by the Board from time to time, and shall be valued as per Income Tax Act, including the following:

(i) Club Fees/Professional Body/Association Membership Fees:

Fees in respect of clubs/ Professional Bodies/Associations of which the Managing Director is a member shall be reimbursed at actuals or paid directly by the Company.

(ii) Car:

The Company shall reimburse or pay directly for three cars with drivers (expenditure on petrol, maintenance, insurance, repairs and salaries of three drivers).

(iii) Leave/Encashment of Leave:

Leave as per the Leave Rules of the Company. Leave accumulated shall be carried forward and be available for encashment at the end of the term of appointment as per the Leave Rules of the Company.

Encashment of leave at the end of the tenure will not be included in the computation of the ceiling on remuneration.

(iv) Provident Fund, Superannuation Fund and Gratuity:

Company's contribution to Provident Fund, Superannuation Fund (if opted for by the appointee upto a maximum contribution of ₹1,50,000/- per annum) and Gratuity (including for the period of past service rendered as an employee of the Company) in accordance with the Rules of the Company. These being retiral benefits will not be included in the computation of the ceiling on perquisites to the extent these either singly or put together are not taxable under the Income-tax Act, 1961.

Others:

(v) Communication facilities at residence:

Communication facilities (including telephone, mobile and Broadband etc) at residence for official purposes, which shall not be considered as perquisites.

(vi) Medical reimbursement:

Medical facilities /expenses for self and family at actuals, which shall not be considered in the limits of allowances and perquisites.

(vii) Any other perquisite as may be allowed as per Company Rules.

Annual Increments: The increments to the salary shall fall due on 1st of April of each year and shall be of such amount as may be decided by the Board on the recommendation of the Nomination and Remuneration Committee so however that such amount shall not exceed 15% of the Salary, on an annualised basis. In case increment is not given in any year, he shall be entitled for cumulative increment in subsequent year.

Commission: Commission as may be decided by the Board of Directors on the recommendation of the Nomination and Remuneration Committee, from time to time, be paid to the Managing Director so however that the amount of commission, so payable together with the salary does not exceed the limits set out under the Companies Act, 2013 read with the relevant rules, as amended from time to time.

Minimum Remuneration: In the event of absence or inadequacy of profits in any financial year, during the currency of the tenure, Mr. Puneet Yadu Dalmia, shall be paid a minimum remuneration comprising of the Salary, Allowances, perquisites and facilities (Communication & medical) as specified above as enhanced by the increments, as approved by the Board of Directors of the Company from time to time.

Other Terms and Conditions:

(a) The Managing Director shall be entitled to privilege / sick / casual / general leave on full pay and allowances as per the Rules of the Company. Accumulated leave not availed of since the date of his appointment as Managing Director will be permitted to be encashed as per the Rules of the Company.

(b) The Managing Director shall not be paid any sitting fees for attending the meetings of the Board of Directors or any Committees thereof.

(c) 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.

(d) The tenure may notwithstanding the period of five years mentioned in clause I hereof, be terminated by either party by giving to the other three months' notice in writing.

Mr. Puneet Yadu Dalmia and his relatives may be deemed to be concerned or interested in the passing of the Special Resolution as the same relates to his re-appointment. Except Mr. Yadu Hari Dalmia (father of Mr. Puneet Yadu Dalmia), none of the other Directors of the Company or the Key Managerial Personnel or their relatives are financially or otherwise interested in the Resolutions set out at item no 5.

The Board of Directors, on recommendation of the Nomination & Remuneration Committee, has recommended the resolutions set out at item no. 5 for the approval of members by way of Special Resolution.

The information required to be disclosed in the explanatory statement to the Notice as per item (iv) to third proviso of Section II of Part II of Schedule V of the Companies Act, 2013 is detailed below:

I. General Information:

Please refer the para on general information mentioned in explanatory statement Same as provided in Iitem no: 4- please refer.

II. Information about the appointee (Mr. Puneet Yadu Dalmia):

1. **Background details:**

   Mr. Puneet Yadu Dalmia, Managing Director holds a B.Tech. Degree from the Indian Institute of Technology, Delhi and is a gold medalist from the Indian Institute of Management, Bangalore in Strategy and Marketing. Mr. Puneet Yadu Dalmia conceptualised the growth strategy and governance architecture of the Group to focus on its core businesses and is spearheading the growth plans for the Group.

2. **Past remuneration:** Mr. Puneet Yadu Dalmia drew following remuneration during the financial year ended March 31, 2023:

Sl No	Name of the Company	Position	Remuneration (including perquisites and retirals) (₹/ Crore)
1.	Dalmia Bharat Limited	Managing Director	23.37

   Name of other Company in which the appointee is a Managerial person – Except the position of Managing Director in the Company he does not hold managerial position in any other company.

3. **Recognition or award:**

   - the EY Entrepreneur of the Year 2017 in the Manufacturing Category; and
   - the Lakshmipat Singhania - IIM, Lucknow, National Leadership Award in the Business Category from the President of India in 2019.
   - Awarded the Business Today Best Cement CEO Award for 2023.

4. **Job profile & suitability:**

   Mr. Puneet Yadu Dalmia has rich experience in the Cement Industry and has been in the leadership role and spearheading the strategic growth of the Company.

5. **Remuneration proposed:**

   The proposed remuneration has been detailed in the Resolution for approval of the members. The aforesaid proposed remuneration shall be paid as minimum remuneration in case of loss or inadequacy of profits in relevant year during his tenure.

6. **Comparative remuneration profile with respect to Industry, size of the Company, profile of the position and person:** Considering the position held and the responsibility of the Managing Director as well as the enhanced business activities of the Company and its subsidiaries, increase in consolidated profitability and Group's plans for growth, the proposed remuneration is commensurate with the industry standards and Board Level positions held in similar sized and similarly positioned businesses.

   The appointee is a residents of India.

7. **Pecuniary relationship directly or indirectly with the Company, or relationship with the Managerial personnel if any:** Mr. Puneet Yadu Dalmia is son of the promoter namely Mr. Yadu Hari Dalmia. Except drawing remuneration and shareholding in the Company, he does not have any pecuniary relationship directly or indirectly.

III. Other information:

Please refer the para on other information mentioned in explanatory statement for item no: 4.

ITEM NO. 6:

The Board of Directors of Dalmia Cement (Bharat) Limited ("DCBL"), a wholly owned subsidiary of the Company had on recommendation of their Nomination and Remuneration Committee re-appointed Mr. Yadu Hari Dalmia as advisor in DCBL and approved the remuneration payable to him. Keeping in view the wide experience and long standing association he has with DCBL, the Board of Directors considered that their continued association would continue to enhance value to DCBL.

Mr. Yadu Hari Dalmia holds B. Com (Hon.) Degree from Delhi University and is a Fellow Member of Institute of Chartered Accountants of India. He has more than 46 years of experience in the cement industry. Mr. Yadu Hari Dalmia has served as President of the Cement Manufacturers Association and is a known figure in the cement industry.

Mr. Yadu Hari Dalmia is a promoter of the Company and is a related party under section 2(76) of the Companies Act, 2013. As per section 188 (1)(f) of the Companies Act, 2013 read with Rule 15(3)(b) of the Companies (Meetings of the Board and its Powers) Rules, 2014, appointment of a related party in its subsidiary requires approval of members, as the remuneration paid is in excess of the limits prescribed therein.

Terms and Condition of appointment of Mr. Yadu Hari Dalmia is as under:

I. Tenure:

The tenure of appointment shall be five (5) years commencing from October 31, 2023 till October 30, 2028.

II. Remuneration:

Salary:

(a)	Basic Pay	₹70,91,667 per month
(b)	Special Pay	₹19,50,000 per month
	Salary (a+b)	**₹90,41,667 per month**

Allowances and Perquisites: In addition to the Salary, the Appointee shall be eligible for the following allowances and perquisites not exceeding 20% of Salary, as may be decided by the Board of DCBL from time to time, and shall be valued as per Income Tax Act, including the following:

(i) Club Fees/Professional Body/Association Membership Fees:

Fees in respect of clubs/ Professional Bodies/Associations of which the Director is a member shall be reimbursed at actuals or paid directly by the DCBL.

(ii) Car:

The Company shall reimburse or pay directly for three cars with drivers (expenditure on petrol, maintenance, insurance, repairs and salaries of three drivers).

(iii) Provident Fund, Superannuation Fund and Gratuity:

Company's contribution to Provident Fund, Superannuation Fund (if opted for by the appointee upto a maximum contribution of ₹1,50,000/- per annum) and Gratuity (including for the period of past service rendered as an employee of the DCBL) in accordance with the Rules of the DCBL. These being retiral benefits will not be included in the computation of the ceiling on perquisites to the extent these either singly or put together are not taxable under the Income-tax Act, 1961.

Others:

(iv) Communication facilities at residence:

Communication facilities (including telephone, mobile and Broadband etc) at residence for official purposes, which shall not be considered as perquisites.

(v) Medical reimbursement:

Medical facilities /expenses for self and family at actuals, which shall not be considered in the limits of allowances and perquisites.

(vi) Any other perquisite as may be allowed as per Company DCBL Rules.

Annual Increments: The increments to the salary shall fall due on 1st of April of each year and shall be of such amount as may be decided by the Board of DCBL on the recommendation of their Nomination and Remuneration Committee so however that such amount shall not exceed 15% of the Salary, on an annualised basis. In case increment is not given in any year, he shall be entitled for cumulative increment in subsequent year.

Other Terms and Conditions:

(a) The Appointee shall be entitled to privilege / sick / casual / general leave on full pay and allowances as per the Rules of the DCBL. Accumulated leave not availed of since the date of his appointment as advisor willas above be permitted to be encashed as per the Rules of the DCBL.

The Director shall not be paid any sitting fees for attending the meetings of the Board of Directors or any Committees thereof.

(b) The headquarters of the Appointee Director shall be at New Delhi or at such other place as may be required, from time to time, and the Appointee shall be allowed reimbursement of travelling expenses on DCBL's business outside the headquarters as per the Rules of the Company DCBL.

(c) The tenure may notwithstanding the period of five years mentioned in clause I hereof, be terminated by either party by giving to the other three months' notice in writing.

Mr. Yadu Hari Dalmia and his relatives (including Mr. Puneet Yadu Dalmia, son of Mr. Yadu Hari Dalmia) may be deemed to be concerned or interested in the passing of the Ordinary Resolution as the same relates to his re-appointment.

Except Mr. Yadu Hari Dalmia (being appointee and holding NIL equity shares of the Company) and Mr. Puneet Yadu Dalmia (son of Mr. Yadu Hari Dalmia holding NIL shares of the Company), none of the Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the Resolutions set out at item no 6 to this Notice of Annual General Meeting.

The Board of Directors, on recommendation of the Nomination & Remuneration Committee, has recommended the resolutions set out at item no. 6 for the approval of members by way of Ordinary Resolution.

ITEM NO. 7:

In order to further strengthen the Composition of the Board, at the recommendation of Nomination & Remuneration Committee and approval of the Board of Directors of the Company at their respective meetings held on May 26, 2023, Mr. Paul Heinz Hugentobler (DIN: 00452691) has been appointed as an Independent Director on the Board of the Company to hold office for a term of 5 (Five) consecutive years commencing from July 1, 2023 upto June 30, 2028 and he shall not be liable to retire by rotation.

Mr. Paul Heinz Hugentobler has a degree in Civil Engineering from the ETH and a degree in economic science from the University of St. Gallen. He joined Holcim Group Support Limited in 1980 as Project Manager, and in 1994 he was appointed in Holcim Limited as Area Manager for the Asia Pacific Region. He has also served as CEO of Siam City Cement Public Company Limited, Headquartered in Bangkok, Thailand. From January 2002 till his retirement on February 28, 2014, he was appointed as a member of the Holcim Executive Committee responsible for South Asia and South East Asia.

In the opinion of the Board, Mr. Paul Heinz Hugentobler fulfils the conditions specified in the Companies Act, 2013 (the Act) and rules made thereunder for his appointment as an Independent Director of the Company and is independent of the management. The Company has received consent from him in form DIR-2, and confirmation that he does not suffer any disqualification under Section 164 and 165 of the Act in form DIR-8 and declaration of Independence under Section 149 (7) of the Act to the effect that he satisfies the condition laid down in Section 149(6) of the Act. These documents and a letter received from a shareholder under Section 160 of the Companies Act, 2023, proposing him for directorship are available for inspection by the shareholders.

Further, the Nomination and Remuneration Committee and Board of Directors have also considered that Mr. Paul Heinz Hugentobler is of 74 years and would attain the age of seventy-five years during his tenure and recommended to the shareholders for passing Special Resolution pursuant to Regulation 17A of the SEBI Listing Regulations for his appointment as Independent Director.

Mr. Paul Heinz Hugentobler and his relatives may be deemed to be concerned or interested in the passing of the Special Resolution as the same relates to his re-appointment. Except Mr. Paul Heinz Hugentobler, 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.

ITEM NO. 8:

In order to further strengthen the composition of the Board, at the recommendation of Nomination & Remuneration Committee and approval of the Board of Directors of the Company at their respective meetings held on May 26, 2023, Mrs. Anuradha Mookerjee (DIN: 10174271) has been appointed as an Independent Director on the Board of the Company for a term of 5 (Five) consecutive years commencing from July 1, 2023 upto June 30, 2028 and she shall not be liable to retire by rotation.

Mrs. Anuradha Mookerjee, B.Sc (Botany), M.Sc & M.Phil in Social Anthropology, was Topper of the 1986 batch of the Indian Revenue Service. She has been a bureaucrat for over three decades, equipped with deeper insights into the socio-economic fabric of our nation and the direction and path we need to tread on to better enrich the lives of its citizens. As a social anthropologist, the disconnect of urban India with her larger rural counterpart has always been something she has been eager to rectify. Her first endeavour in this direction was successfully improving the sustainable livelihood of thousands of folk artistes living below the poverty line by initiating a sustainability project during a deputation as Director of the Eastern Zonal Cultural Centre. The artisans were given skill upgradation, capacity building and marketing linkages were developed giving them sustainable livelihood and the folk traditions got revitalised. Now she intends to contribute to the development and character-building of our urban children- the future bureaucrats, professionals and politicians of our country- by fostering a connection between them and the world of rural India.

In the opinion of the Board, Mrs. Anuradha Mookerjee fulfils the conditions specified in the Companies Act, 2013 (the Act) and rules made thereunder for his appointment as an Independent Director of the Company and is independent of the management. The Company has received consent from her in form DIR-2, and confirmation that she does not suffer any disqualification under section 164 and 165 of the Act in form DIR-8 and declaration of Independence under section 149 (7) of the Act to the effect that she satisfies the condition laid down in section 149(6) of the Act. These documents and a letter received from a shareholder under section 160 of the Companies Act, 2023, proposing her for directorship are available for inspection by the shareholders.

Mrs. Anuradha Mookerjee and her relatives may be deemed to be concerned or interested in the passing of the special Resolution as the same relates to her re-appointment. Except Mrs. Anuradha Mookerjee, 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. 8.

ITEM NO. 9:

In terms of Regulation 17 (6) (a) of the SEBI (LODR) Regulations, 2015 approval of the shareholders in general meeting is required for payment of all compensation to the non-executive directors, including independent directors. Further, as per section 197(1) the remuneration payable to directors who are neither managing directors nor whole-time directors shall not exceed one percent of the net profits of the company, if there is a managing or whole-time director or manager, except with the approval of the company in general meeting, by a special resolution. Accordingly, approval of the Shareholders by ordinary resolution is required for payment of remuneration to the non-executive directors within the limit of 1% of net profit of the Company.

The shareholders at their Annual General meeting held on December 31, 2018 passed similar resolution for payment of Commission to the Non-Executive Directors(NEDs) for a period of five years w.e.f. FY 2018-19. Since the five-year term is expiring in FY 2022-23, the Board of Directors in terms of Regulation 17 (6) (a) of the Listing Regulations read with section 197 of the Act, recommended the resolution set out at item no 9 for the consent of the shareholders by ordinary resolution for payment of Commission upto 1% of profit to the NEDs.

NEDs and their relatives may be deemed to be concerned or interested in this resolution to the extent of the remuneration that may be received by them. Save and except the above, none of the other Directors, Key Managerial Personnel or their respective relatives are, in any way, concerned or interested, financially or otherwise, in the Resolution set out at Item No. 9.

DETAILS OF THE DIRECTORS SEEKING APPOINTMENT/REAPPOINTMENT AT THE FORTCOMING ANNUAL GENERAL MEETING

(In pursuance of Regulation 36 of The SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015 and Secretarial Standard 2 on General Meetings)

Name of the Director	Mr. Gautam Dalmia	Mr. Puneet Yadu Dalmia
Director Identification Number	00009758	00022633
Date of Birth	16-01-1968	15-10-1972
Date of Appointment	15-10-2018 as a Non- Executive Director and Change in Designation as a Managing Director w.e.f. 30-10-2018, proposed reappointment is from 30-10-2023.	15-10-2018 as a Non- Executive Director and Change in Designation as a Managing Director w.e.f. 30-10-2018, proposed reappointment is from 30-10-2023.
Qualification	B.S. and M.S. degrees in Electrical Engineering	B Tech from IIT Delhi and PG DBA from IIM Bangalore
Experience & Expertise in specific functional area	He has around three decades of experience in the cement and sugar industries.	He has around two and a half decades of experience in cement industry having started his career as the co-founder and Chairman of one of the most profitable e-recruitment websites in India, which was later acquired by Monster.com, a Nasdaq listed multinational Company.
Profile of the Director	Mr. Gautam Dalmia holds B.S. and M.S. degrees in Electrical Engineering from Columbia University. He is responsible for managing the cement and sugar businesses and is leading all operations and execution of cement projects. He provides leadership to the commercial functions for the group.	Mr. Puneet Yadu Dalmia holds a B.Tech. Degree from the Indian Institute of Technology, Delhi and is a gold medalist from the Indian Institute of Management, Bangalore in Strategy and Marketing. Mr. Puneet Yadu Dalmia conceptualised the growth strategy and governance architecture of the Group to focus on its core businesses and is spearheading the growth plans for the Group.
Terms & Conditions of re-appointment along with details of remuneration sought to be paid and last drawn by him	Mr. Gautam Dalmia is a Managing Director of the Company. Please refer resolution at item No. - 4 and explanatory statement in respect of said Resolution.	Mr. Puneet Yadu Dalmia is a Managing Director of the Company. Please refer resolution at item No. - 5 and explanatory statement thereto for terms and conditions of his appointment.
Shareholding in the Company as on date	One equity share of ₹2/-	NIL
Relationship with other Directors and KMPs of the Company	None	Mr. Puneet Yadu Dalmia is son of Mr. Yadu Hari Dalmia.
Name of listed entities from which the person has resigned in the past three years.	None	None
No. of meetings of Board attended during the year	5	5
List of Public Companies in which outside directorship held	5	5
Chairman/Member of the Committees of Board of Directors of Indian Companies	In Dalmia Bharat Limited: He is a member of Stakeholders Relationship Committee, Corporate Social Responsibility Committee and Risk Management Committee. In Dalmia Cement (Bharat) Limited: He is a member of Corporate Social Responsibility Committee & Finance Committee. In Dalmia Bharat Sugar and Industries Limited: He is a member of Stakeholders Relationship Committee, Corporate Social Responsibility Committee and Finance Committee. In Indian Energy Exchange Limited: He is a member of Buyback Committee, Strategic Committee Technology Advisory Committee. Enterprise Risk Management Committee, Stakeholders Relationship Committee, Nomination & Remuneration Committee & Investment Committee. In Indian Gas Exchange Limited: He is a member of Nomination & Remuneration Committee.	In SRF Limited: He is a member of Nomination & Remuneration Committee. Piramal Enterprises Limited: He is a member of Audit Committee & Corporate Social Responsibility Committee. Piramal Capital & Housing Finance Limited: He is a member of Risk & Management Committee.

Name of the Director	Mr. Yadu Hari Dalmia	Mr. Paul Heinz Hugentobler
Director Identification Number	00009800	00452691
Date of Birth	02-06-1947	14-02-1949
Date of Appointment	15-10-2018 (Non-Executive Director)	01-07-2023 (Appointment for a period of five years)
Qualification	B.Com (Hon), CA	Degree in Civil Engineering from the ETH and a degree in economic science from the University of St. Gallen.
Experience & Expertise in specific functional area	He has around five decades of experience in the cement Industry.	He has around four decades of experience in cement industry
Profile of the Director	Mr. Yadu Hari Dalmia is a Fellow Member of the Institute of Chartered Accountants of India. Mr. Yadu Hari Dalmia has served as President of the Cement Manufacturers Association and is a known figure in the cement industry.	Mr. Paul Heinz Hugentobler has a degree in Civil Engineering from the ETH and a degree in economic science from the University of St. Gallen. He joined Holcim Group Support Limited in 1980 as Project Manager, and in 1994 he was appointed in Holcim Limited as Area Manager for the Asia Pacific Region. He has also served as CEO of Siam City Cement Public Company Limited, Headquartered in Bangkok, Thailand. From January 2002 till his retirement on February 28, 2014, he was appointed as a member of the Holcim Executive Committee responsible for South Asia and South East Asia.
Terms & Conditions of re appointment along with details of remuneration sought to be paid and last drawn by him	Mr. Yadu Hari Dalmia is a Non-Executive Director of the Company liable to retire by rotation.	Mr. Paul Heinz Hugentobler proposed to be appointed as Non-Executive Independent Director of the Company. Please refer resolution at item No. 7 and explanatory statement in respect of Resolution at item No. 7 for terms and conditions of his appointment.
Shareholding in the Company as on date	NIL	NIL
Relationship with other Directors and KMPs of the Company	Mr. Yadu Hari Dalmia is the father of Mr. Puneet Yadu Dalmia	Neither related to any director on the Board of Directors of the Company nor with the promoter of the Company.
Name of listed entities from which the person has resigned in the past three years.	None	None
No. of meetings of Board attended during the year	5	Not Applicable
List of Public Companies in which outside directorship held	NIL	2
Chairman/Member of the Committees of Board of Directors of Indian Companies	In Dalmia Bharat Limited: He is a member of Stakeholders Relationship Committee, and Corporate Social Responsibility Committee.	Not Applicable

Name of the Director	Mrs. Anuradha Mookerjee
Director Identification Number	10174271
Date of Birth	08-03-1961
Date of Appointment	01-07-2023 (Appointment for a period of five years)
Qualification	B.Sc (Botany), M.Sc & M.Phil in Social Anthropology,
Experience & Expertise in specific functional area	She has around three decades of experience in in Indian revenue services, equipping with deeper insights into the socioeconomic fabric of the country.
Profile of the Director	Mrs. Anuradha Mookerjee, B.Sc (Botany), M.Sc & M.Phil Social Anthropology, was Topper of the 1986 batch of the Indian Revenue Service. She is a bureaucrat for over three decades in revenue services, equipping with deeper insights into the socioeconomic fabric of our nation and the direction and path we need to tread on to better enrich the lives of its citizens. As a social anthropologist, the disconnect of urban India with her larger rural counterpart has always been something she has been eager to rectify. Her first endeavour in this direction was successfully improving the sustainable livelihood of thousands of folk artistes living below the poverty line by initiating a sustainability project during a deputation as Director of the Eastern Zonal Cultural Centre. She now intends to contribute to the development and character-building of our urban children- the future bureaucrats, professionals and politicians of our country- by fostering a connection between them and the world of rural India as well as the corporate culture.
Terms & Conditions of re-appointment along with details of remuneration sought to be paid and last drawn by him	Mrs. Anuradha Mookerjee is proposed to be appointed as a Non-Executive Independent Director of the Company. Please refer resolution at item No. 8 and explanatory statement in respect of Resolution at item No. 8 for terms and conditions of his appointment.
Shareholding in the Company as on date	NIL
Relationship with other Directors and KMPs of the Company	Neither related to any director on the Board of Directors of the Company nor with the promoter of the Company.
Name of listed entities from which the person has resigned in the past three years.	None
No. of meetings of Board attended during the year	Not Applicable
List of Public Companies in which outside directorship held	None
Chairman/Member of the Committees of Board of Directors of Indian Companies	Not Applicable

Directors' Report

Dear Members,

Your Directors have pleasure in presenting their 10th Report along with the audited financial statements including the consolidated financial statements for the financial year **("FY")** 2022-23.

The state of affairs of the Company comprising the performance of its business relating to providing management services and cement business of its subsidiaries are detailed out in the Management Discussion and Analysis Report, which forms part of the Annual Report.

FINANCIAL HIGHLIGHTS

(₹ Crore)

Particulars	Standalone		Consolidated	
	2022-23	2021-22	2022-23	2021-22*
Revenue from operations	**132**	**135**	**13,540**	**11,286**
Profit before finance costs, depreciation and tax	**214**	**235**	**2,454**	**2,586**
Less: Finance costs	3	4	234	202
Profit before depreciation and tax	**211**	**231**	**2,220**	**2,384**
Less: Depreciation and amortisation	6	6	1,305	1,235
Profit before share of profit/ (loss) in associate and joint venture and exceptional items	**205**	**225**	**915**	**1,149**
Add: Share of profit in associate and joint ventures	-	-	554	5
Less: Exceptional items (net)	-	30	144	2
Profit before tax from continuing operations	**205**	**195**	**1,325**	**1,152**
Tax expense:				
Current tax	11	6	32	25
Deferred tax charge/ (credit)	(1)	(5)	239	279
Tax adjustments for earlier years	(0)	11	(29)	11
Total tax expense of continuing operations	**10**	**12**	**242**	**315**
Profit after tax for the year from continuing operations	**195**	**183**	**1,083**	**837**
Net profit/ (loss) for the year from discontinued operations	-	-	(4)	8
Profit for the year	**195**	**183**	**1,079**	**845**
Profit attributable to non controlling interest	-	-	44	29
Profit attributable to owners of the Parent	195	183	1,035	816
Other comprehensive income/ (loss)	(185)	383	(1,313)	1,815
Total comprehensive income	**10**	**566**	**(234)**	**2,660**
Basic EPS - Continuing operations	10.41	9.75	55.44	43.15
Basic EPS - Discontinued operations	-	-	(0.22)	0.45
Basic EPS	**10.41**	**9.75**	**55.22**	**43.60**
Retained earnings: Balance of profit for earlier years	344	263	4,825	3,641
Add: Profit for the year (attributable to owners of the Parent)	195	183	1,035	816
Add: Transfer from debenture redemption reserve	-	-	0	19
Add: Other comprehensive income/ (loss) recognised in retained earnings	1	(2)	2	(2)
Add: Transfer of realised gain on sale of equity instruments through other comprehensive income	-	-	-	460
Less: Transfer to debenture redemption reserve	-	-	0	(0)
Less: Share of deemed capital contribution transferred to non-controlling interest	-	-	-	9
Less: Dividends paid on equity shares	169	100	169	100
Retained earnings: Balance to be carried forward	**371**	**344**	**5,693**	**4,825**

* Restated, refer note 59(b) of consolidated financial statements.

OVERVIEW OF OPERATIONAL AND FINANCIAL PERFORMANCE

On a standalone basis, your company recorded net revenue of ₹ 132 crore for the FY 2022-23 registering a marginal decline of 2.55% as compared to the net revenue of ₹135 crore in the FY 2021-22; Earnings before Finance Costs, Depreciation and Taxes stood at ₹ 214 crore in FY 2022-23 as compared to ₹235 crore in FY 2021-22 and earned profit before tax of ₹205 crore during the FY 2022-23 as compared to ₹195 crore profit earned in the FY 2021-22.

The consolidated performance of the Company, its subsidiaries, associate and joint venture companies (collectively referred to as "the Group") has been detailed at appropriate places in this report.

Your company achieved a significant milestone in the financial year 2022-23. On a consolidated basis, the net revenue reached ₹13,540 crore, marking a notable growth of 20% compared to the previous financial year's net revenue of ₹11,286 crore. However, there was a slight decline in the earnings before finance costs, depreciation, and taxes, which stood at ₹2,454 crore in FY 2022-23, representing a decrease of 5.11% compared to ₹2,586 crore in FY 2021-22.

Despite this decline, the company performed well in terms of profit. The profit before tax in FY 2022-23 amounted to ₹1,325 crore, registering a growth of 15.02% when compared to ₹1,152 crore earned in the financial year 2021-22. Moreover, the profit after tax for FY 2022-23 reached ₹1,079 crore, showing an impressive growth rate of 27.69% compared to ₹845 crore earned in FY 2021-22.

UPDATES ABOUT THE SUBSIDIARIES

(i) Composite Scheme of Murli Industries Limited

The Composite Scheme of Arrangement and Amalgamation, approved and sanctioned by the Honorable National Company Law Tribunal, Chennai Bench, through its Order(s) dated June 10, 2022, involved the following steps:

(a) **Demerger:** The Paper and Solvent Extraction Undertakings of Murli Industries Limited were demerged into two wholly owned subsidiaries of Dalmia Cement (Bharat) Limited ('DCBL'), namely Ascension Mercantile Private Limited and Ascension Multiventures Private Limited.

(b) **Amalgamation:** Subsequently, Murli Industries Limited having remaining business was amalgamated with DCBL.

The implementation of this Composite Scheme took effect from July 1, 2022, with the appointed date being March 31, 2020 (at close of business hours). As a result of the Scheme's implementation, Murli Industries Limited merged with DCBL.

(ii) Amalgamation of Dalmia DSP Limited

The National Company Law Tribunal (NCLT), Kolkata and NCLT, Chennai, have granted their approval for the Scheme of Amalgamation between Dalmia DSP Limited and DCBL. NCLT, Kolkata approved it on February 15, 2022, while the NCLT, Chennai approved it on June 10, 2022.

Effective from July 1, 2022, with the appointed date being March 31, 2020 (at close of business hours), the Scheme of Amalgamation was implemented. As a result, Dalmia DSP Limited merged with DCBL.

(iii) Dalmia Bharat Green Vision Limited:

Dalmia Bharat Green Vision Limited, a wholly owned subsidiary of DCBL, was incorporated to set up three green field cement projects in Tuticorin, South Chennai and North Bihar to add 5.5 MnTPA cement capacity. The North Bihar project with capacity of 2.5 MnTPA is deferred for the time-being. Except the North Bihar project, the capacity in other two plants are expected to be added in FY 2024.

(iv) Capacity Enhancement(s) / Acquisitions / Divestment

During the year under review, DCBL, wholly owned subsidiary of the Company, entered into a Definitive Agreements for the acquisition of Clinker, Cement and Power Plants from Jaiprakash Associates Limited and its associate having total cement capacity of 9.4 MnT (along with Clinker capacity of 6.7MnT and Thermal Power plants of 280MW) at an Enterprise Value of ₹5,836 Crore. These assets are situated in the states of Madhya Pradesh, Uttar Pradesh & Chhattisgarh.

During the year, DCBL has also enhanced its Cement capacity to 38.6 MnT; Clinker Capacity to 21.7 MnT; Solar Power capacity to 100 MW and West Heat Recovery System Power to 66 MW. In addition to that, 2nd Cement line at Jharkhand Bokaro Cement Manufacturing Works with 2.5 MnT capacity has been set up and trial production and sales invoicing begun.

In a bid to exit from the non-core business, on April 25, 2023, DCBL has sold its entire investment of 1,87,23,743 equity Shares of ₹10 each (42.36% of share capital) of Dalmia Bharat Refractories Limited, an associate company, at a consideration of ₹800 crore to M/s Sarvapriya Healthcare Solutions Private Limited (Sarvapriya), a promoter group company.

MANAGEMENT DISCUSSION AND ANALYSIS REPORT

The Management Discussion and Analysis of financial performance and results of operations of the Company, as required under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations') is provided in a separate section and forms an integral part of this report. It inter-alia gives details of the overall industry structure, economic developments, performance and state of affairs of your Company's business, risks and concerns and material developments during the financial year under review.

DIVIDEND

The Board of Directors at their meeting held on April 25, 2023, has recommended payment of ₹5/- (@250%) per equity share of the face value of ₹2/- each as final dividend for the financial year ended March 31, 2023. The payment of final dividend is subject to the approval of the shareholders at the ensuing Annual General Meeting (AGM) of the Company. The recommended final dividend shall be paid to those shareholders whose names appear in the Register of Members as on the Record Date, on approval by the members at the AGM.

During the year under review, the Board of Directors of the Company at their meeting held on November 2, 2022, also declared an Interim dividend of ₹4/- (@200%) per equity share of the face value of

₹2/- each. The interim dividend was paid to the shareholders on November 21, 2022.

The total dividend for the financial year 2022-23, including the proposed final dividend, amounts to ₹9/- (@450%) per equity share of the face value of ₹2 each consistent with the dividend of ₹9/- (@450%) per equity share of the face value of ₹2 each paid for the previous financial year 2021-22.

In view of the changes made under the Income-tax Act, 1961, by the Finance Act, 2020, dividends paid or distributed by the Company shall be taxable in the hands of the Shareholders. The Company shall, accordingly, make the payment of the final dividend after deduction of tax at source.

The Board of Directors recommends the dividend after considering the financial and non-financial factors prevailing during the financial year under review and in terms of the Dividend Distribution Policy of the Company. The said policy is available at the website of the Company at: https://www.dalmiacement.com/wp-content/themes/DalmiaCement/assets/pdf/dbl-industries/Dividend-Distribution-Policy.pdf

TRANSFER TO GENERAL RESERVES

Your Directors have not proposed to transfer any amount to the General Reserve.

CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements of your Company for the Financial Year 2022-23, are prepared in compliance with applicable provisions of the Companies Act, 2013, Accounting Standards and Listing Regulations. The consolidated financial statements have been prepared on the basis of audited financial statements of the Company and its Subsidiary Companies, as approved by their respective Board of Directors and form an integral part of this Annual Report.

SUBSIDIARIES, ASSOCIATES AND JOINT VENTURE COMPANIES

As on March 31, 2023, the Company had 30 Direct and Indirect subsidiaries and 7 Direct and Indirect Associate Companies and 2 Joint Ventures.

A report containing the salient features of the financial statements of the Company's subsidiaries, joint ventures and associate companies for the financial year ended March 31, 2023 in the prescribed form AOC- 1 as per the Companies Act, 2013 is set out in **Annexure 1** and forms an integral part of this Annual Report.

During the year under review, Dalmia Cement (Bharat) Limited and Dalmia Cement (North East) Limited (Formerly known as Calcom Cement India Limited) are the material unlisted subsidiaries of the Company in terms of the Listing Regulations as amended from time to time and the Company's Policy for determining material subsidiary.

The said policy may be accessed at the Company's website at https://www.dalmiacement.com/wp-content/themes/DalmiaCement/assets/pdf/dbl-industries/Policy-on-Material-Subsidiaries.pdf

The changes in the subsidiaries during the financial year 2022-23 are as under:

Sr. No.	Name of Company	Status (subsidiary / joint venture / associate)	Added/ Ceased	Effective date*
1.	Dalmia DSP Limited	Subsidiary	Ceased	July 1, 2022 (appointed date close of business hour on March 31, 2020)
2.	Murli Industries Limited	Subsidiary	Ceased	

* Pursuant to implementation of the scheme(s) from July 01, 2022.

The Financial Statements of the Company/its subsidiaries and the Consolidated Financial Statements of the Company including all other documents required to be attached thereto, are placed on the Company's website www.dalmiabharat.com. These documents will also be available for inspection on all working days, during business hours, at the registered office of the Company and any member desirous of obtaining a copy of the same may write to the Company Secretary.

NUMBER OF BOARD MEETINGS

During the year under review, the Board of Directors of the Company met Six (6) times, i.e., on May 9, 2022, June 16, 2022, August 4, 2022, November 2, 2022, December 12, 2022 and February 4, 2023. The Board meetings are conducted in due compliance with; and following the procedures prescribed in the Companies Act, 2013 and the rules framed thereunder including secretarial standards and the Listing Regulations. Detailed information on the meetings of the Board is included in the report on Corporate Governance which forms part of the Annual Report.

DIRECTORS AND KEY MANAGERIAL PERSONNEL

I. Retirement by rotation and subsequent re-appointment:

Pursuant to the provisions of Section 152(6)(c) of the Companies Act, 2013, Sh. Yadu Hari Dalmia, Non-Executive Director of the Company, being longest in the office, is liable to retire by rotation at the ensuing Annual General Meeting ('AGM') and being eligible offers himself for reappointment. Appropriate resolution for his reappointment is being placed for the approval of the shareholders of the Company at the ensuing AGM.

A brief profile of Sh. Yadu Hari Dalmia and other related information as stipulated under Regulation 36 (3) of the Listing Regulations, is appended in the Notice of AGM.

II. Appointment/Resignation/Cessation:

In accordance with the provisions of Sections 2(51), 203 of the Companies Act, 2013 read with Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, as amended from time to time, the following were the Key Managerial Personnel of the Company as on March 31, 2023

1. Mr. Gautam Dalmia, Managing Director
2. Mr. Puneet Yadu Dalmia, Managing Director & Chief Executive Officer
3. Mr. Dharmender Tuteja, Chief Financial Officer
4. Mr. Rajeev Kumar, Company Secretary

III. Declaration of Independence from Independent Directors:

Your Company has received declarations from all the Independent Directors confirming that they meet with the criteria of independence as prescribed under Section 149(6) of the Companies Act, 2013 and under Regulation 16 (1) (b) of the Listing Regulations and they have registered their names in the Independent Director's Databank. Further, pursuant to Section 164(2) of the Companies Act, 2013, all the Directors have provided declarations in Form DIR- 8 that they have not been disqualified to act as a Director.

In the opinion of the Board, Independent Directors fulfil the conditions specified in the Companies Act, 2013 read with the Schedules and Rules issued thereunder as well as under Listing Regulations and are independent from Management.

COMMITTEES OF THE BOARD

In order to adhere to the best corporate governance practices, to effectively discharge its functions and responsibilities and in compliance with the requirements of applicable laws, your Board has constituted several Committees of the Board namely (a) Audit Committee (b) Stakeholders' Relationship Committee (c) Nomination and Remuneration Committee (d) Corporate Social Responsibility Committee and (e) Risk Management Committee

The details with respect to the compositions, number of meetings held during the financial year 2022-23 and attendance of the members, powers, terms of reference and other related matters of the Committees are given in detail in the Corporate Governance Report which forms part of the Annual Report.

Apart from above, the Board constitutes several operational committees from time to time.

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 objective –

(a) To formulate the criteria for determining qualifications, competencies, positive attributes and independence for appointment of Directors of the Company;

(b) to ensure that appointment of directors, key managerial personnel and senior managerial personnel and their removals are in compliance with the applicable provisions of the Act and the Listing Regulations;

(c) to set out criteria for the evaluation of performance and remuneration of directors, key managerial personnel and senior managerial personnel;

(d) to recommend policy relating to the remuneration of Directors, KMPs and Senior Management Personnel to the Board of Directors to ensure:

  (i) The level and composition of remuneration is reasonable and sufficient to attract, retain and motivate directors and employees to effectively and qualitatively discharge their responsibilities;

  (ii) Relationship of remuneration to performance is clear and meets appropriate performance benchmarks;

  (iii) Align the growth of the Company and development of employees and accelerate the performance;

  (iv) to adopt best practices to attract and retain talent by the Company; and

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.dalmiacement.com/wp-content/uploads/2023/06/2.-DBL-Nomination-and-Remuneration-Policy.pdf

ANNUAL EVALUATION OF BOARD PERFORMANCE AND PERFORMANCE OF ITS COMMITTEES AND OF DIRECTORS

Pursuant to the provisions of the Companies Act, 2013 and Listing Regulations, the Board has carried out annual evaluation of (i) its own performance; (ii) Individual Directors Performance; (iii) performance of Chairman of the Board; and (iv) Performance of all Committees of Board for the Financial Year 2022-23.

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 on inter-alia 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. Similar evaluation was also carried out by the Nomination and Remuneration Committee and the Board. Performance evaluation of Independent Directors was done by the entire Board, excluding the Independent Director being evaluated.

Based on the feedback of the Directors and after due deliberations and taking into account the views and counter views, the evaluation was carried out in terms of the Nomination and Remuneration Policy. The Directors expressed their satisfaction with the evaluation process.

Further, the evaluation process confirms that the Board and its Committees continue to operate effectively and the performance of the Directors is satisfactory.

DIRECTORS' RESPONSIBILITY STATEMENT

To the best of their knowledge and belief and according to the information and explanations obtained by them, your Directors make the following statements in terms of Section 134(3)(c) of the Companies Act, 2013:

(a) In preparation of the annual accounts for the year ended March 31, 2023, the applicable accounting standards have been followed and there are no material departures from the same;

(b) The Directors have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit of the Company for that period;

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

(d) The Directors have prepared the annual accounts on a going concern basis;

(e) The Directors have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and operating effectively; and

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

Based on the framework of internal financial controls and compliance systems established and maintained by the Company, work performed by the internal, statutory and secretarial auditors and external consultants, including audit of internal financial controls over financial reporting by the statutory auditors, and the reviews performed by management and the relevant board committees, including the audit committee, the board is of the opinion that the Company's internal financial controls were adequate and effective during FY 2022-23.

The Directors have devised proper systems to ensure compliance with the provisions of all applicable Secretarial Standards and that such systems are adequate and operating effectively.

PARTICULARS OF REMUNERATION OF DIRECTORS, KEY MANAGERIAL PERSONNEL AND EMPLOYEES

Disclosure pertaining to remuneration and other details as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 as amended from time to time are provided in the prescribed format and is attached and marked as **Annexure – 2** and forms part of this report.

A statement showing the names of the top ten employees in terms of remuneration drawn and other employees drawing remuneration in excess of the limits set out in Rules 5(2) and other particulars in terms of Rule 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is attached and marked as **Annexure-2A** and forms part of this report.

None of the Directors or Managing Director or Whole Time Director and CEO of the Company, received any remuneration or commission, except sitting fees for attending meetings and Mr. Yadu Hari Dalmia as Advisor, from the Subsidiary Company of your Company.

CORPORATE GOVERNANCE REPORT

In compliance with the provisions of Listing Regulations a separate report on the Corporate Governance for the financial year 2022-23 forms an integral part of this Annual Report. The requisite certificate from Mr. R Venkatasubramanian, Secretarial Auditor of the Company confirming compliance with the conditions of Corporate Governance and from Secretarial Auditor that none of the Directors of the Company has been debarred or disqualified from being appointed or continuing as Director of the Company by Securities and Exchange Board of India/Ministry of Corporate Affairs or any such authority is also attached to the Corporate Governance Report.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

The Business Responsibility and Sustainability Report (BRSR), as stipulated under Regulation 34 (2) (f) of the Listing Regulations, describing the initiatives taken by the Company from environment, social and governance perspective forms part of the Annual Report prepared as per Integrated Reporting framework.

CHANGES IN SHARE CAPITAL

During the year under review, the Company has allotted 1,11,688 equity shares of ₹2/- each as ESOP to the eligible employees in accordance with DBL ESOP Scheme 2018. Post such allotment of shares, the Issued, Subscribed and Paid up equity share capital of the Company is ₹37.49 crore constituting of 18,74,80,361 equity shares of ₹2/- each.

EMPLOYEES' STOCK OPTION SCHEME

In terms of the Scheme of arrangement and amalgamation amongst Odisha Cement Limited ("ODCL" or "Company"), Dalmia Bharat Limited ("DBL") and Dalmia Cement (Bharat) Limited ("DCBL") and their respective shareholders and creditors, the Company has adopted the DBEL ESOP Scheme 2011 with a new name i e "DBL ESOP Scheme 2018" with the same terms and conditions. During the year under review, there has been no material change in the "DBL ESOP Scheme 2018" of the Company and the Scheme continue to be in compliance with relevant/applicable ESOP Regulations.

Further the details required to be provided under the SEBI (Share Based Employee Benefits) Regulations, 2014 are disclosed on the website of the Company and can be accessed on the Company's website at https://www.dalmiacement.com/wp-content/uploads/2023/05/DBL-ESOP-Disclosure-as-on-March-31-2023.pdf

A certificate from the Secretarial Auditor of the Company certifying that the DBL ESOP Scheme 2018 has been implemented in accordance with the SEBI (Share Based Employee Benefits) Regulations, 2014 and in accordance with the Shareholder's resolution will be made available electronically for inspection by the members during the AGM.

ANNUAL RETURN

As required under Section 92(3) of the Companies Act, 2013 read with the Companies (Management and Administration) Rules, 2014 as amended from time to time, the Annual Return of the Company as on 31st March, 2023 is available on the Company's website at https://www.dalmiacement.com/wp-content/uploads/2023/06/DBL-Annual-Return-2022-2023.pdf

CORPORATE SOCIAL RESPONSIBILITY (CSR)

The Group has been following the concept of giving back and sharing with the under privileged sections of the society for more than eight decades. The CSR of the Group is based on the principal of Gandhian Trusteeship. For over eight decades, the Group has addressed the issues of health care and sanitation, education, rural development, women empowerment and other social development issues. The prime objective of our CSR policy is to hasten social, economic and environmental progress. We remain focused on generating systematic and sustainable improvement for local communities surrounding our plants and project sites.

The Board of Directors of your Company has formulated and adopted a policy on CSR. The said policy was revised during the year keeping in view the changes in related provisions. The said policy can be accessed at: https://www.dalmiacement.com/wp-content/uploads/2022/09/Corporate-Social-Responsibility-Policy.pdf

During the year under review, the Company has spent an aggregate amount of ₹2.58 Crore towards CSR activities as against the spending requirement of ₹96.83 lakhs, being 2% of average net profit. As a result, the excess amount spent would be carried forward for set off in next financial year(s).

The annual report on CSR activities containing composition of CSR committee and disclosure as per Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 is attached and marked as **Annexure – 3** and forms part of this report.

On consolidated basis the Group has spent ₹17.50 crore in FY 2022-23 towards CSR.

Please refer to CSR Report and Social and Relationship Capital section in the IR for further details.

RELATED PARTY TRANSACTION POLICY AND TRANSACTIONS

All contracts / arrangements / transactions entered by the Company during the financial year with related parties were in its ordinary course of business and on an arm's length basis.

During the year, the Company had not entered into any contract / arrangement / transaction with related parties which could be considered material in accordance with the policy of the Company on materiality of related party transactions or which is required to be reported in Form No. AOC-2 in terms of Section 134(3)(h) read with Section 188 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014.

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.

There are no materially significant Related Party Transactions entered into by the Company during the year that required shareholders' approval under Regulation 23 of the Listing Regulations.

In compliance with the requirements of the Companies Act, 2013 and Listing Regulations, your Company has formulated a Policy on Related Party Transactions. The said policy was revised during the year to align it with the amendments in the Listing Regulations. The said policy is available on Company's website at https://www.dalmiacement.com/wp-content/uploads/2022/09/Policy-on-Related-Party-Transactions.pdf

RISK MANAGEMENT

Your Company has an elaborate Risk Management Framework, which is designed to enable risks to be identified, assessed and mitigated appropriately. Your Company monitors, manages and reports on the principal risks and uncertainties that can impact its ability to achieve its strategic objectives. Your Company has Risk Management Committee which monitors and reviews the risk management plan / process. The Company has also appointed a Chief Risk Officer and has adequate risk management procedures in place. The major risks are assessed through a systemic procedure of risk identification and classification. Risks are prioritised according to significance and likelihood.

The Risk Management Committee oversees the risk management processes with respect to all probable risks that the organisation could face such as strategic, financial, liquidity, security including cyber security, regulatory, legal, reputational and other risks. The Committee ensures that there is a sound Risk Management Policy to address such risks. There are no elements of risk which in the opinion of the Board may threaten the existence of the Company. The details of the Risk Management Committee are given in the Corporate Governance Report which forms integral part of this Annual Report.

ADEQUACY OF INTERNAL FINANCIAL CONTROLS

Your Company has in place adequate internal financial control systems commensurate with the size of operations. The policies and procedures adopted by your 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 reputed external firm of Chartered Accountants on selected functions such as Human Resource, Logistics, material movement, legal Compliances, SAP – IT ERP system and IT general controls.

The internal auditors of the Company conduct regular internal audits as per approved plan and 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.

WHISTLE BLOWER POLICY AND VIGIL MECHANISM

In Compliance with the provisions of Section 177 of the Companies Act, 2013 and Regulation 22 of the Listing Regulations as amended from time to time, the Company has in place the Whistle Blower Policy and Vigil Mechanism for Directors, employees and other stakeholders which provides a platform to them for raising their voice about any breach of code of conduct, financial irregularities, illegal or unethical practices, unethical behaviour, actual or suspected fraud. Adequate safeguards are provided against victimisation 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. The Whistle Blower Policy and Vigil Mechanism may be accessed on the Company's website at https://www.dalmiacement.com/wp-content/themes/DalmiaCement/assets/pdf/dbl-industries/Whistleblower-Policy-and-Vigil-Mechanism.pdf

DISCLOSURE UNDER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

Your Company is committed to ensure that all are treated with dignity and respect. Company has zero tolerance towards any action of any executive which may fall under the ambit of 'Sexual Harassment' at workplace and is fully committed to uphold and maintain the dignity of every women working in your Company. The Human Resource and the Legal 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. During the financial year 2022-23, no complaint was received by ICC.

LOANS, GUARANTEES, SECURITY AND INVESTMENTS

Your Company has given loans and guarantees, provided security and made investments in other Companies with the requisite approval and in compliance 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 Standalone Financial Statements at note no 35.

ENERGY CONSERVATION, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE TRANSACTIONS

The particulars of energy conservation and technology absorption are not applicable to the Company as it is not engaged in any manufacturing activity.

The disclosure of foreign exchange earnings and outgo, in terms of provisions of Section 134(3)(m) of the Companies Act, 2013 read with Rule 8 of the Companies (Accounts) Rules, 2014, as amended from time to time, is given hereunder:

Foreign Exchange earnings and outgo

₹ In crore

Foreign Exchange	2022-2023	2021-2022
Earnings	Nil	Nil
Outgo	2.67	2.52

AUDITORS AND AUDITOR'S REPORT

A. Statutory Auditors and their report

M/s Walker Chandiok & Co. LLP, Chartered Accountants (Firm Registration No. 001076N/N500013) were appointed as the Statutory Auditors of the Company at the 8th Annual General Meeting held on September 29, 2021 for a period of 5 years to hold office till the conclusion of 13th Annual General Meeting of the Company to be held in the year 2026.

The Company has received written consent and certificate of eligibility in accordance with Sections 139, 141 and other applicable provisions of the Act and Rules issued thereunder, from M/s Walker Chandiok & Co. LLP. They have confirmed to hold a valid certificate issued by the Peer Review Board of the Institute of Chartered Accountants of India (ICAI) as required under the Listing Regulations.

There is no qualification, reservation or adverse remark in their report on Standalone Financial Statements. The notes on financial statements referred to in the Auditors' Report are self-explanatory and do not call for any comments and explanation. The Auditors have not reported any matter under Section 143 (12) of the Act during the year under review.

The Report submitted by the Statutory Auditors on the consolidated financial statements of the Company do not contain any qualification, reservation or adverse remark or disclaimer. However, the Statutory Auditors in their report on the consolidated financial statements included matters of emphasis regarding (a) Profit before tax from continuing operations for the financial year ended March 31, 2023 was lower by ₹203 Crore, in view of amortisation of goodwill pursuant to the National Company Law Tribunal approved Scheme of Arrangement and Amalgamation; and (b) accounting of the composite scheme of arrangement and amalgamation from the appointed date i.e. closing business hours of March 31, 2020 as approved by the Hon'ble National Company Law Tribunal, though the scheme has become effective on July 1, 2022 and restatement of comparative for the previous year by the management of DCBL.

The said Emphasis of Matters have been explained and clarified in note no. 4(b)(iii) and note no. 59(b) of the notes to accounts to the Consolidated Financial Statements of the Company for the year ended March 31, 2023, which are self-explanatory and do not call for any further comments and explanation.

B. Secretarial Auditor and their Report

Pursuant to the provisions of Section 204 of the Companies Act, 2013 read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, your Company had appointed Mr. R. Venkatasubramanian, Practicing Company Secretary, as the Secretarial Auditor the Financial Year 2022-23.

As required under Section 204 of the Companies Act, 2013 and the Listing Regulations, the Secretarial Audit Report(s) in Form MR-3 of the Company for the FY 2022-23 is attached and marked as **Annexure – 4** and form part of this report. There is no qualification, reservation or adverse remark in the said Secretarial Audit Report(s).

Additionally, as required under the Listing Regulations, the secretarial audit of Dalmia Cement (Bharat) Limited and Dalmia Cement (North East) Limited (Formerly known as Calcom Cement India Limited) material subsidiaries, has also been carried out. Copy of Secretarial Audit Report(s) of said material subsidiaries is available at Company's website at www.dalmiabharat.com.

C. Cost records and cost audit

Maintenance of cost records and requirement of cost audit as prescribed under the provisions of Section 148(1) of the Companies Act, 2013 are not applicable for the business activities carried out by the Company.

DEPOSITS

During the year under review, the Company has not accepted any deposits under Sections 73 and 74 of the Companies Act, 2013 read with Companies (Acceptance of Deposits) Rules, 2014.

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.

SIGNIFICANT/MATERIAL ORDERS PASSED BY THE REGULATORS

There are no significant or material orders which were passed by the Regulators or Courts or Tribunals which impact the going concern status and the Company's Operations in future.

MATERIAL CHANGES AND COMMITMENTS AFFECTING THE FINANCIAL POSITION

No material changes and commitments, other than disclosed as part of this report, affecting the financial position of the Company have occurred between March 31, 2023 and the date of the report.

NO APPLICATION HAS BEEN MADE UNDER THE INSOLVENCY AND BANKRUPTCY CODE

No application has been made under the Insolvency and Bankruptcy Code; hence the requirement to disclose the details of application made or any proceeding pending under the Insolvency and Bankruptcy Code, 2016 during the year along with their status as at the end of the financial year is not applicable.

NO DIFFERENCE IN VALUATION

The requirement to disclose the details of difference between amount of the valuation done at the time of onetime settlement and the valuation done while taking loan from the Banks or Financial Institutions along with the reasons thereof, is not applicable.

ACKNOWLEDGEMENT & APPRECIATION

Your Directors express their sincere appreciation for the assistance and co-operation received from the Government authorities, financial institutions, banks, customers, vendors and members during the year under review. Your Directors also wish to place on record their deep sense of appreciation for the committed services continuously being rendered by the Company's executives, staff and workers.

For **and on behalf of the Board of Directors**

P.K. Khaitan

Chairman

Place: New Delhi — DIN-00004821

Date: May 26, 2023

Annexure - 1

AOC-1

Statement containing salient features of financial statements of subsidiaries, associate and joint ventures as per Companies Act, 2013

(Pursuant to first proviso to sub-section (3) of Section 129 of the Companies Act, 2013 read with Rule 5 of Companies (Accounts) Rules, 2014)

PART - A: SUBSIDIARIES

(₹ in crore)

S. No.	Name of the subsidiary company	Reporting currency	Share capital	Reserves & surplus	Total liabilities	Total assets	Investments	Turnover	Profit/ (loss) before taxation	Provision for taxation	Profit/ (loss) after taxation	Proposed dividend	% of shareholding
1	Dalmia Cement (Bharat) Limited	INR	314	11,780	9,111	21,205	2,203	12,187	537	116	421	-	100.00 %
2	Dalmia Power Limited	INR	1	1,165	41	1,207	764	-	54	2	54	-	100.00 %
3	Calcolm Cement India Limited	INR	409	69	966	1,444	245	1,266	228	116	228	-	76.00%
4	Alsthom Industries Limited	INR	19	128	62	210	54	336	52	3	52	-	100.00%
5	DPVL Ventures LLP (formerly known as TVS Shriram Growth Fund 1B LLP)	INR	178	0	0	178	178	-	6	2	4	-	100.00%
6	Vinay Cement Limited	INR	19	34	17	69	50	13	8	2	8	-	97.21%
7	RCL Cements Limited	INR	4	31	1	36	31	0	3	-	3	-	100.00%
8	SCL Cement Limited	INR	3	(5)	2	1	-	0	(0)	-	(0)	-	100.00%
9	Bangaru Kamakshi Amman Agro Farms Private Limited	INR	0	10	6	17	-	-	(1)	-	(1)	-	100.00%
10	Chandrasekara Agro Farms Private Limited	INR	0	4	1	5	-	-	(0)	-	(0)	-	100.00%
11	Cosmos Cements Limited	INR	15	18	21	54	-	-	(2)	-	(2)	-	100.00%
12	D.I. Properties Limited	INR	1	2	1	4	-	-	(0)	-	(0)	-	100.00%
13	Dalmia Minerals & Properties Limited	INR	1	52	1	54	48	-	(0)	-	(0)	-	100.00%
14	Geetee Estates Limited	INR	0	7	0	7	-	-	(0)	-	(0)	-	100.00%
15	Golden Hills Resort Private Limited	INR	1	(1)	0	0	-	-	(0)	-	(0)	-	100.00%
16	Hemshila Properties Limited	INR	1	6	0	7	0	-	(0)	(0)	(0)	-	100.00%
17	Ishita Properties Limited	INR	0	(1)	2	1	-	0	0	0	0	-	100.00%
18	Jayevijay Agro Farms Private Limited	INR	0	9	8	18	-	0	(1)	-	(1)	-	100.00%
19	Rajputna Properties Private Limited	INR	13	(13)	1	1	0	-	(1)	0	(1)	-	100.00%

(₹ in crore)

S. No.	Name of the subsidiary company	Reporting currency	Share capital	Reserves & surplus	Total liabilities	Total assets	Investments	Turnover	Profit/ (loss) before taxation	Provision for taxation	Profit/ (loss) after taxation	Proposed dividend	% of shareholding
20	Shri Rangam Properties Limited	INR	1	9	0	11	-	-	0	0	0	-	100.00%
21	Sri Madhusudana Mines & Properties Limited	INR	0	7	0	7	-	-	(0)	-	(0)	-	100.00%
22	Sri Shanamugha Mines & Minerals Limited	INR	1	8	0	9	-	-	0	0	0	-	100.00%
23	Sri Subramanya Mines & Minerals Limited	INR	0	6	0	6	-	-	(0)	-	(0)	-	100.00%
24	Sri Swaminatha Mines & Minerals Limited	INR	0	3	0	4	-	-	(0)	-	(0)	-	100.00%
25	Sri Trivikrama Mines & Properties Limited	INR	0	6	0	7	-	-	(0)	-	(0)	-	100.00%
26	Sutnga Mines Private Limited	INR	2	1	0	3	2	-	0	(0)	0	-	100.00%
27	Hopco Industries Limited	INR	0	(0)	0	0	0	-	(0)	-	(0)	-	100.00%
28	Ascension Mercantile Private Limited	INR	1	46	9	56	-	-	(14)	-	(14)	-	100.00%
29	Ascension Multiventures Private Limited	INR	1	17	2	20	0	-	0	(1)	1	-	100.00%
30	Dalmia Bharat Green Vision Limited	INR	350	(4)	373	719	-	-	(1)	(0)	(1)	-	100.00%

Names of subsidiaries which are yet to commence operation: Nil

Names of subsidiaries which were liquidated or sold during the year - Refer sub note (a) & (b) below

PART - B: ASSOCIATE AND JOINT VENTURES

Statement pursuant to section 129 (3) of the Companies Act, 2013 related to associate companies and joint ventures

(₹ in crore)

S. No.	Name of associate	Latest audited Balance Sheet Date	Number of shares	Amount of Investment in associate *	Networth attributable to Shareholding as per latest audited Balance Sheet	Extend of holding %	Profit/ (loss) for the year considered in consolidation	Profit / (loss) for the year not considered in consolidation	Description of how there is significant influence	Reason why the associate is not consolidated
1	Dalmia Bharat Refractories Limited (consolidated)	31-Mar-23	1,87,23,743	357	964	42.36%	554	-	refer note (c)	Consolidated

(₹ in crore)

S. No.	Name of joint ventures	Latest audited Balance Sheet Date	Number of shares	Amount of Investment in joint venture #	Networth attributable to Shareholding as per latest audited Balance Sheet	Extend of Holding %	Profit / (loss) for the year considered in consolidation	Profit / (loss) for the year not considered in consolidation	Description of how there is significant influence	Reason why the joint venture is not consolidated
1	Radhikapur (West) Coal Mining Private Limited	31-Mar-23	14,69,600	1	9	14.70%	0	2	N. A.	Consolidated
2	Khappa Coal Company Private Limited	31-Mar-22	18,36,500	2	2	36.73%	-	0	N. A.	Investment fully impaired

* Refer note 5 (i) of the consolidated financial statements.

Refer note 5 (ii) of the consolidated financial statements.

Notes:

(a) (a) The Scheme of Amalgamation of Dalmia DSP Limited ('Dalmia DSP'), a wholly owned subsidiary of Dalmia Cement (Bharat) Limited ('DCBL'), with DCBL has been approved by the National Company Law Tribunal, Kolkata and Chennai, by order(s) dated February 15, 2022 and June 10, 2022, respectively. Upon filing of the said order(s) by the respective companies with the Registrar of Companies and compliance with the other conditions of the Scheme, same has become effective on July 1, 2022 and has been given effect in the standalone financials of DCBL from the Appointed date, i.e., closing business hours of March 31, 2020. Hence, Dalmia DSP is not included in the Annexure above.

(b) The Composite Scheme of Arrangement and Amalgamation for (a) demerger of Paper and Solvent Extraction Undertakings of Murli Industries Limited ('MIL') to Ascension Mercantile Private Limited and Ascension Multiventures Private Limited, respectively, followed by (b) amalgamation of MIL having remaining business with DCBL has been sanctioned by the National Company Law Tribunal, Mumbai and Chennai, by order(s) dated May 5, 2022 and June 10, 2022, respectively. Upon filing of the said order(s) by the respective companies with the Registrar of Companies and compliance with the other conditions of the Scheme, same has become effective on July 1, 2022 and has been given effect in the standalone financials of DCBL from the Appointed date, i.e., closing business hours of March 31, 2020. Hence, MIL is not included in the Annexure above.

(c) There is significant influence due to percentage (%) of equity share capital.

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No.: F- 5297

Place: New Delhi
Date: April 25, 2023

Annexure - 2

Details pertaining to remuneration as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 for the financial year 2022-23.

1. Details of the ratio of remuneration of each Director to the median remuneration of the employees of the Company for the financial year 2022-23 and the percentage increase in remuneration of each Director, Chief Financial Officer and Company Secretary during the financial year 2022-23 are as under:

Name of the Director/KMP and Designation	Remuneration of Director/ KMP for the F.Y. 2022-23 ₹ crore	Ratio of remuneration of each Director to median remuneration of employees of the Company	% increase in the remuneration in the F.Y. 2022-23
Mr. P.K. Khaitan Chairman Non-Executive Independent	0.48	4.57	1.97
Mr. Y.H. Dalmia Non-Executive	0.04	0.15	25.00
Mr. Gautam Dalmia Managing Director	20.64	84.68	1.42
Mr. Puneet Yadu Dalmia Managing Director	23.37	95.89	0.52
Mr. V.S. Jain Non-Executive Independent	0.34	1.40	21.79
Mrs. Sudha Pillai Non-Executive Independent	0.29	1.20	54.21
Dr. Niddodi Subrao Rajan Non-Executive	0.15	0.61	6.79
Dr. Sanjeev Gemawat Group General Counsel & Company Secretary*	0.89	NA	NA
Mr. Dharmender Tuteja# Chief Financial Officer	-	-	-
Mr. Rajeev Kumar Company Secretary	1.12	NA	NA

Note:

*till his resignation date of June 22, 2022.

drew nil remuneration from the Company as he was drawing remuneration from Dalmia Cement (Bharat) Limited. wholly owned subsidiary of the Company.

1. The median remuneration of employees of the Company during the financial year 2022-23 is ₹24,37,297/- (last year ₹8,02,038/-)
2. Percentage increase in the median remuneration of employees in the financial year is 203.89% (last year (-) 25.18%).
3. The number of permanent employees on the rolls of the Company at the end of the financial year was 38.
4. Average percentile increase already made in the salaries of employees other than the managerial personnel in the financial year 2022-23 is 9.6%. The remuneration to the Managing Directors have been approved by the shareholder. There is no change in the rate of sitting fees or commission to the non-executive Directors.
5. It is hereby affirmed that the remuneration paid to Directors, Key Managerial Personnel and senior management personnel is as per the Nomination & Remuneration Policy of the Company.

ANNEXURE - 2A

Statement of Pariculars 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 2022-23

S. No.	NAME	AGE	DESIGNATION	QUALIFICATION	EXPERIENCE (IN YEARS)	DATE OF COMMENCEMENT OF EMPLOYMENT	DATE OF LEAVING	NAME OF THE COMPANY (LAST EMPLOYMENT)	DESIGNATION (LAST EMPLOYMENT)	REMUNERATION (in ₹ Crore)
A.	**Employed throughout the year**									
1	MR. PUNEET YADU DALMIA	50	MANAGING DIRECTOR	B. TECH. AND MBA	26 YEARS	31-10-2018	--	DALMIA CEMENT (BHARAT) LIMITED	MANAGING DIRECTOR	23.37*
2	MR. GAUTAM DALMIA	55	MANAGING DIRECTOR	B.SC, M.S.IN ELECTRICAL ENGINEERING, COLUMBIA UNIVERSITY	31 YEARS	31-10-2018	--	DALMIA CEMENT (BHARAT) LIMITED	MANAGING DIRECTOR	20.63
3	MR. RAJIV BANSAL	50	SENIOR EXECUTIVE DIRECTOR	B.COM. (HONS.), COST ACCOUNTANT (ICWA), CA (ACA)	29 YEARS	05-11-2020	--	DXC TECHNOLOGY	CHIEF FINANCIAL OFFICER	18.99#
4	DR. ARVIND MADHUKAR BODHANKAR	54	EXECUTIVE DIRECTOR & CHIEF RISK OFFICER	DOCTORATE IN CLIMATE CHANGE AND MARKETING	33 YEARS	12-01-2022	--	ULTRATECH CEMENT LIMITED	JT. EXECUTIVE PRESIDENT &CHIEF SUSTAINABILITY OFFICER	0.88
5	MRS.ADITI MITTAL	37	ASST. EXECUTIVE DIRECTOR	B.COM, CA & MBA	17 Years	15-10-2018	--	OBEROI REALTY LIMITED	EXECUTIVE ASSISTANT TO MD, HEAD IR, SALES & CRM HEAD.	0.72
B.	**Employed for part of the Year**									
1	MR. RAJIV KUMAR CHOUBEY	50	SENIOR EXECUTIVE DIRECTOR	LLB, CS, LLM, PG Diploma in International Trade & Business Laws, PG Diploma in Corporate Laws & Management	28 YEARS	01-09-2022	--	ACC & AMBUJA CEMENT	CHIEF LEGAL OFFICER	2.55
2	DR. SANJEEV GEMAWAT	53	EXECUTIVE DIRECTOR	B. Com.(Hons), LL.B, LL.M,FCIS(UK), FCS, FCA, FCMA, DITL,(ICAI), PhD.	29 YEARS	01-01-2016	22-06-2022	DALMIA CEMENT (BHARAT) LIMITED	EXECUTIVE DIRECTOR	0.89
3	MRS. MADHURI MEHTA	44	EXECUTIVE DIRECTOR	POST GRADUATE DIPLOMA IN MANAGEMENT - HUMAN RESOURCES	22 YEARS	29-05-2006	19-07-2022	BHARTI AIRTEL LIMITED	SENIOR MANAGER - HR OPERATIONS	0.79
4	MR. RAJEEV KUMAR	50	COMPANY SECRETARY	B COM & COMPANY SECRETARY	27 YEARS	03-06-2022	--	KALPATARU POWER TRANSMISSION LIMITED	VICE PRESIDENT (F&A) & COMPANY SECRETARY	1.12
5	MR. VISHAL BHARDWAJ	52	DY. EXECUTIVE DIRECTOR	MSW, Diploma in CSR	23 YEARS	01-11-2018	08-08-2022	SUN PHARMA	VICE PRESIDENT	0.51

*Mr. Puneet Yadu Dalmia is son of Mr. Y.H. Dalmia accordingly both Directors are related to each other.

The remuneration includes perquisite value of shares alloted under DBL ESOP scheme.

Notes:

1. None of the employees held 2% or more of the equity shares of the Company by himself or alongwith his spouse and dependent children.
2. Mr. Gautam Dalmia and Mr. Puneet Yadu Dalmia have been appointed as the Managing Director(s) of the Company for a period of five years.

Annexure - 3

ANNUAL REPORT ON CSR ACTIVITIES
For the financial year ended March 31, 2023

1. BRIEF OUTLINE ON CSR POLICY OF THE COMPANY.

The vision of our company, Dalmia Bharat 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 shall undertake 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 utilise 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 utilising 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.	Mrs. Sudha Pillai	Chairman, Independent Director	One	One
2.	Mr. V. S. Jain	Independent Director	One	One
3.	Mr. Y. H. Dalmia	Executive Director, Member	One	One
4.	Mr. Gautam Dalmia	Non-Executive Director, Member	One	One

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.
https://www.dalmiacement.com/investor/dalmia-bharat-limited/

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.

(a)	Average net profit of the Company as per sub-section (5) of Section 135.	₹48,41,26,667
(b)	Two percent of average net profit of the Company as per sub-section (5) of Section 135.	₹96,82,533
(c)	Surplus arising out of the CSR Projects or programmes or activities of the previous financial years.	NIL
(d)	Amount required to be set-off for the financial year, if any	(₹19,32,427)
(e)	Total CSR obligation for the financial year [(b)+(c)-d)]	₹77,50,106

6.

(a)	Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project)	₹2,57,78,131/-
(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)].	₹2,57,78,131/-

(e) CSR amount spent or unspent for the Financial Year:

Total Amount Spent for the Financial Year. (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per subsection (6) of section 135.		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135.		
	Amount.	Date of transfer.	Name of the Fund	Amount.	Date of transfer.
₹2,57,78,131/-	NIL	-	NA	NA	NA

(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	₹96,82,533/-
(ii)	Total amount spent for the Financial Year	₹2,57,78,131/-
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	₹1,60,95,598/-
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	0
(v)	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	₹1,80,28,025/-

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

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 ₹)	Deficie ncy, if any
					Amount (in ₹)	Date of Transfer		
1	NIL							
2	NIL							
3	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	

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year: NIL

Sl. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pin code of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address

(All the fields should be captured as appearing in the revenue record, flat no, house no, Municipal Office/Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries).

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per subsection (5) of section 135.

N.A.

Place - New Delhi
Date - May 26, 2023

Sd/-
Gautam Dalmia
Managing Director
DIN: 00009758

Sd/-
Sudha Pillai
Chairperson CSR Committee

Annexure - 4

FORM NO MR 3

SECRETARIAL AUDIT REPORT

For the Financial Year Ended 31.03.2023

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

To

The Members,

Dalmia Bharat Limited

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Dalmia Bharat Limited (herein after called the Company). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing my opinion thereon.

Based on my verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided to me digitally by the Company, its officers, agents and authorised representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has, during the audit period covering the financial year ended on 31.03.2023 complied with the statutory provisions listed here under 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:

I have examined the digital copies of books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended 31.03.2023 made available to me by email/online mode according to the provisions of:

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

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

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

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and the External Commercial Borrowings;

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

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

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

  c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

  d) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008; (Not Applicable as the Company has not issued and listed any debt securities during the financial year under review)

  e) 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; (Not Applicable as the Company is not registered as Registrar to an issue and Share Transfer Agent during the financial year under review)

  f) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;(Not Applicable as there was no reportable event during the period under review) and

  g) The Securities and Exchange Board of India (Buy Back of Securities) Regulations, 2018;(Not Applicable as there was no reportable event during the period under review)

  h) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations,2015;

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

  j) Securities and Exchange Board of India (Issue and Listing of Non- Convertible and Redeemable Preference Shares) Regulations,2021; (Not Applicable as there was no reportable event during the period under review)

(vi) And other applicable laws like Factories Act, 1948, Employees State Insurance Act, 1948, Minimum Wages Act, 1948,The Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923 etc

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

(1) Secretarial Standards with regards to Meeting of Board of Directors (SS-1) and General Meetings (SS-2) issued by the Institute of Company Secretaries of India.

(2) Listing Agreement entered into by the Company with Bombay Stock Exchange and National Stock Exchange.

During the period under review the Company has complied with the provisions of the Act, rules, regulations, guidelines, standards etc. mentioned above;

I 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. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

I further report and certify, based on the certificate(s) provided by individual Directors, that none of the Directors on the Board of the Company have been barred 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 statutory authority.

Adequate Notice is given to all Directors to schedule the Board meetings and Committee meetings, Agenda and detailed notes on Agenda were sent at least seven days in advance 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. There have been two board meetings and one stakeholder relationship committee meeting called at a shorter notice for which the mandatory provisions as per the Act and Secretarial Standards as applicable as on date were adhered to. There have been two resolutions by circulation passed by the Board for which also the mandatory provisions as per The Act and Secretarial Standards were adhered to. All decisions were passed with requisite majority.

I 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 compliances with applicable laws, rules, regulations and guidelines.

I further report that during the audit period the company has managed to continue normal business activities and conduct regular Committee meetings, Board meetings and Annual General meeting through video conferencing thereby complying with all statutory and procedural requirements, filing of ROC forms and maintenance of all relevant and required documents to the extent possible under the circumstances.

I report that the following are the significant events that happened during FY 2022 - 2023.

1. Resignation of Dr. Sanjeev Gemawat, Group General Counsel and Company Secretary.
2. Appointment of Shri. Rajeev Kumar as Company Secretary.
3. Issue and allotment of 1,11,688 equity shares of ₹2 each on exercise of stock options by the employees under Stock Option Plan of the Company.

R.Venkatasubramanian
Practising Company Secretary
ACS No. 3673; CP No. 3893
UDIN: A003673E000393568

Place: Angarai
Date: 26.05.2023

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

ANNEXURE – A

To

The Members

Dalmia Cement (Bharat) Limited

My report of even date is to be read along with this letter:

1. Maintenance of secretarial records 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. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. I believe that the processes and practices, I followed, provide a reasonable basis for my opinion.
3. I have not verified the correctness and appropriateness of financial records and book of accounts of the Company.
4. Where ever required, I 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. My 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 the efficacy or effectiveness with which the management has conducted the affairs of the company.

R.Venkatasubramanian
Practising Company Secretary
ACS No. 3673; CP No. 3893
UDIN: A003673E000393568

Place: Angarai
Date: 26.05.2023

Secretarial Audit Report of Dalmia Cement (Bharat) Limited (unlisted material subsidiary)

FORM NO MR 3

SECRETARIAL AUDIT REPORT

For the Financial Year Ended 31.03.2023

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

To

The Members,

Dalmia Cement (Bharat) Limited.

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Dalmia Cement (Bharat) Limited (herein after called the **Company**). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

Based on my verification of the Dalmia Cement(Bharat) Limited'sbooks, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided to me digitally by the Company, its officers, agents and authorised representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the company has, during the audit period covering the financial year ended on 31.03.2023 complied with the statutory provisions listed here under 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:

I have examined the digital copies of books, papers, minute books, forms and returns filed and other records maintained by Dalmia Cement(Bharat) Limited for the financial year ended 31.03.2023 to the extent made available to me by e mail/online mode according to the provisions of:

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

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

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

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and the External Commercial Borrowings;

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

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

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

   c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018; (Not applicable during the year)

   d) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;

   e) 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; (Not Applicable as the Company is not registered as Registrar to an issue and Share Transfer Agent during the financial year under review)

   f) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;(Not Applicable as there was no reportable event during the period under review) and

   g) The Securities and Exchange Board of India (Buy Back of Securities) Regulations, 2018; (Not Applicable as there was no reportable event during the period under review)

   h) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations,2021;

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

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

(vi) And other applicable laws like Factories Act, 1948, Employees State Insurance Act, 1948, Minimum Wages Act, 1948, The Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923 etc.

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

(1) Secretarial Standards with regards to Meeting of Board of Directors (SS-1) and General Meetings (SS-2) issued by the Institute of Company Secretaries of India.

(2) The Listing Agreements (Debt Instruments) entered into by the Company with National Stock Exchange of India Limited and BSE Limited.

During the period under review the Company has complied with the provisions of the Act, rules, regulations, guidelines, standards etc. mentioned above; however, Three of the statutory forms were filed after due date with additional fees.

I 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. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

I further report and certify, based on the certificate(s) provided by individual Directors, that none of the Directors on the Board of the Company have been barred 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 statutory authority.

1. Adequate Notice is given to all Directors to schedule the Board meetings, Agenda and detailed notes on Agenda were sent atleast seven days in advance 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.There have been two Independent Directors Meeting, three Audit Committee meeting and four Board meeting with shorter notice for which statutory provisions were followed and approval of directors obtained. There have been seventeen resolutions by circulation passed by the Board for which also the mandatory provisions as per The Act and Secretarial Standards were adhered to. All decisions were passed with requisite majority An Extra Ordinary general meeting was held at a shorter notice after getting approval from all shareholders and conducted as per the mandatory provisions of the Act and Secretarial Standards as applicable as on date.

I 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 compliances with applicable laws, rules, regulations and guidelines.

I further report that during the audit period the company has managed to continue normal business activities and conduct regular Committee meetings, Board meetings and Annual General meeting, either in physical or through video conferencing thereby complying with all statutory and procedural requirements, filing of ROC forms and maintenance of all relevant and required documents I report that the following significant events happened during the year:

1. Resignation of M/s. NSBP & Co, a joint statutory auditor of the Company with effect from the conclusion of 26th Annual General Meeting which was held on July 1st, 2022.
2. Appointment of M/s.Walker Chandiok & Co. LLP as joint statutory auditor of the Company for a period of five years.
3. Scheme of Amalgamation of Dalmia DSP Ltd. has been implemented with effect from 01.07.2022 from the appointed date, 31.03.2020
4. Composite Scheme amongst Murli Industries Limited, Ascension Mercantile Private Limited, and Ascension Multiventures Private Limited has been implemented with effect from 01.07.2022 from the appointed date, 31.03.2020
5. Approval from the Board obtained for sale of shares of Dalmia Bharat Refractories Limited held by the company to Sarvapriya Healthcare Solutions Private Limited, a promoter Group Company. Consequently, the Company has sold off its entire stake in Dalmia Bharat Refractories Limited to Sarvapriya Healthcare Solutions Private Limited, a promoter group Company for a total consideration of ₹800 crore on April 25, 2023.

R.Venkatasubramanian
Practising Company Secretary
ACS No. 3673; CP No. 3893
UDIN: A003673E000393568

Place: Angarai
Date: 26.05.2023

This report is to be read with my letter of even date which is annexed as Annexure–Aand forms an integral part of this report

ANNEXURE – A

To

The Members

Dalmia Bharat Limited

My report of even date is to be read along with this letter:

1. Maintenance of secretarial records 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. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. I believe that the processes and practices, I followed, provide a reasonable basis for my opinion.
3. I have not verified the correctness and appropriateness of financial records and book of accounts of the Company.
4. Where ever required, I 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. My 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 the efficacy or effectiveness with which the management has conducted the affairs of the company.

R.Venkatasubramanian
Practising Company Secretary
ACS No. 3673; CP No. 3893
UDIN: A003673E000393568

Place: Angarai
Date: 26.05.2023

Secretarial Audit Report of Dalmia Cement (North East) Limited (formerly known as Calcom Cement India Limited) (unlisted material subsidiary)

FORM NO. MR-3

SECRETARIAL AUDIT REPORT

(For the Financial Year Ended 31st March, 2023)

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

To,
The Members,
CALCOM CEMENT INDIA LIMITED
3rd & 4th Floor, Anil Plaza-II, ABC,
G.S. Road, Guwahati – 781005 (Assam)

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

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 authorised 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 31st March, 2023 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 Calcom Cement India Limited ("the Company") for the financial year ended on 31st March, 2023 according to the provisions of:

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

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

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

4) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder 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 ('SEBI Act'):-

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

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

    - Industries (Development and Regulation) Act, 1951
    - Factories Act, 1948,
    - Employees Provident and Miscellaneous Provisions Act, 1952,
    - Employees State Insurance Act, 1948,
    - Payment of Gratuity Act, 1972,
    - Minimum Wages Act, 1948,
    - Workmen Compensation Act, 1923, and
    - Industrial Employment Standing Orders Act, 1946.

    Which are applicable to the Company, necessary compliances have been made by the Company during the year under report.

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

1) Secretarial Standards I & II as issued by The Institute of Company Secretaries of India.

2) Since the Company is closely held public limited company, provisions of the Listing Agreements are not applicable to the Company hence we have not examined these.

During the period under review the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards mentioned above.

I further report that

The Board of Directors of the Company is merely having Non-Executive Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Generally, seven days notice was given to all directors/members to schedule the Board Meetings / committee meeting, agenda and detailed notes on agenda were served by e-mail / hand. All the Committees were duly constituted as per the provisions of the Companies Act, 2013.

I 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 of the Companies Act r/w relevant rules.

Acts, rules and regulations stated above at para no. 2 & 5 are not applicable to the Company, however we have been informed that there was no transaction reported under the provisions of FEMA, during the year under report.

Signature:
Vikas Gera & Associates
Company Secretaries
FCS No. 5248
C P No.: 4500

Place: Delhi
Date: 22/04/2023
UDIN: F005248E000145476

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

ANNEXURE – A

To,
The Members,
CALCOM CEMENT INDIA LIMITED
3rd & 4th Floor, Anil Plaza-II, ABC,
G.S. Road, Guwahati – 781005 (Assam)

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

1. Maintenance of secretarial record is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records, 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. Where ever 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.

Signature:
Vikas Gera & Associates
Company Secretaries
FCS No. 5248
C P No.: 4500

Place: Delhi
Date: 22/04/2023
UDIN: F005248E000145476

Corporate Governance Report

(I) COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

Dalmia's history and its culture have been founded on the principle that strong governance makes sound business sense. Our reputation has been built on our resolve to maintain the highest ethical and professional standards at all times, underpinned by a well-defined and effective system of governance.

Corporate governance is based on principles such as conducting the business with integrity, fairness and transparency with regard to all transactions, making all the necessary disclosures and decisions in compliance with the laws of the land, accountability and responsibility towards the stakeholders and commitment to conduct business in an ethical manner.

We have blended growth and efficiency with governance and ethics. Our Board of Directors, guided by the mission statement, formulate strategies and policies having focus on optimising value for all our stakeholders.

Dalmia Bharat Group represents modern India which has a blend of traditional Indian values such as Integrity, Trust, Respect, Humility & Commitment and an aggressive performance driven culture. We inculcate an operational work behaviour of Speed, Learning, Teamwork & Excellence to complement the performance culture.

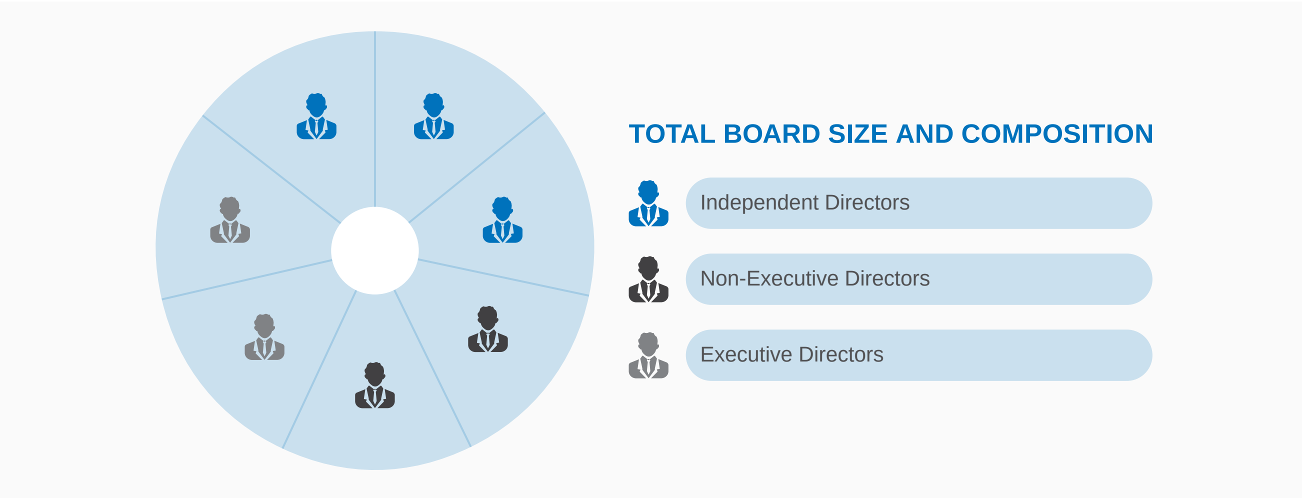
This report along with the Management Discussion and Analysis report complies with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 **("Listing Regulations")**.

(II) BOARD OF DIRECTORS

(a) Size and Composition of the Board

Our Board composition comprises of experts in various domains such as management, corporate governance, industries, human resources, legal and compliances, finance and accounts. Our Board has an appropriate mix of Executive, Non-Executive and Independent Director(s) to maintain its independence, and separate its functions of governance and management. As on March 31, 2023 our Board comprised of Seven Directors out of which five are Non- Executive Directors comprising of three Independent Directors (including one Independent Woman Director) and two Executive Directors. The Chairman of the Board is a Non-Executive Independent Director and is not related to the Managing Director or Chief Executive Officer.

As on March 31, 2023



All the Independent Directors have given declaration(s) that they meet the criteria of independence as prescribed in the Listing Regulations and the Companies Act, 2013. Based on the said declaration(s), the Board of Directors is of the opinion that the Independent Directors fulfil the conditions specified in the Listing Regulations and the Companies Act, 2013 and are independent of the management.

The composition of the Board and other directorships of Directors of the Company held as on March 31, 2023 are provided in below Table 1.

Table 1: The Composition of the Board and other directorships held as on March 31, 2023

Name of Director	Category of directorship in other Listed Companies	Name of the Listed Companies	No. of outside directorship(s) in Public Limited Companies (1)(3)	No. of outside Committee position(s) held (2)(3)	
				Membership	Chairpersonship
Non-Executive and Independent Director					
Mr. Pradip Kumar Khaitan (Chairman)	Non-Executive and Independent Director	CESC Limited	7	5	2
	Non-Executive and Independent Director	Firstsource Solutions Limited			
	Non-Executive and Independent Director	Electrosteel Castings Limited			
	Non-Executive and Independent Director	Graphite India Limited			
	Non-Executive and Independent Director	India Glycols Limited			
Mr. Virendra Singh Jain	Non-Executive and Independent Director	Apl Apollo Tubes Limited	1	0	0
Mrs. Sudha Pillai	Non-Executive and Independent Director	Jubilant Pharmova Limited	8	8	4
	Non-Executive and Independent Director	Indian Energy Exchange Limited			
	Non-Executive and Independent Director	Amber Enterprises India Limited			
	Non-Executive and Independent Director	Jubilant Ingrevia Limited			
Non-Executive Director					
Mr. Yadu Hari Dalmia (Promoter)	--	Nil	0	0	0
Dr. Niddodi Subrao Rajan	--	Nil	0	0	0
Executive Director					
Mr. Gautam Dalmia (Managing Director)	Executive Director	Dalmia Bharat Sugar and Industries Limited	5	3	0
	Non-Executive Director	Indian Energy Exchange Limited			
Mr. Puneet Yadu Dalmia (Managing Director)	Non-Executive and Independent Director	SRF Limited	3	0	0
	Non-Executive and Independent Director	Piramal Enterprises Limited			
	Non-Executive Director	Piramal Capital & Housing Finance Limited			

Non-Executive and Independent Directors, Non-Executive Directors, Executive Directors

1. Excluding directorships in Private Limited Companies, Foreign Companies and Section 8 Companies under the provision of the Companies Act, 2013;
2. As required by Regulation 26 of the 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; (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; and (iv) hold position of independent director in more than three listed entities while serving as managing director or whole time director in a listed entity.

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 **("SEBI")** /Ministry of Corporate Affairs **("MCA")** or any such statutory authority. A certificate in this regard by Mr. R. Venkatasubramanian, Practicing Company Secretary, the Secretarial Auditor of the Company, is attached and forms part of this report.

(b) Board Meetings

During the year under review, the Board meeting(s) of the Company are held both through Video Conferencing **('VC')** / Other Audio Visual Means **('OAVM')** as well as physically in compliance with the circulars issued by MCA / SEBI. The Board usually meets at least once in a quarter and the Board meeting is requisitioned whenever it is required in between the quarterly meetings.

During the financial year 2022-23, the Board of Directors met six (6) times, i.e., on May 9, 2022, June 16, 2022, August 4, 2022, November 2, 2022, December 12, 2022 and February 4, 2023.

As per the Companies Act, 2013 read with the 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 in the said meetings.

The details of the attendance of Directors at the Board Meetings and Annual General Meeting and Shares held are provided in below Table 2.

Table 2: Attendance at the Board Meetings and Annual General Meeting and number of shares held during financial year 2022-23

Name of the Director	Annual General Meeting	Number of Board Meetings held and attended						Held during tenure	Attended	% of attendance	Number of shares held in the Company
		1	2	3	4	5	6				
Mr. Pradip Kumar Khaitan	👤	👤	👤	👤	👤	👤	👤	6	6	100%	Nil
Mr. Yadu Hari Dalmia	👤	👤	X	👤	👤	👤	👤	6	5	83%	Nil
Mr. Gautam Dalmia	👤	👤	👤	👤	👤	X	👤	6	5	83%	1
Mr. Puneet Yadu Dalmia	👤	👤	X	👤	👤	👤	👤	6	5	83%	Nil
Mr. Virendra Singh Jain	👤	👤	👤	👤	👤	👤	👤	6	6	100%	Nil
Mrs. Sudha Pillai	👤	👤	👤	👤	👤	👤	👤	6	6	100%	Nil
Dr. Niddodi Subrao Rajan	👤	👤	X	👤	👤	👤	👤	6	5	83%	17405

👤 -Attended X- Leave of Absence

In Compliance with the Secretarial Standards, the draft minutes of the Board and Committee meetings were circulated to the Directors for their comments within a period of 15 days from the date of respective meeting(s) and entered in the minutes books after incorporation of their comments, if any, within a period of 30 days from the date of the respective meeting(s).

(c) Meeting of Independent Directors and familiarisation programmes

The Independent Directors of the Company met once during the financial year on February 3, 2023 without the presence of Non-Independent Director(s) and members of the management.

The Independent Directors, inter-alia, reviewed the performance of Non-Independent Directors and the Board as a whole, reviewed the performance of the Chairman of the Company (taking into account 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.

The Directors immediately upon appointment are familiarised 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 familiarised with the expectation of the Board from him, the Board level committees in which he/she is expected to serve and its tasks, the fiduciary duties that come with such appointment alongwith accompanying liabilities and the actions that he/she should not take while functioning as such in the Company

The Directors are also regularly familiarised 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. Detailed presentations on the Company's subsidiaries, associates, business segments are made. The detail of such familiarisation programme for the financial year 2022-23 is disclosed at https://www.dalmiacement.com/wp-content/uploads/2023/05/Familarisation-Programme-for-Independent-Directors-2022-23.pdf in terms of the Listing Regulations.

(d) Remuneration paid to Directors and ESOPs

As on March 31, 2023 the Board of Directors comprised of Five Non-Executive Directors and two Executive Directors.

The sitting fee is paid to the Non-Executive Directors within the limits prescribed under the Companies Act, 2013 and as approved by the Board of Directors of the Company. The Directors are also entitled to commission and reimbursement of expenses incurred by them for undertaking their duties as Directors of the Company. The same is decided keeping in view the Nomination and Remuneration Policy.

The commission is paid to the Non-Executive Directors within the limits prescribed under the Companies Act, 2013 and as approved by the Shareholders at the Annual General Meeting held on December 31, 2018, i.e., not exceeding 1% of the net profits of the Company. The commission to the Non-Executive Directors varies in view inter-alia of the responsibility held as a Chairman / member of various Board Committees of the Company. The commission payable is decided by the Board of Directors of the Company as per the Nomination and Remuneration Policy and benchmarking with peers.

The details of sitting fees and commission paid to the Non-Executive Directors and remuneration paid to Executive Directors during the financial year 2022-23 are provided in below Table 3.

Table 3: Remuneration details

S. No	Name of Director	Sitting fees	Commission	Salary	Benefits & perquisites	Total
A	**Non-Executive Director(s)**					
1	Mr. Pradip Kumar Khaitan	0.08	0.40	-	-	0.48
2	Mr. Yadu Hari Dalmia	0.05	-	-	-	0.05
3	Mr. Virendra Singh Jain	0.09	0.25	-	-	0.34
4	Mrs. Sudha Pillai	0.09	0.10	-	-	0.19
5	Dr. Niddodi Subrao Rajan	0.06	0.20	-	-	0.26
B	**Executive Director(s)**					
6	Mr. Gautam Dalmia	-		18.23	2.40	20.63
7	Mr. Puneet Yadu Dalmia	-	-	20.65	2.72	23.37

Benefits and perquisites includes retirement benefits to the Executive Directors comprising of the Company's contribution to provident fund and superannuation fund. The payment of retirement benefits is made by the respective fund(s). In addition to the above the Company also contributes, on actuarial valuation basis, amounts to the gratuity fund towards gratuity of its employees including for the Executive Directors.

There is no other pecuniary relationship/transaction of the Non- Executive Directors vis a vis the Company except receipt of remuneration as a director.

As per the terms of the appointment of Managing Director(s), the appointment may be terminated by either party by giving three months' notice. There is no provision for severance fee in case of termination.

During the year, 1,11,688 stock options were vested and exercised by the eligible employees of the Company / subsidiary as per DBL ESOP Scheme 2018. No stock options were vested in favour of any independent director of the Company.

(e) Code of Conduct for the Directors and Senior Management of the Company

The Company's Board has laid down a code of conduct for all the Board members and designated senior management of the Company. The Code of Conduct includes the code of conduct for Independent Directors and provides in detail the guidelines of professional conduct, role and functions and duties of Independent Directors. The Code of Conduct is available on the website of the Company at https://www.dalmiacement.com/wp-content/themes/DalmiaCement/assets/pdf/dbl-industries/Code-of-Conduct.pdf. All Board members and senior management personnel have affirmed compliance with the Code of Conduct. A declaration signed by the Chief Executive Officer to this effect is annexed at the end of this report.

(f) CEO/ CFO certification

The CEO and CFO certification of the financial statements for the financial year 2022-23 is annexed at the end of this report.

(g) Board Skill Matrix:

The Board of the Company comprises of eminent personalities and leaders in their respective fields. These Directors are nominated based on well-defined selection criteria. The Board and Nomination and Remuneration Committee considers, inter alia, key qualifications, skills, expertise and competencies, whilst recommending candidates for election as a Director on the Board. The criteria for appointment to the Board also includes:

- 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 and experience in specific area of relevance to the Company;
- desired age and diversity on the Board;
- balance of skills and expertise in view of the objectives and activities of the Company;
- personal characteristics being in line with the Company's values, such as integrity, honesty, transparency, pioneering mindset.

The Board and Nomination and Remuneration Committee ensures that the candidates identified for appointment as Directors are not disqualified for appointment under Section 164 and other applicable provisions of the Companies Act, 2013.

In the opinion of the Board and the Nomination and Remuneration Committee, the following is a list of core skills /expertise / competencies required in the context of the Company's business and which are available with the Board:

S. No	Experience, Expertise and Attribute	Description
1	Leadership Experience	Strong management and leadership experience in leading well-governed large organisation in the areas of business development, strategic planning and mergers & acquisitions and have visionary with strategic goal for the Company to identify possible road maps, inspire and motivate the strategy, approach, processes and other such key deliverables and mentor the leadership team to channelise its energy/efforts in appropriate direction and thought to be a leader and a role model in good governance and ethical conduct of business, while encouraging the organisation to maximise stakeholders value having hands on experience of leading an entity at the highest level.
2	Industry knowledge and experience	In depth knowledge in businesses in which the Company participates viz. Cement, Power, Refractory and Management Consultancy and such other areas as appropriate for betterment of Company's business.
3	Experience and Exposure in policy shaping and industry advocacy	Ability to develop professional relationship with the Policy makers and Regulators for contributing to the shaping of Government policies in the areas of Company's business.
4	Governance including legal compliance	Experience in developing and implementing good corporate governance practices, maintaining accountability of Board and its management, managing stakeholders interest and responsibility towards customers, employees, suppliers, regulatory bodies etc. to support the Company's legal compliance systems and governance policies/practices.
5	Expertise/ Experience in Finance & Accounts / Audit / Risk Management areas	Knowledge and skills in accounting and finance, business judgment, general management practices and processes, crisis response and management, industry knowledge, macro- economic perspectives, human resources, labour laws, international markets, sales and marketing, and risk management.

Given below is a list of core skills, expertise and competencies of the individual Directors:

Name of the Director(s)	Skills/Expertise/Competencies				
	Leadership Experience	Industry knowledge and experience	Experience and Exposure in policy shaping and industry advocacy	Governance including legal compliance	Expertise/ Experience in Finance & Accounts / Audit / Risk Management areas
Mr. Pradip Kumar Khaitan	√	--	√	√	√
Mr. Yadu Hari Dalmia	√	√	--	--	√
Mr. Gautam Dalmia	√	√	--	--	√
Mr. Puneet Yadu Dalmia	√	√	--	--	√
Mr. Virendra Singh Jain	√	--	--	√	√
Mrs. Sudha Pillai	√	--	√	√	√
Dr. Niddodi Subrao Rajan	√	--	--	√	√

(III) COMMITTEES OF THE BOARD OF DIRECTORS OF THE COMPANY

(a) Composition of Committees, their meetings and attendance

The Board of Directors of the Company has five (5) Board level Committees as on March 31, 2023, namely Audit Committee, Nomination and Remuneration Committee, Stakeholders' Relationship Committee, Corporate Social Responsibility Committee, Risk Management Committee. The composition, constitution and functioning of these Committees meet the requirements of the Companies Act, 2013 and the 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 role and terms of reference of these Committees is approved by the Board of Directors of the Company. The Company Secretary acts as Secretary to these Committees. Below Table 4 shows composition of the Board and Committees:

Table 4: Composition of the Board and Committees

Name of the Director	Board	Audit Committee	Nomination & Remuneration Committee	Corporate Social Responsibility Committee	Risk Management Committee	Stakeholders Relationship Committee
Mr. Pradip Kumar Khaitan	Chairperson	Member	Member	--	--	--
Mr. Yadu Hari Dalmia	Member	--	--	Member	--	Member
Mr. Gautam Dalmia	Member	--	--	Member	Member	Member
Mr. Puneet Yadu Dalmia	Member	--	--	--	--	--
Mr. Virendra Singh Jain	Member	Chairperson	--	Member	Chairperson	Chairperson
Mrs. Sudha Pillai	Member	Member	Chairperson	Chairperson	Member	--
Dr. Niddodi Subrao Rajan	Member	--	Member	--	Member	--
Total Number of Members	**7**	**3**	**3**	**4**	**4**	**3**

- Chairperson - Member

Audit Committee

The Audit Committee met five times during the financial year 2022-23 and the gap between two committee meetings did not exceed 120 days. The dates on which the Audit committee meetings held were: May 9, 2022, August 4, 2022, November 2,2022 and February 4, 2023. The composition as well as terms of reference of the Audit Committee are in line with the requirements of the Companies Act, 2013 and the Listing Regulations. The attendance details of the Committee meetings are given in below Table 5:

Table 5: Audit Committee Meeting

Name of the member	Number of Audit Committee Meetings				Held during tenure	Attended	% of attendance
	1	2	3	4			
Mr. Virendra Singh Jain	Attended	Attended	Attended	Attended	4	4	100%
Mr. Pradip Kumar Khaitan	Attended	Attended	Attended	Attended	4	4	100%
Mrs. Sudha Pillai	Attended	Attended	Attended	Attended	4	4	100%

- Attended X – Leave of absence

The Audit Committee of the Board of Directors comprises of qualified and independent members of the Board, who have expertise, knowledge and experience in the field of accounting and financial management and have held or hold senior positions in other reputed organisations.

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) of the 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:

- Recommendation for appointment, remuneration and terms of appointment of 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 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, CFO, executives from finance and secretarial departments usually attend the committee meetings and Managing Director & CEO and other departmental heads attend the meeting whenever required. 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 2022-23 were accepted by the Board of Directors.

All members of the Audit Committee were present at the Annual General Meeting of the Company held on July 1,2022.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee met two times during the financial year 2022-23 on August 4, 2022 and November 2, 2022. The composition as well as the terms of reference of the Committee are in line with the requirements of the Companies Act, 2013 and the Listing Regulations. The attendance details of the Committee meetings are given in below Table 6:

Table 6: Nomination and Remuneration Committee Meeting

Name of the member	Number of Nomination and Remuneration Committee Meeting		Held during tenure	Attended	% of attendance
	1	2			
Mrs. Sudha Pillai			2	2	100%
Mr. Pradip Kumar Khaitan			2	2	100%
Dr. Niddodi Subrao Rajan			2	2	100%

- Attended in person X- Leave of absence

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) of the 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.
- Review Human Resource policies and succession planning.
- Administer, monitor and formulate detailed terms and conditions of the Employees Stock Option Scheme.

The Head of Human Resource department is invited to the Nomination and Remuneration Committee meetings as and when desired by the Committee. 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 2022-23 were accepted by the Board of Directors.

All members of the Nomination and Remuneration Committee were present at the Annual General Meeting of the Company held on July 1, 2022.

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 2022-23, the Directors evaluated the performance of Non-Independent Directors of the Board and post review of the performance on several criteria including attendance, participation at the meetings, qualification, experience, etc., found that their overall performance was good. The Directors appreciated the executive management for its receptiveness to the calls for strong corporate governance, internal controls and compliances.

Further, the performance evaluation of Independent Directors was done by the entire Board excluding the Directors being evaluated.

Stakeholders' Relationship Committee

The Stakeholders' Relationship Committee met once during the financial year 2022-23 on February 3, 2023. The composition of the Stakeholders' Relationship Committee as well as its terms of reference are in line with the requirements of the Companies Act, 2013 and the Listing Regulations. The attendance details of the Committee meeting are given in below Table 7:

Table 7: Stakeholders' Relationship Committee Meeting

Name of the member	Number of Stakeholders' Relationship Committee Meeting	Held during tenure	Attended	% of attendance
	1			
Mr. Virendra Singh Jain		1	1	100%
Mr. Yadu Hari Dalmia		1	1	100%
Mr. Gautam Dalmia	X	1	0	00%

- Attended X- 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) of the Listing Regulations besides other terms as referred by the Board of Directors from time to time. The role of Stakeholders' Relationship Committee 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 warrants/annual reports/ statutory notices by shareholders.

All members of the Stakeholders' Relationship Committee were present at the Annual General Meeting of the Company held on July 1, 2022.

Mr. Rajeev Kumar, Company Secretary, is the Compliance Officer of the Company and responsible for ensuring compliance with the requirements of Securities Laws.

Shareholders complaints:

During the financial year 2022-23, the Company received 569 complaints from the shareholders. Details of shareholders' complaints are given in below Table 8:

Table 8: shareholders' complaints

Particulars	No of Complaints
No of shareholders' complaints outstanding as at April 1, 2022	Nil
No of shareholders' complaints received during the financial year 2022-23	569
No of shareholders' complaints resolved to the satisfaction of the shareholders during the financial year 2022-23	569
No of shareholders' complaints pending as at March 31, 2023	Nil

Corporate Social Responsibility Committee

The Corporate Social Responsibility Committee met twice during the financial year 2022-23 on May 8, 2022 and August 4, 2022. The composition of the Committee is in line with the requirements of the Companies Act, 2013. The attendance details of the Committee meetings are given in below Table 9:

Table 9: Corporate Social Responsibility Committee Meeting

Name of the member	Number of Corporate Social Responsibility Committee Meeting		Held during tenure	Attended	% of attendance
	1	2			
Mrs. Sudha Pillai			2	2	100%
Mr. Virendra Singh Jain			2	2	100%
Mr. Yadu Hari Dalmia			2	2	100%
Mr. Gautam Dalmia	X		2	1	50%

- Attended X- 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 on Schedule VII of the Companies Act, 2013.
- Monitor the Corporate Social Responsibility Policy from time to time.

The Board has adopted the CSR Policy as formulated and recommended by the Committee. The said policy is revised from time to time as recommended by the CSR Committee. The revised CSR Policy is available on the website of the Company at https://www.dalmiacement.com/wp-content/uploads/2022/09/Corporate-Social-Responsibility-Policy.pdf The Annual Report on CSR activities for the financial year 2022-23 forms part of the Board's Report.

Risk Management Committee

The Risk Management Committee met four times during the financial year 2022-23 on May 8, 2022, August 4, 2022, November 2, 2022 and February 4, 2023. The composition as well as charter of the Committee are in line with the requirements of the Companies Act, 2013 and the Listing Regulations. The attendance details of the Committee meetings are given in below Table 10:

Table 10: Risk Management Committee

Name of the member	Number of Risk Management Committee Meetings held and attended				Held during tenure	Attended	% of attendance
	1	2	3	4			
Mr. Virendra Singh Jain	👤	👤	👤	👤	4	4	100%
Mr. Gautam Dalmia	X	👤	X	👤	4	2	50%
Mrs. Sudha Pillai	👤	👤	👤	👤	4	4	100%
Dr. Niddodi Subrao Rajan	👤	👤	👤	👤	4	4	100%

👤 - Attended X- 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:

- Formulate a detailed risk management policy which shall include (a) a framework for identification of internal and external risks specifically faced by the Company, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee;(b) Measures for risk mitigation including systems and processes for internal control of identified risks; and(c) Business continuity plan.
- Ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
- Monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;
- Periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;
- Keep the Board of Directors informed about the nature and content of its discussions, recommendations and actions to be taken; and
- Appointment, removal and terms of remuneration of the Chief Risk Officer (if any).

The Company Secretary of the Company acts as the Secretary of the Risk Management Committee.

(IV) GENERAL BODY MEETINGS

(a) Annual General Meetings (“AGM”)

The AGMs are held at the registered office of the Company. However, considering the COVID-19 pandemic and as allowed /permitted as per circular(s) issued by MCA and SEBI last three AGMs were conducted online through video conferencing.

The Chairman/member(s) of the Audit Committee, Nomination and Remuneration Committee and Stakeholders’ Relationship Committee attend the AGMs to respond to the queries of the shareholders.

Also, the representatives of the Statutory Auditors and Secretarial Auditors attend the AGMs to respond to the queries of shareholders, if any, with respect to audit observation / matter of emphasis or otherwise.

The representatives of the Registrar and Transfer Agent checks and verifies the attendance of members and the Scrutinizer scrutinizes the voting (e-voting and physical) and provides report thereon.

The details of the last three Annual General Meetings (AGMs) are given below in Table 11.

Table 11: Details of last three AGMs

AGM	Date	Time	Location
9^{th} AGM	July 1, 2022	11.30 a.m.	Conducted online through Video Conference, deemed to be held at Dalmiapuram - 621651, Lalgudi Taluk, District Tiruchirapalli, Tamil Nadu
8^{th} AGM	September 29, 2021	11.30 a.m.	Conducted online through Video Conference, deemed to be held at Dalmiapuram - 621651, Lalgudi Taluk, District Tiruchirapalli, Tamil Nadu
7^{th} AGM	September 30, 2020	11.30 a.m.	Conducted online through Video Conference, deemed to be held at Dalmiapuram - 621651, Lalgudi Taluk, District Tiruchirapalli, Tamil Nadu

(b) Special Resolutions

Special Resolution passed at the 9th AGM held on July 1, 2022	• No Special Resolution was proposed and passed at the 9th AGM
Special Resolution passed at the 8th AGM held on September 29, 2021	• Continuance of appointment of Mr. Yadu Hari Dalmia (DIN: 00009800), as a Non-Executive Director of the Company pursuant to Regulation 17(1A) of SEBI (LODR) Regulations, 2015. • Continuance of appointment of Mr. Virendra Singh Jain (DIN: 00253196), Independent Director of the Company pursuant to Regulation 17(1A) of SEBI (LODR) Regulations, 2015. • Payment of remuneration to Mr. Gautam Dalmia (DIN00009758), the Managing Director of the Company for his remaining tenure of two years viz, from October 30, 2021 to October 29, 2023. • Payment of remuneration to Mr. Puneet Yadu Dalmia (DIN 00022633), the Managing Director of the Company for his remaining tenure of two years viz, from October 30, 2021 to October 29, 2023.
Special Resolution passed at the 7th AGM held on September 30, 2020	• Continuance of appointment of Mr. Jai Hari Dalmia (DIN: 00009717) as a Non-Executive Director of the Company pursuant to Regulation 17(1A) of SEBI (LODR) Regulations, 2015.

(c) Postal Ballot

No Special Resolution was passed during financial year 2022-23 through postal ballot.

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

(V) MEANS OF COMMUNICATION

Quarterly results

The quarterly unaudited/audited financial results of the Company prepared in the format prescribed by the Listing Regulations are recommended by the Audit Committee and approved by the Board of Directors. The same are limited reviewed/audited by the Statutory Auditors and are submitted to the Stock Exchanges, on which the shares of the Company are listed, i.e., BSE Limited and National Stock Exchange of India Limited, within a period of 45 days of the close of every quarter and within a period of 60 days in case of annual financial results. The results are disseminated on the Stock Exchanges electronically (through NEAPS / BSE listing centre) within 30 minutes of the closure of the Board meeting.

The financial results are normally published in Financial Express, i.e., the English language national daily newspaper circulating in the whole or substantially the whole of India and in Dinamani, i.e., the daily newspaper published in the language of the region where the registered office of the Company is situated, i.e., Tamil.

The financial results are also posted on the website of the Company, i.e., www.dalmiabharat.com.

Press Release / Presentations

The Company also issues the press release on the results immediately after the Board meeting and same is also disseminated on the Stock Exchanges electronically (through NEAPS / BSE listing centre) and is also posted on the website of the Company, i.e., www.dalmiabharat.com.

The presentations to investors or to the analysts are posted on the website of the Company, i.e., www.dalmiabharat.com

Disclosures

The Company filed various disclosures with the Stock Exchanges including inter-alia, the quarterly Shareholding Pattern, Investors Complaints Report, Corporate Governance Report, Disclosures as per SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011, SEBI (Prohibition of Insider Trading) Regulations, 2015 etc. electronically on NEAPS and BSE Listing Centre.

(VI) GENERAL SHAREHOLDERS INFORMATION

(a) Annual General Meeting

The Annual General Meeting of the Company is scheduled to be held on Friday, June 30, 2023. at 11.30 a.m. through Video Conferencing/Other Audio Visual Means ("VC/OAVM") facility. [deemed venue: registered office at Dalmiapuram -621651, Dist. Tiruchirapalli, Tamil Nadu.]

The record date for payment of final dividend is June 23, 2023.

(b) Financial year

The financial year of the Company is from April 01, 2022 to March 31, 2023.

(c) Dividend Payment date

Your Directors have recommended a final dividend of ₹5.00 per equity share of face value of ₹2/- (@ 250%) for the financial year 2022-23 in addition to the interim dividend of ₹4.00 per equity share of face value of ₹2/- (@200%) per share declared by Board on November

2, 2022. On approval by the members at the ensuing AGM, the recommended dividend shall be paid to those shareholders whose names appear in (i) the Register of Members who hold shares in physical mode; and (ii) the list of beneficial owners as per data received from the depositories, who hold shares in electronic mode; as on the Record Date. The dividend is recommended based on the financial and non-financial factors prevailing during the FY under review and in terms of the Dividend Distribution Policy of the Company which is posted on the Company's website at

https://www.dalmiacement.com/wp-content/themes/DalmiaCement/assets/pdf/dbl-industries/Dividend-Distribution-Policy.pdf. The dividend shall be paid within 30 days from the date of Annual General Meeting.

(d) Listing

The Equity Shares of the Company are listed on the following Stock Exchanges:

(a) BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 400001.

(b) National Stock Exchange of India Limited,
Exchange Plaza, C-1, Block- G,
Bandra Kurla Complex, Bandra (E),
Mumbai – 400051

The Company has made the payment of annual listing fees to both the Stock Exchanges.

(e) Stock codes

BSE Limited	:	542216
National Stock Exchange of India Limited	:	DALBHARAT
ISIN (for Dematerialised Shares)	:	INE00R701025

(f) Market price data and performance comparison

The market price data as per quotations of BSE Limited and National Stock Exchange of India Limited, i.e., high, low and close during each month in the financial year 2022-23 is given below in Table 12.

Table 12: High, low and close market price of the shares during financial year 2022-23 at BSE and NSE

(in ₹ per share)

Month	BSE			NSE		
	High	Low	Close	High	Low	Close
April, 2022	1640.80	1485.85	1518.30	1640.50	1514.40	1519.15
May, 2022	1516.20	1254.55	1361.10	1509.95	1253.60	1362.50
June, 2022	1410.00	1212.60	1283.35	1410.00	1228.45	1289.55
July, 2022	1617.95	1274.20	1599.05	1618.95	1272.50	1599.65
August, 2022	1705.80	1503.40	1537.15	1675.90	1522.45	1531.55
September, 2022	1795.50	1498.20	1598.85	1793.15	1506.15	1598.00
October, 2022	1629.45	1478.05	1601.10	1605.40	1478.20	1600.95
November, 2022	1825.00	1578.55	1819.45	1826.00	1575.25	1820.70
December, 2022	1946.35	1756.35	1860.75	1942.00	1753.70	1862.80
January, 2023	1918.15	1675.00	1768.35	1917.55	1672.00	1767.75
February, 2023	1989.00	1736.35	1835.10	1989.80	1734.80	1833.90
March, 2023	1978.95	1708.30	1963.85	1979.00	1706.65	1968.25

Chart A: Share Performance versus BSE Sensex

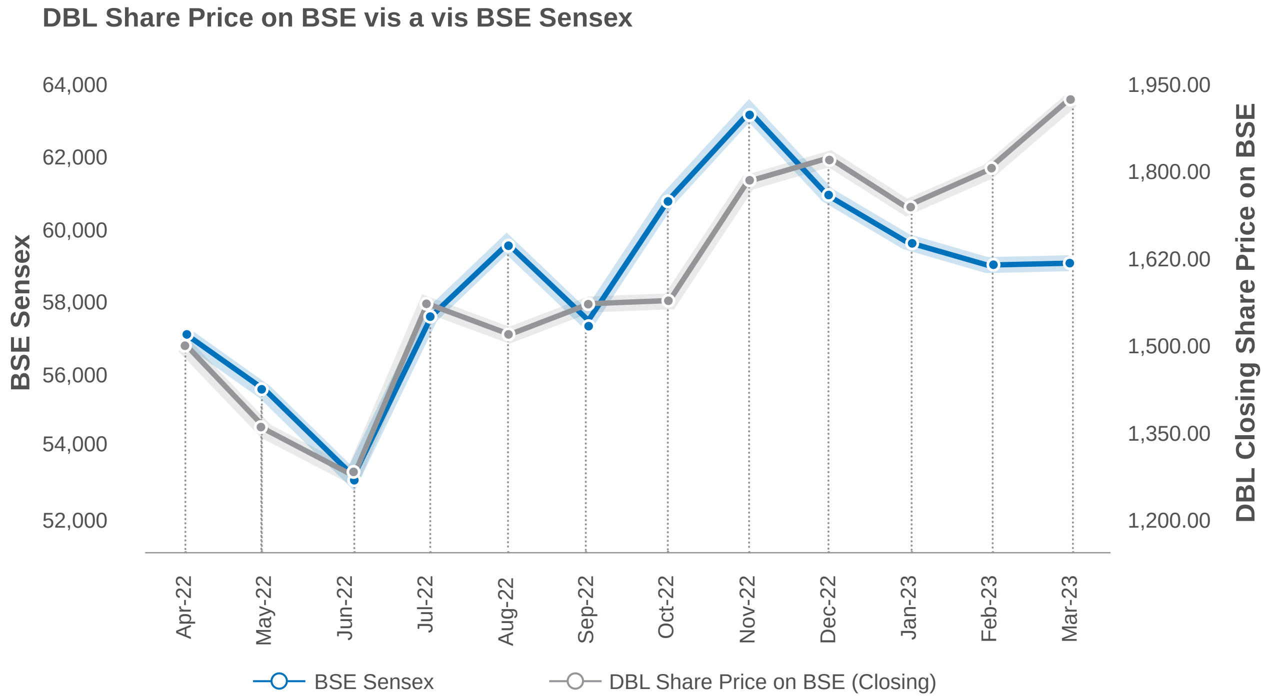
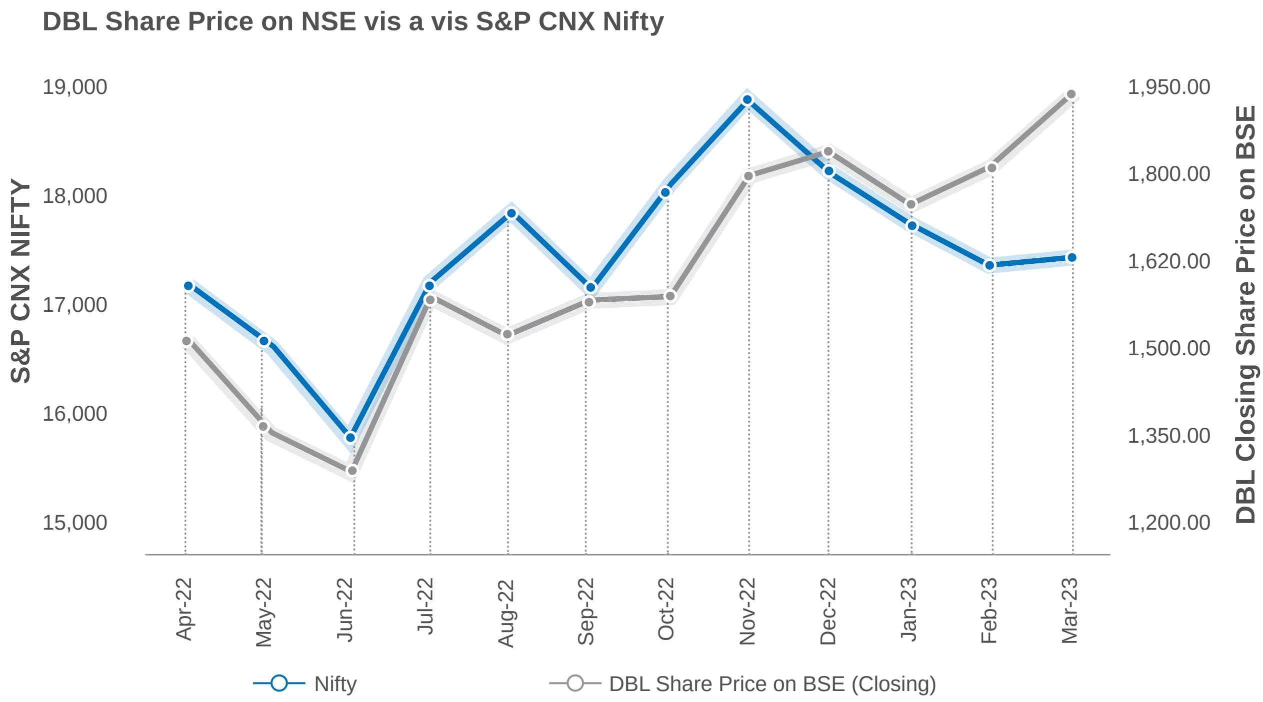


Chart B: Share Performance versus Nifty



(h) Registrar and Transfer Agent

The Company has appointed KFin Technologies Limited (formerly known as KFin Technologies Private Limited) as the Registrar and Transfer Agent.

KFin Technologies Limited
Selenium Tower B, Plot 31 & 32,
Financial District, Nanakramguda,
Serilingampally Mandal,
Hyderabad - 500032, Telangana.
Toll Free No: 1- 800-309-4001
Email id: einward.ris@kfintech.com
Website: www.kfintech.com

All activities in relation to the share transfer facility are maintained by the Registrar and Share Transfer Agent. A compliance certificate to this effect is submitted by the Company with the Stock Exchanges on a half yearly basis under signatures of the Compliance Officer of the Company and the authorised representative of the Registrar and Transfer Agent.

As an ongoing endeavour to enhance Investor experience and leverage new technology, our registrar and transfer agents, KFIN Technologies Limited have been continuously developing new applications. Here is a list of applications that has been developed for our investors.

Investor Support Centre: A webpage accessible via any browser enabled system. Investors can use a host of services like Post a Query, Raise a service request, Track the status of their DEMAT and REMAT request, Dividend status, Interest and Redemption status, Upload exemption forms (TDS), Download all ISR and other related forms.

URL: https://ris.kfintech.com/clientservices/isc

eSign Facility: Common and simplified norms for processing investor's service requests by RTAs and norms for furnishing PAN, KYC details and Nomination requires that eSign option be provided to Investors for raising service requests. KFIN is the first RTA which has enabled the option and can be accessed via the link below.

URL: https://ris.kfintech.com/clientservices/isr

KYC Status : Shareholders can access the KYC status of their folio. The webpage has been created to ensure that shareholders have the requisite information regarding their folios.

URL: https://ris.kfintech.com/clientservices/isc/kycqry.aspx

KPRISM: A mobile application as well as a webpage which allows users to access Folio details, Interest and Dividend status, FAQs, ISR Forms and full suite of other investor services.

URL: https://kprism.kfintech.com/signin.aspx

WhatsApp: Modern technology has made it easier to communicate with shareholder across multiple levels. WhatsApp has a wider reach today with majority having a know-how of the application. In order to facilitate the shareholders KFIN has now a dedicated WhatsApp number that can be used for a bouquet of services. WhatsApp Number : (91) 910 009 409

(i) Share Transfer System and dematerialisation 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.

As on March 31, 2023, 99.11% of the equity shares of the Company are in the dematerialised form. The equity shares of the Company are actively traded at BSE & NSE. The promoters and promoters group of the Company hold their entire shareholding in dematerialised form.

A summary of transfer and transmission of shares of the Company and 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.

(j) Distribution of Shareholding

The list of distribution of shareholding of the equity shares of the Company by size and by ownership class as on March 31, 2023 is given below in Tables 13 and 14.

Table 13: Distribution of shareholding by size

Sl. no.	No. of Equity Shares held (Range)	No. of Shareholders	% of Shareholders	No. of Shares held	% of Shareholding
1	1 - 500	53079	90.63	2877096	1.53
2	501 - 1000	1982	3.39	1510562	0.81
3	1001 - 2000	1426	2.43	2063768	1.10
4	2001 - 3000	574	0.98	1448778	0.78
5	3001 - 4000	312	0.53	1114923	0.59
6	4001 - 5000	172	0.29	781241	0.42
7	5001 - 10000	434	0.74	3041267	1.62
8	10001 and above	593	1.01	174642726	93.15
	TOTAL:	**58572**	**100.00**	**187480361**	**100.00**

Table 14: Distribution of shareholding by ownership

Particulars	No. of Shareholders	No. of Shares held	% of Shareholding
Promoters	0	0	0.00
Promoters Bodies Corporate/ Trusts/HUF/Individuals	23	104731548	55.86
Central/State Governments	4	256310	0.14
Financial Institutions	0	0	0.00
Mutual Funds	26	12462117	6.65
Foreign Institutional Investors	235	24074441	12.84
Insurance Companies	11	2702113	1.44
Bodies Corporates	782	12072592	6.44
NRI/Foreign Nationals	1835	795480	0.42
Individuals/Others	54156	30385760	16.21
Total	**57072**	**187480361**	**100.00**

(k) Outstanding GDRs/ADRs/Warrants/Options

No GDRs/ ADRs/Warrants or Convertible Instruments has been issued by the Company.

(l) Commodity price risk or foreign exchange risk and hedging activities

No hedging activity was undertaken during the year under review.

(m) Plant locations

The Group has manufacturing plants at Fourteen locations in Southern, North Eastern and Eastern regions of India as detailed below in Table 15.

Table 15: Plant Locations

Plant location	State	Plant Type
Southern Region		
Dalmiapuram	Tamil Nadu	Integrated
Ariyalur	Tamil Nadu	Integrated
Kadappa	Andhra Pradesh	Integrated
Belgaum	Karnataka	Integrated
Eastern Region		
Rajgangpur	Odisha	Integrated
Kapilas	Odisha	Grinding
Medinipur	West Bengal	Grinding
Bokaro	Jharkhand	Grinding
Banjari	Bihar	Integrated
North Eastern Region		
Meghalaya	Meghalaya	Integrated
Lanka	Assam	Grinding
Umrangshu	Assam	Integrated
Marigaon	Assam	Grinding
Western Region		
Naranda, Koropana	Maharashtra	Integrated

(n) Address for correspondence

Dalmia Bharat Limited

(1) Shares Department
Dalmiapuram – 621651
Dist. Tiruchirapalli
Tamil Nadu
Phone: 04329 - 235132
Fax: 04329 235111

(2) The Company Secretary
11th and 12th Floor
Hansalaya Building
15, Barakhamba Road
New Delhi – 110 001
Phone: 011 - 2331 0121/23/24/25
Fax: 011 - 2331 3303

Your Company has also designated corp.sec@dalmiabharat.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.

(VII) DISCLOSURES

(a) Significant related party transactions

All the related party transactions have been entered into in the ordinary course of business and at arms' length basis.

There are no materially significant related party transactions that may have potential conflict with the interests of the Company.

The Company's Policy on Related Party Transactions, as revised during the year, is posted at https://www.dalmiacement.com/wp-content/uploads/2022/09/Policy-on-Related-Party-Transactions.pdf

(b) Policy on Material Subsidiaries

The Company's Policy on Material Subsidiaries is posted at https://www.dalmiacement.com/wp-content/themes/DalmiaCement/assets/pdf/dbl-industries/Policy-on-Material-Subsidiaries.pdf

As per the said policy, Dalmia Cement (Bharat) Limited is a material unlisted subsidiary. Mrs. Sudha Pillai, Non-Executive and Independent Director of the Company is also the member on the Board of Directors of Dalmia Cement (Bharat) Limited.

The Audit Committee periodically reviews the financial performance of the subsidiary companies and the annual financial statements are placed at the Audit Committee meetings and Board meetings of the Company. The minutes of meetings of the Board of Directors of the subsidiary companies are placed at the Board meeting of the Company. Statement of all significant transactions and arrangements entered into by subsidiaries is brought to the notice of the Board of Directors of the Company.

(c) 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 no complaint was received by the Company.

(d) 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 in place the Whistle Blower policy /Vigil Mechanism and same is posted on the Company's website at https://www.dalmiacement.com/wp-content/themes/DalmiaCement/assets/pdf/dbl-industries/Whistleblower-Policy-and-Vigil-Mechanism.pdf

Whistle blower policy provides reporting of complaints at appropriate levels including the Audit Committee.

(e) 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.

(f) Loans and advances

The Company and its subsidiaries, have not granted any loan to firms/companies in which directors are interested.

(g) Details of non-compliance

During last three years, there were no instances of non-compliance and no penalty or strictures were imposed on the Company by the Stock Exchanges or SEBI or any other statutory authority, on any matter related to capital markets.

(h) Compliance

Mandatory requirements:

The Company has complied with all the applicable mandatory requirements specified in regulation 17 to 27 and clauses (b) to (i) of sub-regulation (2) of regulation 46 of the Listing Regulations.

Discretionary requirements:

The discretionary/non-mandatory requirements, as stipulated in Regulation 27(1) read with Part E of Schedule II of the Listing Regulations, other than the half-yearly declaration of financial performance to shareholders have been adopted by the Company.

The financial statements of the Company are with unmodified audit opinion.

The internal auditor reports directly to the Audit Committee.

(i) Details of utilisation of funds raised through preferential allotment or qualified institutions placement

No funds have been raised by the Company through preferential allotment or qualified institutions placement in the last three years

(j) Total fees for all services paid by the Company and its subsidiaries, on a consolidated basis, to the Statutory Auditors and all entities in the network firm / network entity of which Statutory Auditor is a part

The total fees paid by the Company and the subsidiaries on consolidated basis to M/s Walker Chandiok & Co LLP, Chartered Accountants, the Statutory Auditors of the Company, during the year was ₹2.06 crore.

(k) Unclaimed Suspense Account

Not applicable.

(l) Credit rating

During the financial year 2022-23, the Company has obtained rating from CRISIL Ratings Limited. The rating of the Company for its bank facilities- long-term is CRISIL AA+/stable (pronounced as CRISIL double A plus stable rating) and rating for the Bank Facilities - short-term and commercial papers is CRISIL A1+ (pronounced as CRISIL A One Plus rating).

Instruments with CRISIL AA+/stable rating are considered to have high degree of safety regarding timely servicing of financial obligations and instruments with CRISIL A1+ rating are considered to have very strong degree of safety regarding timely payment of financial obligations. Within this category, rating modifier {"+"} used with the rating symbol reflects the comparative standing within the category.

(m) Compliance certificate on corporate governance

In compliance with the Listing Regulations, a certificate on Corporate Governance issued by the Secretarial Auditors is annexed to this Report.

Auditors' Certificate on Corporate Governance

To
The Members of
Dalmia Bharat Limited,
Dalmiapuram, Tiruchirappali District - 621 651,Tamilnadu.

1. I have examined the compliance of conditions of Corporate Governance by Dalmia Bharat Limited ("the Company") for the year ended 31stMarch, 2023, as stipulated in Regulations 17-27, clause (b) to (i) of Regulation 46 (2) and paragraphs C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended ('Listing Regulations') pursuant to the Listing Agreement of the Company with Stock exchanges.

Management Responsibility for Compliance with the conditions of Listing Obligations

2. The compliance of conditions of Corporate Governance is the responsibility of the Management of the Company including the preparation and maintenance of all relevant supporting records and documents. This responsibility also includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the Corporate Governance Report.

3. The Management along with the Board of Directors are also responsible for ensuring that the Company complies with the conditions of Corporate Governance as stipulated in the Listing Regulations issued by the Securities and Exchange Board of India.

Auditor's Responsibility

4. My 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.

5. I conducted my examination in accordance with the Guidance Note on Corporate Governance Certificate issued by the Institute of Company Secretaries of India.

Opinion

6. In my opinion, and to the best of my information and according to explanations given to me, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned Listing Regulations.

7. I 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.

Restrictions on Use

8. The certificate is addressed and provided to the members of the Company solely for the purpose to enable the Company to comply with the requirement of the Listing Regulations, and it should not be used by any other person or for any other purpose. Accordingly, I 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 my prior consent in writing.

R.Venkatasubramanian
Practising Company Secretary
ACS No. 3673; CP No. 3893
UDIN: A003673E000393425

Place: Angarai
Date: 26.05.2023

Certificate of Non-Disqualification of Directors

(As per clause C of Schedule V of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirement) Regulations, 2015 read with regulation 34(3) of the said Listing Regulations).

To
The Members,
Dalmia Bharat Limited
Dalmiapuram, Tiruchirapalli District,
Tamilnadu – 621 651.

As required by item 10(i) of Part C of Schedule V of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirement) Regulations, 2015, I certify that none of the directors on the board of Dalmia Bharat Limited have been debarred or disqualified from being appointed or continuing as directors of companies by the SEBI/Ministry of Corporate Affairs or any such statutory authority.

R.Venkatasubramanian
Practising Company Secretary
ACS No. 3673; CP No. 3893
UDIN: A003673E000393471

Place: Angarai
Date: 26.05.2023

Declaration on code of conduct

To
The Board of Directors,
Dalmia Bharat Limited
Dalmiapuram, Lalgudi,
District Tiruchirappalli
Tamil Nadu- 621651

I do hereby certify that the all the members of the Board of Directors of the Company and the Senior Management Personnel have affirmed their compliance with the code of conduct laid down by the Board of Directors of the Company in their meeting held on October 15, 2018.

This certificate is being given in compliance with the requirements of Regulation 34(3) of the Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations, 2015.

Place: New Delhi
Date: April 25, 2023

Puneet Yadu Dalmia
Managing Director & Chief Executive Officer
DIN : 00022633

CEO CFO Annual Certificate

To
The Board of Directors,
Dalmia Bharat Limited
Registered Office: Dalmiapuram – 621651
District Tiruchirapalli
Tamil Nadu

Dear Sir(s),

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, 2023 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, 2023 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, 2023;
    b. that there are no significant changes in accounting policies during the financial year ended March 31, 2023; and
    c. that there are no instances of significant fraud of which we have become aware.

Place: New Delhi
Date: April 25, 2023

Mr. Dharmender Tuteja
Chief Financial Officer

Puneet Yadu Dalmia
Managing Director & Chief Executive Officer
DIN : 00022633

Business Responsibility and Sustainability Report (BRSR)

The SEBI vide circular no SEBI/HO/CFD/CMD-2/P/CIR/2021/562 has mandated the top 1,000 listed companies (by market capitalisation) to disclose and report the requirements under ESG (Environment, Social and Governance) parameters in the BRSR format from the financial year 2022-2023 by replacing the existing Business Responsibility Report (BRR). Dalmia Bharat has adopted the BRSR and has been mapping the ESG information since FY 2021.

SECTION A - GENERAL DISCLOSURES

I. Details of the listed entity

Corporate Identity number:	L14200TN2013PLC112346
Name of the Listed Entity:	Dalmia Bharat Limited
Year of incorporation:	12-07-2013
Registered office address:	Dalmiapuram, Dist. Tiruchirapalli, Tamil Nadu- 621651
Corporate address:	11th & 12th Floors, Hansalaya Building, 15, Barakhamba Road, New Delhi-110001
E-mail:	corp.sec@dalmiabharat.com
Telephone:	01123465100
Website:	www.dalmiabharat.com
Financial year for which reporting is being done:	April 01, 2022 to March 31, 2023
Name of the Stock Exchange(s) where shares are listed:	BSE & National Stock exchange of India Limited
Paid-up Capital:	₹37.49 crore
Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report:	Mr. Rajeev Kumar 011-23465100 corp.sec@dalmiabharat.com
Reporting boundary:	Consolidated basis

II. Products/services

14. 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
i	Professional, Scientific and Technical	Management Consultancy services	0.11
ii	Manufacturing	Activity of subsidiary company Dalmia Cement (Bharat) Limited	99.89

15. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

S. No.	Product/Service	NIC Code	% of total Turnover contributed
i	Management services	74140	0.11
ii	OPC and Blended Cements	2523	99.89

III. Operations

16. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	14	4 (Corporate office and 3 regional)	18
International	0	0	0

17. Markets served by the entity:

a. Number of locations

Locations	Number
National (No. of states)	10 states
International (No. of countries)	0 countries

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

It is less than 0.1%

c. A brief on types of customers

IHB – Individual home Builders who built their home on a plot of land.

Institutional Customers – Entities who buy cement from the company for various housing or commercial/government projects

IV. Employees

18. 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)	4,086	3,947	96.6%	139	3.4%
2.	Other than Permanent (E) (interns, trainees, part time employees, etc.)	215	195	90.7%	20	9.3%
3.	**Total employees (D + E)**	**4,301**	**4,142**	**96.3%**	**159**	**3.7%**
	Workers					
4.	Permanent (F)	1,556	1,464	94.1%	92	5.9%
5.	Other than Permanent (G) (contract)	15,882	15,270	96.1%	612	3.9%
6.	**Total workers (F + G)**	**17,438**	**16,734**	**96.0%**	**704**	**4.0%**

b. Differently abled Employees and workers:

S.No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	DIFFERENTLY ABLED EMPLOYEES					
1.	Permanent (D)	12	9	75.0%	3	25.0%
2.	Other than Permanent (E)	0	0	0.0%	0	0.0%
3.	**Total differently abled employees (D + E)**	**12**	**9**	**75.0%**	**3**	**25.0%**
	DIFFERENTLY ABLED WORKERS					
4.	Permanent (F)	2	2	100.0%	0	0.0%
5.	Other than Permanent (G)	3	2	66.6%	1	33.3%
6.	Total differently abled workers (F + G)	**5**	**4**	**80.0%**	**1**	**20.0%**

19. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B/A)
Board of Directors	7	1	14.28%
Key Management Personnel	3	0	0

20. Turnover rate for permanent employees and workers

	FY 2022-23			FY 2021-22			FY 2020-21		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	17.2%	0.7%	17.9%	20.6%	21.9%	20.6%	10.33%	1.23%	9.96%
Permanent Workers	6.4%	0.1%	6.4%	10.1%	5.0%	9.8%	5.39%	6.58%	5.44%

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

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

S. No.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
	Dalmia Bharat Limited has 30 subsidiaries, 1 associate and 2 joint ventures as of 31st March 2023. Yes, the cement operation subsidiaries are in the boundary of Business Responsibility performance (BR) disclosure. The list of our subsidiaries can be viewed in form AOC 1 that forms part of the Director’s Report.			

VI. CSR Details

22. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: Yes

(ii) Turnover (in ₹): 132 Cr. (standalone as on 31.03.2023)

(iii) Net worth (in ₹): 7,325 (standalone as on 31.03.2023)

VII. Transparency and Disclosures Compliances

23. 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 2022-23		FY 2021-22	
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Number of complaints filed during the year	Number of complaints pending resolution at close of the year
Communities	NIL	NIL	NIL	NIL	NIL
Investors (other than shareholders)	NIL	NIL	NIL	NIL	NIL
Shareholders	Yes	569	0	402	0
Employees and workers	Yes	NIL	NIL	NIL	NIL
Customers	Yes	1706	8	1705	60
Value Chain Partners	NIL	NIL	NIL	NIL	NIL
Other (Phone Calls - Anonymous)	Yes Ethics helpline is managed by Third - Party wherein Grievances / Complaints are forwarded by complainant with or without revailing their own identity. Hence, its may not be possible to identify / segragate into above categories.	20	2	-	-
Other (Post - Anonymous)		1	0	-	-
Other (Email - Anonymous)		14	1	-	-

24. 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)
	Please refer materiality assessment and risk assessment sections of IR				

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Policy and management processes									
1. a. Whether your entity's policy/ policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
c. Web Link of the Policies, if available	https://www.dalmiacement.com/investor/dalmia-bharat-limited/								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3. Do the enlisted policies extend to your value chain partners? (Yes/ No)	Yes	Yes	No	No	No	No	No	No	Yes

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
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 prescribed principles, conformance to the spirit of international standards like ISO 9000, ISO 14001, ISO 45001, UNGC guidelines, GRI – standards, WBCSD, wherever relevant and applicable. We have also evaluated our CSR activities with alignment to ISO26000 Standard.								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	Please refer to Corporate Governance Report Section of IR	Please refer to Natural Capital Section of IR	Please refer to Human Capital Section of IR	Please refer to materiality and stakeholder engagement section of IR	Please refer to Human Capital Section of IR	Please refer to Natural Capital Section of IR	Please refer to materiality and stakeholder engagement section of IR	Please refer to Social and Relationship Capital Section of IR	Please refer to materiality and stakeholder engagement section of IR
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Please refer to Corporate Governance Report Section of IR	Please refer to Natural Capital Section of IR	Please refer to Human Capital Section of IR	Please refer to materiality and stakeholder engagement section of IR	Please refer to Human Capital Section of IR	Please refer to Natural Capital Section of IR	Please refer to materiality and stakeholder engagement section of IR	Please refer to Social and Relationship Capital Section of IR	Please refer to materiality and stakeholder engagement section of IR
Governance, leadership and oversight									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements : Integrated Report >> Leadership messages									
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Mr. Gautam Dalmia, Managing Director (DIN: 00009758) Mr. Dharmender Tuteja, Chief Financial Officer, Mr. Rajeev Kumar, Company Secretary and Dr. Arvind Madhukar Bodhankar, Head ESG and Chief Risk Officer. Our policies can be viewed at https://www.dalmiacement.com/investor/dalmia-bharat-limited/								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	The business responsibility performance of the Company is assessed by the aforesaid executives. Overall performance is assessed annually by the Board. The targets related to environmental KPI such as water reduction in operations, usage of alternative fuels and raw materials as well as mitigation and management of climate change impacts is part of the KRA of senior management. The Board reviews the performance against these KRA on quarterly basis.								

10. Details of Review of NGRBCs by the Company:

	Indicate whether review was undertaken by Director/ Committee of the Board/ Any other Committee									Frequency (Annually/ Half-yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Board Committees									Annually								
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Board Committees									Quarterly								
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.	Yes, TUV India Private Limited was engaged by Dalmia Bharat Limited (the 'Company') to provide independent assurance on its Integrated Report FY 2022-23 (the 'Report') covering the Company's overall non-financial performance during the period 1st April 2022 to 31st March 2023. The assurance is of limited type and on the sample basis as per ISAE 3000 standards .																	
12. If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:	Not Applicable since the policies of the Company cover all Principles on NGRBCs																	

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

Principle 1: Businesses should conduct and govern themselves with integrity 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	5	• Comprehensive understanding of terms of reference and scope of each Board Committees. • Effectiveness of Board Committees. • Update on Compliance Structure, Scope of charging of responsibilities and Regulatory Risks. • Update on Sustainability initiatives in Dalmia Bharat Group. • Update on regulatory changes including amendment in CSR Policy Rules; • Update on SEBI Regulations applicable effective from April 1, 2023. • Presentation on cement demand / market and scope of expansion by acquisition; • Presentation on opportunity to diversify regional presence of the Company and acquisition plan. • Update on Regulatory Risks/Challenges given the present competitive environment. • Update on Compliance Management Solution across all plants/offices. • Update on participation of the Company on UN Climate Change Conference (COP27) initiatives on climate challenges.	100%
Key Managerial Personnel	2	Same as Board Members	100%
Employees other than BoD and KMPs	92	Code of conduct	90.6%
Workers	4	Code of conduct	6.5%

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):

NIL*

* (1) The Registrar of Companies, Ministry of Corporate Affairs (RoC) filed nine complaints against the Company and its erstwhile Managing Director, Chief Financial Officer and Company Secretary before Additional CMM, EO-II, Egmore, Chennai alleging certain non-compliances under Companies Act. The said complaints have been challenged before Chennai High Court by way of petitions seeking quashing of the same. Court has stayed the proceedings before Egmore Court.

(2) RoC had issued four show cause notices against the Company and its Directors including erstwhile Managing Director alleging certain non-compliances under Companies Act. The said notices have been challenged before Chennai High Court by way of writ petitions wherein the Court has issued notice to the Ministry.

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.

NA

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, the Company has in place Dalmia Way of Life (guideline for employees) and the code of conduct for the Board and senior management pursuant to Regulation 17(5) (a) of SEBI Listing Regulations. The Company has also in place a vigil mechanism and whistle blower policy and constituted an Ethics Committee for effective implementation of the policy. Refer to the corporate governance section of the report for more details.

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 2022-23	FY 2021-22
Directors	NIL	NIL
KMPs	NIL	NIL
Employees	NIL	NIL
Workers	NIL	NIL

6. Details of complaints with regard to conflict of interest:

	FY 2022-23	FY 2021-22
Number of complaints received in relation to issues of Conflict of Interest of the Directors	NIL	NIL
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	NIL	NIL

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Refer to the Corporate Governance Report of the IR for details.

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 each partner) under the awareness programmes
Please refer to the responsible supply chain section of the integrated report.		

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.

Yes, the Company has the code of conduct for the Board and senior management pursuant to Regulation 17(5) (a) of SEBI Listing Regulations; as well as for the employees of the Company and its subsidiaries. Refer to the corporate governance section of the report for more details.

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 2022-23	FY 2021-22	Details of improvements in environmental and social impacts
R&D	100%	100%	DRC (Dalmia research Centre) is presently engaged in R&D-led process improvements in cement manufacture, innovative extension of the life of limestone reserves, reduction in carbon emission and adding social value to its products. For more information refer to the Intellectual Capital section of the IR
Capex	100%	100%	NA

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

Yes

b. If yes, what percentage of inputs were sourced sustainably?

Approximately, 42% of the raw material sourced for production of cement are attributable as industrial waste (Alternative Raw Material) which is sustainably sourced from the waste streams of other industries. Similarly, 17% of the pyro-heat was provided by alternative fuels (wastes having calorific value and biomass). The company is contributing significantly to the circular economy drive and it is a waste recycling positive company.

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

a. Dalmia Bharat's major product is cement, which is packaged in cement bags. These bags are reused in majority cases to store other inventory for construction purpose as well as other items such as grains, fodder, etc. The plastic bags once discarded are also recycled by waste recyclers to create new bags. Also, Dalmia Bharat is an 'industrial waste disposer' and re-purposes waste through the use of alternative fuels, one of which is plastic. Our cement plants use municipal wastes as segregated combustible fraction which primarily consists of plastics. We are plastic recycling positive company.

b. Our products do not produce any E-waste. However, the E-waste produced during the office operations is sold to the registered recyclers.

c. The hazardous waste generated in the cement production process, is sold to the registered recyclers or disposers. The incinerable fraction of the hazardous wastes are disposed off within the plant kilns itself as per the permissions from State Pollution Control Boards. In addition, Dalmia Cement, a subsidiary of Dalmia Bharat, also disposes the wastes from other industries and municipalities as a raw material or fuel.

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Cement bags get recycled during use phase multiple times to store various items. In addition, the company disposes off much higher quantities of plastic wastes (from other industries and municipalities) as compared to the PP bags used in cement packaging. – Case filed.

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?

DBL produces cement which is an intermediate product of construction activity. We also report to the applicable and relevant Scope-3 emissions of our products and processes, including end of life treatment.

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.

DBL produces cement which is an intermediate product of construction activity. Cement is a basic building material used extensively across the globe. India is still under development phase and life of a building or infrastructure made from cement and concrete can be more than 100 years.

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 2022-23	**FY 2021-22**
Alternative Raw Materials such as fly ash, slag etc. used in Clinker and Cement manufacturing	42%	39%

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:

	Re-used	Recycled	Safely disposed
	FY 2022-23		FY 2021-22
Plastics (including packaging)	Not applicable as cement is an intermediate product of the construction activity. The PP bags used in packaging are also used for storage of multiple items like sand and gravel.		
E-waste			
Hazardous Waste			
Other Waste			

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
Not Applicable as the product is cement which is used in the form of concrete in buildings and cannot be reclaimed.	
The packaging is not reclaimed as cement bags are reused by the end users and cement bag manufacturers. Besides, our plants dispose off more packaging waste from the society than their own generation. For the current year we generated nearly 44,392 tonnes of packaging material (as PP cement bags) and disposed of nearly 261,380 tonnes of plastics and RDF.	

Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. a. Details of measures for the well-being of employees:

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent Employees											
Male	3947	3947	100.0%	3947	100.0%	0	0.0%	3947	100.0%	0	0.0%
Female	139	139	100.0%	139	100.0%	139	100.0%	0	0.0%	14	10.1%
Total	**4086**	**4086**	**100.0%**	**4086**	**100.0%**	**139**	**3.4%**	**3947**	**96.6%**	**14**	**0.3%**
Other than Permanent Employees											
Male	195	24	12.3%	108	55.4%	0	0.0%	0	0.0%	18	9.2%
Female	20	1	5.0%	7	35.0%	1	5.0%	0	0.0%	0	0.0%
Total	**215**	**25**	**11.6%**	**115**	**53.5%**	**1**	**0.5%**	**0**	**0.0%**	**18**	**8.4%**

b. Details of measures for the well-being of workers:

Category	Total (A)	% of workers covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent workers											
Male	1464	1334	91.1%	1464	100.0%	0	0.0%	210	14.3%	0	0.0%
Female	92	13	14.1%	92	100.0%	92	100.0%	0	0.0%	10	10.9%
Total	**1556**	**1347**	**86.6%**	**1556**	**100.0%**	**92**	**5.9%**	**210**	**13.5%**	**10**	**0.6%**
Other than Permanent workers											
Male	15374	14168	92.2%	11742	76.4%	0	0.0%	629	4.1%	0	0.0%
Female	616	585	95.0%	568	92.2%	543	88.1%	0	0.0%	494	80.2%
Total	**15990**	**14753**	**92.3%**	**12310**	**77.0%**	**543**	**3.4%**	**629**	**3.9%**	**494**	**3.1%**

2. Details of retirement benefits:

Benefits	FY 2022-23			FY 2021-22		
	No. of employees covered as a % of total employees	No. of permanent workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)	No. of employees covered as a % of total employees	No. of permanent workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)
PF	100.00%	99.87%	Yes	100.00%	99.89%	Yes
Gratuity	100.00%	100.00%	Yes	100.00%	100.00%	Yes
ESI	0.42%	9.70%	Yes	1.06%	5.09%	Yes

3. Accessibility of workplaces : Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

   Yes

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

   As a policy, the Company ensures equal opportunities and fair treatment to all persons for employment without any bias towards caste, creed, religion, origin, disability, gender, marital status, age and nationality starting from the recruitment to the closure of full and final settlement.

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	88.67%	82.27%	-	-
Female	100.00%	94.74%	-	-
Total	**89.76%**	**83.75%**	**-**	**-**

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.

Permanent Workers	Yes, Ethics Helpline
Other than Permanent Workers	
Permanent Employees	
Other than Permanent Employees	

7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:

Category	FY 2022-23			FY 2021-22		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union	% (B / A)	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union	% (B / A)
Total Permanent Employees						
- Male	3947	NA	NA	3745	0	0%
- Female	139	NA	NA	131	0	0%
Total Permanent Workers						
- Male	1464	1038	70.9%	1547	1134	73.3%
- Female	92	12	13.0%	84	13	15.5%

8. Details of training given to employees and workers:

Category	FY 2022-23					FY 2021-22				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (A)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (B)	% (B/A)	No. (C)	% (C/A)
Employees										
Male	3947	2338	59%	3006	76%	3745	2043	54.5%	2258	60.3%
Female	139	48	35%	139	100%	131	15	11.4%	17	13.0%
Total	**4086**	**2386**	**58%**	**3145**	**77%**	3876	2058	53.1%	2775	71.6%
Permanent Workers										
Male	1464	997	68%	300	20%	1547	1854	119.8%	466	30.1%
Female	92	57	62%	21	23%	84	4	4.8%	0	0%
Total	**1556**	**1054**	**68%**	**321**	**21%**	1631	1858	113.9%	466	28.5%

9. Details of performance and career development reviews of employees and worker:

Category	FY 2022-23			FY 2021-22		
	Total (A)	No. (B)	% (B/A)	Total (A)	No. (B)	% (B/A)
Employees						
Male (Management)	3947	3483	88.2%	240	226	94.1%
Female (Management)	139	107	77.0%	8	7	87.5%
Total	**4086**	**3590**	**87.9%**	**248**	**233**	**94.0%**
Permanent Workers						
Male	1464	1464	100.0%	1547	1547	100%
Female	92	92	100.0%	84	84	100%
Total	**1556**	**1556**	**100.0%**	**1631**	**1631**	100%

Note: Employee and worker numbers provided are yearly average numbers (not March Exit figures).

10. Health and safety management system:

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?

Yes, our plants have implemented either ISO 45001. At present the system exists in 11 out of our 14 operational control plants. Other plants are in the process of implementing the system.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

It is as per the recommended practice in either ISO 45001 system.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)

Yes, we encourage our employees to report near miss incidents identified through various digital platforms which is analysed from a central repository. The employees who report highest number of instances are also felicitated for their efforts which acts as an incentive for our employees to report near miss incidents sighted.

d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

Yes

11. Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2022-23	FY 2021-22
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees and Permanent workers	0.17	0
	Contract Workers	0.21	0.16
Total recordable work-related injuries	Employees and Permanent workers	1	0
	Contract Workers	7	5
No. of fatalities	Employees and Permanent workers	0	0
	Contract Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Permanent Workers	0	0

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

Dalmia Bharat has included best in class safety practices which includes deploying a line manager responsible for safety, implementation of Du-Pont model across plant. We have also curated an 'Incident management system' for continuous monitoring and real-time reporting of accidents. For further details please refer to the Human Capital section.

13. Number of Complaints on the following made by employees and workers:

	FY 2022-23			FY 2021-22		
	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	201	28		58	19	Related to newly acquired plant
Health & Safety	526	64		91	9	

14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	~ 100
Working Conditions	~93% of the plants are under ISO 45001 Management System where working conditions and safety are constantly assessed by third parties. Only one plant is remaining which is also under the process of certification.

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.

Please refer to Human Capital section in IR to see corrective actions taken and the actions implemented on safety and well-being of the employees.

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of

(A) Employees (Y/N) - Yes

(B) Permanent Workers (Y/N) - Yes

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

In all contractual obligations with value chain partners, statutory dues such as PF, gratuity, etc. are deducted and paid accordingly. Specific contractual obligations are provided for such adherence.

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 are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	FY 2022-23		FY 2021-22	
	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	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
Employees Permanent Workers	Please refer to the Human Capital section and GCCA indicators table at the end of the report. Please refer to point no. 11 of this section.		Please refer to the Human Capital section of Integrated Report 2021-22 and GCCA indicators table at the end of this report.	

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?

   No, refer to the Human Capital section for details of the scheme programmes.

5. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	ESG performance of the major value chain partners assessed in third party platforms.
Working Conditions	ESG performance of the major value chain partners assessed in third party platforms.

6. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners

   Not applicable as audits not conducted for value chain partners for their premises.

Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders

1. Describe the processes for identifying key stakeholder groups of the entity.

   Please refer to Stakeholder Engagement section of IR

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 & Marginalised 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
Please refer to Stakeholder Engagement section of IR				

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.

   Please refer to Stakeholder Engagement section of IR

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, please refer to Stakeholder Engagement section of IR

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalised stakeholder groups.

   Dalmia Bharat always consciously acts as a responsible corporate citizen and engages with the marginalised & vulnerable sections of our society. Our major engagement channels are with communities benefiting from our CSR interventions and dealer network. We engage with them frequently through need assessment and other participatory methods to understand their needs and impact of our interventions.

   In addition, we also engage with our dealer network and other influencers such as masons, construction workers and masons through various attractive loyalty programmes and rewards systems. We have also provided essential Covid-19 relief to our vulnerable stakeholders such as communities, masons, painters, etc. Please refer to CSR Report and Social and Relationship Capital section in the IR for further details.

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 2022-23			FY 2021-22		
	Total (A)	No. of employees / workers covered (B)	% (B / A)	Total (A)	No. of employees / workers covered (B)	% (B / A)
		Employees			Employees	
Permanent	4086	3700	91%	3745	3273	87.4%
Other than permanent	215	55	26%	131	NA	NA
Total Employees	**4301**	**3755**	**87%**	3876	3273	84.44%
		Workers			Workers	
Permanent	1556	101	6%	1631	0	0%
Other than permanent	15990	0	0%	15264	NA	NA
Total Workers	**17546**	**101**	**1%**	16895	0	0%

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2022-23					FY 2021-22				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (A)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (B)	% (B / A)	No. (C)	% (C / A)
			Employees					Employees		
Permanent										
Male	3947	0	0.0%	3947	100.0%	3745	NA	NA	3745	100%
Female	139	0	0.0%	139	100.0%	131	NA	NA	131	100%
Other than Permanent										
Male	195	NA	NA	NA	NA	136	NA	NA	NA	NA
Female	20	NA	NA	NA	NA	9	NA	NA	NA	NA
			Workers					Workers		
Permanent										
Male	1464	5	0.3%	1459	99.7%	1547	NA	NA	1547	100%
Female	92	8	8.7%	84	91.3%	84	NA	NA	84	100%
Other than Permanent										
Male	15374	7851	51.1%	7523	48.9%	14629	7120	48.7%	7399	51.6%
Female	616	282	45.8%	334	54.2%	635	282	44.4%	360	56.7%

3. Details of remuneration/salary/wages, in the following format:

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category (in ₹)	Number	Median remuneration/ salary/ wages of respective category (in ₹)
Board of Directors (BoD)	7	3,410,000	1	2,930,000
Key Managerial Personnel	9	12,061,796	2	4,033,968
Employees other than BoD and KMP	4,650	759,636	166	691,806
Permanent Workers	1,563	396,760	93	220,232

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, all our operations are strictly monitored for human rights impacts as per our internal risk procedures. The human rights issues and impacts are overseen by the management of Dalmia Bharat. HR head is directly responsible for setting up the mechanism and addressing human rights impact related risk elimination.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

   Dalmia Bharat has a third-party ethics helpline which allows stakeholders to report issues on human rights violations. The details are also mentioned in our whistle-blower policy.

   Toll Free No: 1800 572 5242 Email: dalmiaethicscomplaints@ethicshelpline.org

6. Number of Complaints on the following made by employees and workers:

	FY 2022-23		FY 2021-22		Remarks
	Filed during the year	Pending resolution at the end of year	Filed during the year	Pending resolution at the end of year	
Sexual Harassment	Zero	NA	NIL	NIL	Source: POSH return
Discrimination at workplace	2	NIL	NIL	NIL	Source: Ethics report
Child Labour	NIL	NIL	NIL	NIL	Source: Ethics report
Forced Labour/Involuntary Labour	NIL	NIL	NIL	NIL	Source: Ethics report
Wages	2	NIL	NIL	NIL	Source: Ethics report
Other human rights related issues	2	NIL	NIL	NIL	Source: Ethics report

7. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

For Sexual Harasment all the guidelines as prescribed in the POSH and company policy are implemented and followed. A POSH committee takes care of any such complaint received and it follows all the guidelines and rules as prescribed under the act and company policy. It also ensure that any such harassment shll be aired to a complaints panel which will take prompt action to restore the faith of the stakeholder in the organisation. The Anti-Sexual Harassment Guidelines is extended to all in the rolls of the company including- full time s, temporary & part time s, honorary s and those engaged on a casual or project basis even through a contractor. The Guidelines will be applicable to all allegations of Sexual Harassment made by an Employee / third party or against an Employee / third party, irrespective of whether Sexual Harassment is alleged to have taken place within or outside the Company premises.

To deal with any other issue other than Sexual Harassment we have provided a platform to all stakeholders to voice genuine concerns about any breach of the CoC or company's guidelines or values. This platform ensures that all complaints are heard, recorded and registered with the ethics committee for further action with transparency and confidentiality so that it improves confidence in the organisation and also acts as a deterrent against deviations from guidelines, values and the DNA. The whistle blowing is recorded through an independent third party monitored 'Ethics help line'.

Email: dalmiaethicscomplaints@ethicshelpline.org

Toll Free Number: 1800 572 5242

Post: write to us @ PO Box No 71, DLF Phase 1, Qutub Enclave, Gurgaon – 122002

The complaint could be anonymous or in name.

8. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes, Dalmia Bharat has strict guidelines on human rights issues in all external contracts. In addition, internal control mechanisms exist to ensure human rights due diligence. All contracts are monitored constantly for compliance to guidelines.

9. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100% self-audited
Forced/involuntary labour	100% self-audited
Sexual harassment	100% self-audited
Discrimination at workplace	100% self-audited
Wages	100% self-audited
Others – please specify	100% self-audited

10. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.

Dalmia Bharat ensures proper screening of potential suppliers and partners to make sure that there are no individuals below 18 years of age and/or forced/involuntary are engaged. Our contracts with our value chain partners prohibit employment of child labour and force/involuntary labour.

In regards, to sexual harassment and discrimination instances, all complaints are made in anonymity through a third party helpline. Investigations are carried thoroughly once complaint is made and management makes decision based on investigation report.

Dalmia Bharat strives to be a discrimination free company and we do not allow discrimination and harassment based on religion, gender, caste, disability, nationality, sexual orientation, race and age. We also ensure all our employees and permanent workers are paid more than minimum wage requirements. In addition, we also expect all our value chain partners to uphold these principles and include guidelines on human rights in all our contracts.

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

   No complaints so far hence not applicable. Dalmia Barat is also signatory of UNGC principles and ensures human rights related risks and corrective action on complaints are taken into business process.

2. Details of the scope and coverage of any Human rights due-diligence conducted.

   Dalmia Bharat has internal control mechanisms to ensure human rights due diligence. With external contracts, all contracts contain strict guidelines on human rights issues and compliance is monitored constantly.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

   Yes

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	The premises/office locations of the value chain partners, beyond our plant office locations have not been assessed.
Discrimination at workplace	
Child Labour	
Forced Labour/Involuntary Labour	
Wages	
Others – please specify	

5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

   Not Applicable

Principle 6: Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	FY 2022-23	FY 2021-22
Total electricity consumption (A)	4,174 TJ	5,224 TJ
Total fuel consumption (B)	58,111 TJ*	45,204 TJ**
Energy consumption through other sources (C)	-	-
Total energy consumption (A+B+C)	62,285 TJ	50,428 TJ
Energy intensity per rupee of turnover (Total energy consumption/ turnover in rupees) in TJ/Million ₹	0.46	0.44

*CPP Electricity consumption not considered in point (A), CPP Fuel consumption considered in Points B to avoid double counting

**As the CPP electricity is considered in the total electricity consumption in point (A), CPP fuel consumption is not added in Point B to avoid double counting.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, TUV India Private Ltd was engaged by DBL for GRI Indicator assurance (non-financial). The financial assurance was carried out by Walker Chandiok & Co LLP. Please refer to assurance statement on page 392.

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.

   The following plants are registered as designated consumers under PAT scheme of Government of India: DPM, KPD, MGH, BCW, KCW, RGP, BLG, UMG, LCW, JCW

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2022-23	FY 2021-22
Water withdrawal by source (in Million Cum)		
(i) Surface water	2.99	2.2
(ii) Groundwater	0.79	0.77
(iii) Third party water (Municipal Water Supply)	0.06	0.06
(iv) Seawater / desalinated water	-	-
(v) Others (Rainwater Harvesting structures)	0.74	1.04
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	4.59	4.0
Total volume of water consumption (in kilolitres) (zero discharge of water)	2.99	4.0
Water intensity per rupee of turnover (Water consumed KL / turnover)	33.90	35.6

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, TUV India Private Ltd was engaged by DBL for GRI Indicator assurance (non-financial). The financial assurance was carried out by Walker Chandiok & Co LLP. Please refer to assurance statement on page 392.

4. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

   All of Dalmia Bharat's plants are Zero Liquid Discharge facilities. All water effluents are recycled through ETP and STP and used in our processes again.

5. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify unit	FY 2022-23	FY 2021-22
NOx	Tonnes	Please refer to the GCCA indicators table in the report.	Please refer to the GCCA indicators table in the report.
SOx	Tonnes		
Particulate matter (PM)	Tonnes		
Persistent organic pollutants (POP)	Ng. TEQ		
Volatile organic compounds (VOC)	Ng. TEQ		
Hazardous air pollutants (HAP)	-		
Others – please specify			

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, TUV India Private Ltd was engaged by DBL for GRI Indicator assurance (non-financial). The financial assurance was carried out by Walker Chandiok & Co LLP. Please refer to assurance statement on page 392.

6. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format

Parameter	Unit	FY 2022-23	FY 2021-22
Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	Please refer to the GCCA indicators table in the report	Please refer to the GCCA indicators table in the report
Total Scope 2 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent		
Total Scope 1 and Scope 2 emissions per rupee of turnover	Tonne CO2 per Million ₹	101	113.6

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, TUV India Private Ltd was engaged by DBL for GRI Indicator assurance (non-financial). The financial assurance was carried out by Walker Chandiok & Co LLP. Please refer to assurance statement on page 392.

7. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

Yes, in order to reduce Green House Gas emissions, Dalmia Bharat has committed to becoming carbon negative by 2040 in addition to RE100, EP100 and EV100 commitments by 2030. To achieve these targets, we have implemented several measures like alternative fuels, lower clinker factor, blended cement production, energy efficiency efforts, expansion of renewable energy usage and many more. Please refer to Natural Capital section in IR for more details.

8. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2022-23	FY 2021-22
Total Waste generated in the boundary (in metric tonnes)		
Plastic waste (A)	1787	2540
E-waste (B)	28	49.77
Bio-medical waste (C)	0.38	0.25
Construction and demolition waste (D)	NIL	NIL
Battery waste (E)	24	97
Radioactive waste (F)	NIL	NIL
Other Hazardous waste. Please specify, if any. (G)		
1. Grease	24	14
2. Used Oil	127	115
3. ETP Sludge	-	-
4. Waste containing oil	5	6
Other Non-hazardous waste generated (H). Please specify, if any.		
1. Metal scrap	8505	4406.3
2. Refractory	2527	1428.5
3. Iron dust scrap	5900	907
4. Miscellaneous	473	340.5
Total (A+B + C + D + E + F + G + H)	**19,401**	**9904**
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
(i) Recycled (A+B+E+G1+G2+H1+H2+H3+H4) Method of recycling – Sold to authorised recyclers	19339	9898
(ii) Re-used	3	NIL
(iii) Other recovery operations	-	-
Total	**19,342**	**9898**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	59	6.25
(ii) Landfilling	-	-
(iii) Sold to Sold to authorised recyclers	19,339	9898
Total	**19,401**	**9904**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency

Yes, TUV India Private Ltd was engaged by DBL for GRI Indicator assurance (non-financial). The financial assurance was carried out by Walker Chandiok & Co LLP. Please refer to assurance statement on page 392.

9. 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.

   Dalmia Bharat always strives to replace hazardous and toxic chemicals in our products with eco-friendly alternatives. As such, our products do not use any hazardous and toxic chemicals. For details on our waste management strategy, please refer to Natural Capital section of IR.

10. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
Not applicable as there are no operations near above-mentioned zones.			

11. 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
Please refer to the manufactured capital section of the report.					

12. 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 :

Sl. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fine / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
1	Air (Prevention and Control of Pollution) Act 1981	Ambient Air Quality not conforming to NAAQ standard in case of PM 10 and PM 2.5 for the period July & Aug 2021	₹ 17,40,000/- towards environmental compensation by NGT	Control Fugitive emissions at source by water sprinkling, placing of wind curtains, AMC for CAAQMS with continuous monitoring facility.

Leadership Indicators

1. Provide break-up of the total energy consumed (in Joules or multiples) from renewable and non-renewable sources, in the following format:

Parameter	FY 2022-23	FY 2021-22
From renewable sources		
Total electricity consumption (Non-fossil fuel-based GRID+WHRS+Solar+GTAM)	1,743 TJ	Please refer to GRI table on page 359 in Integrated Report 2021-22
Total fuel consumption (from biomass sources in cement plants, captive power plants and biodiesel)	1,690 TJ	
Energy consumption through other sources	0	
Total energy consumed from renewable sources	**3,432 TJ**	
From non-renewable sources		
Total electricity consumption	118 TJ	
Total conventional fuel consumption (kiln fuels, CPP, material drying and on-site vehicle and equipment - excluding AFR and biomass)	47,513 TJ	
Energy consumption through other sources (from Alternative fuel sources in kilns fuels, CPP, material drying and on-site vehicle and equipment)	8,908 TJ	
Total energy consumed from non-renewable sources	**56,539 TJ**	

   Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

   Yes, TUV India Private Ltd was engaged by DBL for GRI Indicator assurance (non-financial). The financial assurance was carried out by Walker Chandiok & Co LLP. Please refer to assurance statement on page 392.

2. Provide the following details related to water discharged:

   All our facilities are zero liquid discharge plants, hence water discharged is zero for FY 2022-23 and FY 2021-22.

   Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

   Yes, TUV India Private Ltd was engaged by DBL for GRI Indicator assurance (non-financial). The financial assurance was carried out by Walker Chandiok & Co LLP. Please refer to assurance statement on page 392.

3. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):

Note: We have identified high water stress areas using WRI Aqueduct tool

For each facility / plant located in areas of water stress, provide the following information:

(i) Name of the area: Belgaum, Karnataka

(ii) Nature of operations: Integrated Cement Plant

(iii) other options are missing, check format and update accordingly

Parameter	FY 2022-23	FY 2021-22
Water withdrawal by source (in, 000 KL)		
(i) Surface water (harvested rainwater)	129.89	112.0
(ii) Groundwater	134.69	124.0
Total volume of water withdrawal (in kilolitres)	264.58	237.0
Total volume of water consumption	264.58	237.0
Water intensity per tonne of cement (Ltr/ton)	128.00	128.0
Water discharge by destination and level of treatment		
Total water discharged (in kilolitres)	**0 (zero discharge plant)**	**0 (zero discharge plant)**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, TUV India Private Ltd was engaged by DBL for GRI Indicator assurance (non-financial). The financial assurance was carried out by Walker Chandiok & Co LLP. Please refer to assurance statement on page 392.

(i) Name of the area: Kadapa, Andhra Pradesh

(ii) Nature of operations: Integrated Cement Plant

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2022-23	FY 2021-22
Water withdrawal by source (,000 KL)		
(i) Surface water (harvested rainwater)	239.91	268.0
(ii) Groundwater	85.59	111.0
Total volume of water withdrawal (in kilolitres)	325.81	379.0
Total volume of water consumption	325.81	379.0
Water intensity per tonne of cement (Ltr/ton)	140.00	171.0
Water discharge by destination and level of treatment		
Total water discharged (in kilolitres)	**0 (zero discharge plant)**	**0 (zero discharge plant)**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, TUV India Private Ltd was engaged by DBL for GRI Indicator assurance (non-financial). The financial assurance was carried out by Walker Chandiok & Co LLP. Please refer to assurance statement on page 392.

4. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2022-23	FY 2021-22
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Million Metric tonnes of CO_2 equivalent	1.32	1.06
Total Scope 3 emissions per rupee of turnover	**Tonne CO_2 per million ₹**	**9.8**	**9.2**

5. With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not Applicable

6. 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:

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
Please refer to Natural Capital section, intellectual section and manufactured capital section of the IR			

7. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

   Yes, all our Manufacturing units are having Onsite-emergency plan with disaster management plan. The plan is targeted to- contain the incident, minimise causalities and prevent further injuries, migratory measures, quick and streamlined relief and rescue operation without unnecessary delay, speed up restoration of normalcy and ensure each member of the emergency operation including response team and employees are aware of their role in emergency. With respect to Business continuity, we have adequate mines reserve to continue the business. All our manufacturing units as having Factory licence to operate business and being renewed.

   Please refer to the risk assessment section of the report for further details.

8. 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.

   Refer Natural Capital section of the IR and GCCA indicators table on emissions.

9. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

   The physical assessment of the value chain partners premises/offices did not take place. At the same time, major suppliers were assessed for their ESG scores in the third-party platforms such as DJSI, Sustainalytics, etc.

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.

   Dalmia Bharat is a part of following 10 key associations.

   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	Federation of Indian Chambers of Commerce & Industry (FICCI)	National
2	Confederation of Indian Industries (CII)	National
3	The Associated Chambers of Commerce of India (ASSOCHAM)	National
4	PHD Chamber of Commerce & Industry	National
5	Cement Manufacturers Association (CMA)	National
6	Indian Chamber of Commerce (ICC)	National
7	Global Cement and Concrete Association	International
8	World Cement Association	International
9	Global Cement and Concrete Association, India	National
10	World Economic Forum	International

2. Provide details of corrective action taken or underway on any issues related to anticompetitive conduct by the entity, based on adverse orders from regulatory authorities.

Name of authority	Brief of the case	Corrective action taken
NIL	NIL	NIL

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
1	Renewable energy adoption, carbon emissions reduction in cement industry	raising voices	Yes, national seminars	Quarterly	NA
2	Fly Ash regulations and market dynamics	seminars, conferences, thru trade associations - GCCA, CII, FICCI	conferences participated	Quarterly	NA
3.	Carbon Markets	Seminars, conferences and focused policy asks	Various platforms of CII, GCCA, FICCI, FMC,	Quarterly	NA
4	Green Procurement policies	National and international platforms, meeting with governmental departments, LEAD IT, FMC, World Economic Forum	Yes, the information may be available in the public domain	Quarterly	NA
5	Climate finance and low/ zero carbon economy transition	National and international platforms, meeting with governmental departments, LEAD IT, FMC, World Economic Forum	Yes, the information may be available in the public domain	Quarterly	NA

Principle 8: Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name 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
We have conducted EIAs for the greenfield and brownfield expansion of the capacity. SIA is part of the EIA process. Please refer to the manufactured capital section for details on EIAs conducted and follow the web-links of each EIA for further information.					

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 ₹)
We have conducted EIAs for the greenfield and brownfield expansion of the capacity. SIA is part of the EIA process. Please refer to the manufactured capital section for details on EIAs conducted and follow the web-links of each EIA for further information.						

3. Describe the mechanisms to receive and redress grievances of the community.

Dalmia Bharat has various mechanisms to receive and redress grievance of the community. In plants we have complaint register the communities also follow formal channel and informal channels through CSR teams, external stakeholder groups and many more.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2022-23	FY 2021-22
Directly sourced from MSMEs/ small producers	-	-
Sourced directly from within the district and neighbouring districts	DBL has Pan India operations with internal transfer within plants. We ensure to source all raw material is locally wherever feasible.	DBL has Pan India operations with internal transfer within plants. We ensure to source all raw material is locally wherever feasible.

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
We have conducted EIAs for the greenfield and brownfield expansion of the capacity. SIA is part of the EIA process. Please refer to the manufactured capital section for details on EIAs conducted and follow the web-links of each EIA for further information.	

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

S. No.	State	Aspirational District	Amount spent (In ₹)
1	Andhra Pradesh	Kadapa	₹ 87.72 Lakhs

3. a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised /vulnerable groups? (Yes/No)

   (b) From which marginalised /vulnerable groups do you procure?

   (c) What percentage of total procurement (by value) does it constitute?

   No

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 marginalised groups
1	SHG Members	8335	The beneficiaries of CSR projects are from all sections of the society in our area of influence
2	DIKSHa	3532	
3	Farmer Producers Organisation	1580	
4	IBM Skillsbuild	89	
5	Gram Parivartan Project	16905	
6	IGP Trainings (IITs/LEDP/MEDP/ SRI/ Silai School/ Bamboo Plantation/100SHGs initiative)	6129	
7	Village Pond deepening	7632	
8	Check Dam	197	
9	Farm Pond	96	
10	Roof Rainwater Harvesting and Recharge well	0	
11	Adoption of Better Cultivation Practises	2715	
12	Drip Irrigation acres	105	
13	RO & Other Drinking water initiatives	22500	
14	Climate Action - Energy	25481	
15	Infrastructure - Community / School / Rural Haat	128294	
16	Sanitation	1635	
17	Digital Literacy (WoW)	3291	
18	Health Care	79154	
19	Mask - Frontline workers	22000	

Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

    - Raised by customer to company official like Sales Officer or Tech Service Engineer.
    - Raised to the channel partner with whom the customer is dealing
    - Directly from customer to co. helpline number
    - By sending email or on company website.

    The complaint is gathered from customer in specific format which captures all details of complaint including Date of receipt, Product type, Brand, Manufacturing date, Week no., Quantity supplied, Quantity used, Date of supply, Invoice no., Dealer details, Location, District name, Nature of complaint, application area, detailed explanation of complaint, assistance provided in the past like strength test or mix design, whether sample collected, Third party or plant testing requirement.

    The co. has proper response mechanism for consumer complaints which begins from formal receipt of the complaint, attending the complaint within a stipulated time frame (around 48 hours), identifying root cause of the problem, sample testing done at plant or third-party facility if required, findings shared with customer and complaint brought to closure. There is also an escalation matrix in place for handling complaints.

    Corrective and preventive action measures taken by company: informing customer to follow better construction practices, proper usage of the product, better mix design, conducting performance trials, etc. If issues found at the product level, plant is involved at every step so that similar issues do not occur in future.

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	All necessary information as per regulatory requirements are disclosed on all our products. Information on cement bags are governed as per BIS.
Safe and responsible usage	
Recycling and/or safe disposal	

3. Number of consumer complaints in respect of the following:

	FY 2022-23			FY 2021-22		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	Refer to the corporate governance report section of the IR			Refer to the corporate governance report section of the IR 2021-22		
Advertising						
Cyber-security						
Delivery of essential services						
Restrictive Trade Practices						
Unfair Trade Practices						
Other (Product related)	1706	8		1705	60*	

*Out of 60 open complaints 53 complaints are closed in April'22. Only 2 complaints more than 60 days.

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	None	Not Applicable
Forced recalls	None	Not Applicable

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

    We are working on robust data security architecture and reporting mechanism. Please refer to corporate governance section of IR for more details.

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.

    Since there are no complaints, there was no need for any corrective action. However, we always strive to ensure the best quality products are delivered to our customers and ensure all feedback from our stakeholders in considered in our business processes.

Leadership Indicators

1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).

   Dalmia Cement Website - https://www.dalmiacement.com/

   Dalmia Delight – Dealer Loyalty Program - https://www.dalmiadelight.com/

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

   - On-site services for raw material testing and product application, through Technical Mobile Van.
   - Site supervision services to educate customers on right construction methodologies and practices.
   - Advise on good construction practices through meets, leaflets, brochures, etc.
   - Training to mason and contractors on good construction practices.
   - Sharing of Third-party test reports (if required) with customers and influencers.
   - Knowledge Centre in Website - https://www.dalmiacement.com/knowledge-centre/
   - Product usage tips released through social media
   - Trainings by technical service department

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

   We do not fall under Essential Services Maintenance.

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.

   We follow BIS regulations for the product packaging and information to be contained in the product packaging.

   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, we carry out the customer satisfaction survey. It was conducted in FY 22.

5. Provide the following information relating to data breaches:

   a. Number of instances of data breaches along-with impact

      We are working on robust data security architecture and reporting mechanism. Please refer to corporate governance section of IR for more details.

   b. Percentage of data breaches involving personally identifiable information of customers

      None, reported. We are working on robust data security architecture and reporting mechanism. Please refer to corporate governance section of IR for more details.

Independent Auditor's Report

To the Members of Dalmia Bharat Limited

REPORT ON THE AUDIT OF THE STANDALONE FINANCIAL STATEMENTS

OPINION

1. We have audited the accompanying standalone financial statements of Dalmia Bharat Limited ('the Company'), which comprise the Balance Sheet as at 31 March 2023, 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 then ended, and notes to the standalone financial statements, including a summary of the significant accounting policies and other explanatory information.

2. 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') specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015 and other accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2023, and its profit (including other comprehensive income), its cash flows and the changes in equity for the year ended on that date.

BASIS FOR OPINION

3. We conducted our audit in accordance with the Standards on Auditing 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 financial statements under the provisions of the Act and the rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTER

4. 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 financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

5. We have determined that there are no key audit matters to communicate in our report.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

6. The Company's Board of Directors are responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the standalone 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 in the 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 MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE STANDALONE FINANCIAL STATEMENTS

7. The accompanying standalone financial statements have been approved by the Company's Board of Directors. The Company's Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation and presentation 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 Ind AS specified under section 133 of the Act and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

8. In preparing the financial statements, the 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 the Board of Directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

9. Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE STANDALONE FINANCIAL STATEMENTS

10. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

11. As part of an audit in accordance with Standards on Auditing, specified under section 143(10) of the Act we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

    - Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
    - Obtain an understanding of internal 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 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 Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern; and
    - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

12. 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.

13. 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.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

14. As required by section 197(16) of the Act based on our audit, we report that the Company has paid remuneration to its directors during the year in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act.

15. 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 I a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

16. Further to our comments in Annexure I, as required by section 143(3) of the Act based on our audit, we report, to the extent applicable, 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 purpose of our audit of the accompanying standalone financial statements;

    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 standalone financial statements dealt with by this report are in agreement with the books of account;

d) in our opinion, the aforesaid standalone financial statements comply with Ind AS specified under section 133 of the Act;

e) On the basis of the written representations received from the directors and taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2023 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 financial statements of the Company as on 31 March 2023 and the operating effectiveness of such controls, refer to our separate Report in Annexure II wherein we have expressed an unmodified opinion; and

g) 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, as detailed in note 27(a) to the standalone financial statements, has disclosed the impact of pending litigations on its financial position as at 31 March 2023;

ii. the Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses as at 31 March 2023;

iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company during the year ended 31 March 2023;

iv. a. The management has represented that, to the best of its knowledge and belief, as disclosed in note 38(v) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Company to or in any person(s) or entity(ies), including foreign entities ('the 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 ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries;

b. The management has represented that, to the best of its knowledge and belief, as disclosed in note 38(vi) to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ('the 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; and

c. Based on such audit procedures performed as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the management representations under sub-clauses (a) and (b) above contain any material misstatement.

v. a. The interim dividend declared and paid by the Company during the year ended 31 March 2023 and until the date of this audit report is in compliance with section 123 of the Act.

b. The final dividend paid by the Company during the year ended 31 March 2023 in respect of such dividend declared for the previous year is in accordance with section 123 of the Act to the extent it applies to payment of dividend.

c. As stated in note 9 to the accompanying standalone financial statements, the Board of Directors of the Company have proposed final dividend for the year ended 31 March 2023 which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend.

vi. Proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 requires all companies which use accounting software for maintaining their books of account, to use such an accounting software which has a feature of audit trail, with effect from the financial year beginning on 1 April 2023 and accordingly, reporting under Rule 11(g) of Companies (Audit and Auditors) Rules, 2014 (as amended) is not applicable for the current financial year.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514
UDIN: 23099514BGSCMR5586

Place: New Delhi
Date: 25 April 2023

Annexure I

referred to in Paragraph 15 of the Independent Auditor's Report of even date to the members of Dalmia Bharat Limited on the standalone financial statements for the year ended 31 March 2023

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit, and to the best of our knowledge and belief, we report that:

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment and right of use assets.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) The Company has a regular programme of physical verification of its property, plant and equipment and right of use assets under which the assets are physically verified in a phased manner over a period of 3 years, which in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. In accordance with this programme, certain property, plant and equipment and right of use assets were verified during the year and no material discrepancies were noticed on such verification.

(c) The title deeds of all the immovable properties held by the Company (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) disclosed in note 2 to the standalone financial statements are held in the name of the Company, except for the following properties:

Description of property	Gross carrying value (in Rs. crore)#	Held in name of	Whether promoter, director or their relative or employee	Period held (years)	Reason for not being held in name of company
Land, Ballabhgarh	7	Dalmia Cement (Bharat) Limited*	Not applicable	43 years	Refer note 1 and 3 below.
Building, Hansalaya 12th Floor – Delhi	25	Orissa Cement Limited	Not applicable	48 years	Refer note 1 and 2 below.
Building, Hansalaya 11th Floor – Delhi	22	Dalmia Cement (Bharat) Limited*	Not applicable	52 years	Refer note 1 and 2 below.
Building, Vaishali - Ghaziabad	4	Dalmia Cement (Bharat) Limited*	Not applicable	15 years	Refer note 1 below.
Building, Delhi	2	Dalmia Cement (Bharat) Limited*	Not applicable	37 years	Refer note 1 below.
Building, Mussoorie	2	Dalmia Cement (Bharat) Limited*	Not applicable	52 years	Refer note 1 below.
Building, Ballabhgarh	1	Dalmia Cement (Bharat) Limited*	Not applicable	43 years	Refer note 1 below.
Building, Jamnagar	0	Dalmia Cement (Bharat) Limited*	Not applicable	38 years	Refer note 1 below.
Building, Secunderabad	0	Dalmia Cement (Bharat) Limited*	Not applicable	32 years	Refer note 1 below.

*now known as Dalmia Bharat Sugar and Industries Limited.

Amount mentioned as '0' is below rounding off threshold adopted by the Company.

Note-1: The Company is the legal owner of the aforesaid land and buildings, which has devolved upon the Company pursuant to implementation of Scheme(s) of Arrangement and Amalgamation in the earlier years.

Note-2: The matter pertaining to building in which the property is situated is sub-judice before the Hon'ble Supreme Court. As per the settlement arrived between the Company and vendor, subject to the outcome of the matter before the Supreme Court, the conveyance deed shall be executed in favour of Company within one year of disposal of the matter by the Supreme Court.

Note-3: Land acquisition proceedings qua the land is pending for disposal before the Hon'ble Supreme Court.

(d) The Company has not revalued its Property, Plant and Equipment including Right of Use assets or intangible assets during the year.

(e) No proceedings have been initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 (as amended) and rules made thereunder.

(ii) (a) The Company does not hold any inventory. Accordingly, reporting under clause 3(ii)(a) of the Order is not applicable to the Company.

(b) The Company has been sanctioned a working capital limit in excess of ₹ 5 crore, by banks on the basis of security of current assets. Pursuant to the terms of the sanction letters, the Company is not required to file any quarterly return or statement with such banks or financial institutions.

(iii) (a) The Company has provided loans and guarantee to Subsidiaries/Others during the year as per details given below:

Particulars	Guarantees (in Rs. Crore)	Loans (in Rs. Crore)
Aggregate amount granted during the year:		
- Dalmia Cement (Bharat) Limited (subsidiary)	-	12
- Dalmia Bharat Green Vision Limited (Step down-subsidiary)	-	259
- Others	1	1
Balance outstanding as at balance sheet date in respect of above cases:		
- Dalmia Cement (Bharat) Limited (subsidiary)	-	12
- Dalmia Bharat Green Vision Limited (Step down-subsidiary)	-	259
- Others	1	1

(b) In our opinion, and according to the information and explanations given to us, the terms and conditions of the grant of all loans and guarantees provided are, prima facie, not prejudicial to the interest of the Company. Further, the Company has not made any investment or not given any security or provided any advance in the nature of loan during the year.

(c) In respect of loans and advances in the nature of loans granted by the Company, the schedule of repayment of principal and payment of interest has been stipulated and the repayments/receipts of principal and interest are regular, except for the following instances:

Name of the Entity	Amount due (in Rs. Crore)	Due date	Extent of delay	Remarks
Rewas Ports Limited	30	12 December 2019	3-4 years	Refer note below #

(d) The total amount which is overdue for more than 90 days as at 31 March 2023 in respect of loans or advances in the nature of loans granted to such companies or other parties is as follows:

Particulars	Amount (in Rs. Crore)	No. of Cases	Remarks
Principal	30	1	Refer note below #
Interest	12		Considering the fact that the principal amount is overdue, the Company hasn't accrued such interest w.e.f. 1 April 2019.
Total	**42**	**1**	

Reasonable steps have been taken by the Company for recovery of such principal amount and interest.

(e) The Company has not granted any loan or advance in the nature of loan which has fallen due during the year. Further, no fresh loans were granted to any party to settle the overdue loans/advances in nature of loan that existed as at the beginning of the year.

(f) The Company has granted loan which are repayable on demand, as per details below:

Particulars	All Parties	Promoters	Related Parties
Aggregate of loans (in Rs. Crore):			
- Repayable on demand #	30	-	-
Total	**30**	**-**	**-**
Percentage of loans above to the total loans (gross of impaired loans)	8%	-	-

The management, basis the assessment of recoverability of loan, had impaired loan given to Rewas Ports Limited amounting to ₹ 30 crore during the year ended 31 March 2022.

iv. In our opinion, and according to the information and explanations given to us, the Company has complied with the provisions of section 186 of the Act in respect of loans, investments made and guarantees provided by it. Further, the Company has not entered into any transaction covered under section 185 and section 186 of the Act in respect of security provided by it.

(v) In our opinion, and according to the information and explanations given to us, the Company has not accepted any deposits or there are no amounts which have been deemed to be deposits within the meaning of sections 73 to 76 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended). Accordingly, reporting under clause 3(v) of the Order is not applicable to the Company.

(vi) The Central Government has not specified maintenance of cost records under sub-section (1) of section 148 of the Act, in respect of Company's services / business activities. Accordingly, reporting under clause 3(vi) of the Order is not applicable.

(vii) (a) In our opinion, and according to the information and explanations given to us, the Company is regular in depositing undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of customs, duty of excise, value added tax, cess and other material statutory dues, as applicable, with the appropriate authorities. Further, no undisputed amounts payable in respect thereof were outstanding at the year-end for a period of more than six months from the date they became payable.

Annexure I

(b) According to the information and explanations given to us, there are no statutory dues referred to in subclause (a) which have not been deposited with the appropriate authorities on account of any dispute except for the following:

Nature of the statute	Nature of dues	Gross Amount (in ₹ Crore)	Amount paid under Protest (in ₹ Crore)	Period to which the amount relates	Forum where dispute is pending
Income tax Act, 1961	Penalty u/s 270A	0.14	-	Assessment Year 2020-21	CIT (Appeals)

(viii) According to the information and explanations given to us, no transactions were surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961) which have not been previously recorded in the books of accounts.

(ix) According to the information and explanations given to us, the Company does not have any loans or other borrowings from any lender. Accordingly, reporting under clause 3(ix) of the Order is not applicable to the Company.

(x) (a) The Company has not raised any money by way of initial public offer or further public offer (including debt instruments), during the year. Accordingly, reporting under clause 3(x)(a) of the Order is not applicable to the Company.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or (fully, partially or optionally) convertible debentures during the year. Accordingly, reporting under clause 3(x)(b) of the Order is not applicable to the Company.

(xi) (a) To the best of our knowledge and according to the information and explanations given to us, no fraud by the Company or no material fraud on the Company has been noticed or reported during the period covered by our audit.

(b) According to the information and explanations given to us including the representation made to us by the management of the Company, no report under sub-section 12 of section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014, with the Central Government for the period covered by our audit.

(c) The whistle blower complaints received by the Company during the year, as shared with us by the management have been considered by us while determining the nature, timing and extent of audit procedures.

(xii) The Company is not a Nidhi Company and the Nidhi Rules, 2014 are not applicable to it. Accordingly, reporting under clause 3(xii) of the Order is not applicable to the Company.

(xiii) In our opinion and according to the information and explanations given to us, all transactions entered into by the Company with the related parties are in compliance with sections 177 and 188 of the Act, where applicable. Further, the details of such related party transactions have been disclosed in the standalone financial statements, as required under Indian Accounting Standard (Ind AS) 24, Related Party Disclosures specified in Companies (Indian Accounting Standards) Rules 2015 as prescribed under section 133 of the Act.

(xiv) (a) In our opinion and according to the information and explanations given to us, the Company has an internal audit system as per the provisions of section 138 of the Act which is commensurate with the size and nature of its business.

(b) We have considered the reports issued by the Internal Auditors of the Company till date for the period under audit.

(xv) According to the information and explanation given to us, the Company has not entered into any non-cash transactions with its directors or persons connected with its directors and accordingly, reporting under clause 3(xv) of the Order with respect to compliance with the provisions of section 192 of the Act are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, reporting under clauses 3(xvi)(a),(b) and (c) of the Order are not applicable to the Company.

(d) Based on the information and explanations given to us and as represented by the management of the Company, the Group (as defined in Core Investment Companies (Reserve Bank) Directions, 2016) has 4 CICs as part of the Group.

(xvii) The Company has not incurred any cash losses in the current financial year as well as the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, reporting under clause 3(xviii) of the Order is not applicable to the Company.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements, our knowledge of the plans of the Board of Directors and management 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 indicating 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) According to the information and explanations given to us, the Company does not have any unspent amounts towards Corporate Social Responsibility in respect of any ongoing or other than ongoing project as at the end of the financial year. Accordingly, reporting under clause 3(xx) of the Order is not applicable to the Company.

(xxi) The reporting under clause 3(xxi) of the Order is not applicable in respect of audit of standalone financial statements of the Company. Accordingly, no comment has been included in respect of said clause under this report.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514
UDIN: 23099514BGSCMR5586

Place: New Delhi
Date: 25 April 2023

Annexure II

to the Independent Auditor's Report of even date to the members of Dalmia Bharat Limited on the standalone financial statements for the year ended 31 March 2023

INDEPENDENT AUDITOR'S REPORT ON THE INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THE STANDALONE FINANCIAL STATEMENTS UNDER CLAUSE (I) OF SUB-SECTION 3 OF SECTION 143 OF THE COMPANIES ACT, 2013 ('THE ACT')

1. In conjunction with our audit of the standalone financial statements of Dalmia Bharat Limited ('the Company') as at and for the year ended 31 March 2023, we have audited the internal financial controls with reference to financial statements of the Company as at that date.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR INTERNAL FINANCIAL CONTROLS

2. The Company's Board of Directors is responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to 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 Institute of Chartered Accountants of India ('ICAI') (the "Guidance Note"). 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 the Company's business, including adherence to the 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 FOR THE AUDIT OF THE INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

3. Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the ICAI prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note. 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 financial statements were established and maintained and if such controls operated effectively in all material respects.

4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements includes obtaining an understanding of such internal financial controls, assessing the

risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

5. 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 financial statements.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

6. A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include 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 financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

7. Because of the inherent limitations of internal financial controls with reference to 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 financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

OPINION

8. In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such controls were operating effectively as at 31 March 2023, based on the internal financial controls with reference to financial statements established by the Company considering the essential components of internal control stated in the Guidance Note.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514
UDIN: 23099514BGSCMR5586

Place: New Delhi
Date: 25 April 2023

Standalone Balance Sheet

as at March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Notes	As at March 31, 2023	As at March 31, 2022
ASSETS			
Non-current assets			
Property, plant and equipment	2	64	67
Other intangible assets	3	0	0
Right-of-use assets	25	4	5
Financial assets			
(i) Investments	4(i)	7,294	7,492
(ii) Loans	4(ii)	340	314
(iii) Other financial assets	4(iii)	1	1
Non-current tax assets (net)		78	76
Other non-current assets	5	0	0
Total non-current assets		**7,781**	**7,955**
Current assets			
Financial assets			
(i) Investments	6(i)	52	29
(ii) Trade receivables	6(ii)	13	9
(iii) Cash and cash equivalents	6(iii)	80	1
(iv) Bank balances other than (iii) above	6(iv)	5	5
(v) Loans	6(v)	0	98
(vi) Other financial assets	6(vi)	10	14
Other current assets	7	6	3
Total current assets		**166**	**159**
Total assets		**7,947**	**8,114**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	8	37	37
Other equity	9	7,811	7,956
Total equity		**7,848**	**7,993**
Liabilities			
Non-current liabilities			
Financial liabilities			
Lease liabilities	25	2	3
Provisions	10	35	33
Deferred tax liabilities (net)	11	31	56
Total non-current liabilities		**68**	**92**
Current liabilities			
Financial liabilities			
(i) Lease liabilities	25	1	2
(ii) Trade payables	12(i)		
- total outstanding dues of micro enterprises and small enterprises		0	-
- total outstanding dues of creditors other than micro enterprises and small enterprises		3	3
(iii) Other financial liabilities	12(ii)	10	8
Other current liabilities	13	9	10
Provisions	14	8	6
Total current liabilities		**31**	**29**
Total liabilities		**99**	**121**
Total equity and liabilities		**7,947**	**8,114**
Significant accounting policies	1B		

The accompanying notes are an integral part of these standalone financial statements.
As per our report of even date

For Walker Chandiok & Co LLP
Chartered Accountants
Firm Registration No.: 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514

For and on behalf of the Board of Directors of Dalmia Bharat Limited

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No.: F- 5297

Place: New Delhi
Date: April 25, 2023

Standalone Statement of Profit and Loss

for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Notes	Year ended March 31, 2023	Year ended March 31, 2022
Income			
Revenue from operations	15	132	135
Other income	16	200	214
Total income		**332**	**349**
Expenses			
Cost of raw materials consumed		-	-
Purchases of stock -in-trade		-	-
Changes in inventories of finished goods, stock-in-trade and work-in-progress		-	-
Employee benefits expense	17	84	90
Finance costs	18	3	4
Depreciation and amortisation expense	2(ii)	6	6
Other expenses	19	34	24
Total expenses		**127**	**124**
Profit before exceptional item and tax		**205**	**225**
Exceptional item (loss)	20	-	(30)
Profit before tax		**205**	**195**
Tax expense	11		
Current tax		11	6
Deferred tax (credit)		(1)	(5)
Tax adjustments for earlier years		(0)	11
Total tax expense		**10**	**12**
Profit for the year (I)		**195**	**183**
Other comprehensive income			
(i) Items that will not be reclassified to profit or loss:			
(a) Re-measurement gain/ (loss) on defined benefit plans		1	(2)
(b) Change in fair value of financial instrument through other comprehensive income		(210)	434
(ii) Income tax credit/ (charge) relating to above items		24	(49)
Other comprehensive income/ (loss) for the year, net of tax (II)		**(185)**	**383**
Total comprehensive income for the year (I+II)		**10**	**566**
Earnings per Share [Face value of ₹ 2 each]	21		
Basic (In ₹)		10.41	9.75
Diluted (In ₹)		10.40	9.74
Significant accounting policies	1B		

The accompanying notes are an integral part of these standalone financial statements.
As per our report of even date

For Walker Chandiok & Co LLP
Chartered Accountants
Firm Registration No.: 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514

For and on behalf of the Board of Directors of Dalmia Bharat Limited

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No.: F- 5297

Place: New Delhi
Date: April 25, 2023

Standalone Statement of Changes in Equity

for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

a. EQUITY SHARE CAPITAL

Particulars	No. of shares	Amount
Equity shares of ₹ 2 each issued, subscribed and fully paid		
As at April 1, 2021	18,71,17,513	37
Change in equity share capital		
Shares issued on exercise of employee stock options plan (note 24)	2,51,160	0
As at March 31, 2022	**18,73,68,673**	**37**
Change in equity share capital		
Shares issued on exercise of employee stock options plan (note 24)	1,11,688	0
As at March 31, 2023	**18,74,80,361**	**37**

b. OTHER EQUITY

Particulars	Reserves and surplus						Other comprehensive income	Total other equity
	Securities premium	Capital reserve	General reserve	Retained earnings	Capital redemption reserve	Share based payment reserve	Equity instruments through OCI	
As at April 1, 2021	6,868	88	3	263	1	6	234	7,463
Profit for the year	-	-	-	183	-	-	-	183
Other comprehensive income (net of tax)								
Re-measurement (loss) on defined benefit plans	-	-	-	(2)	-	-	-	(2)
Change in fair value of financial instruments through OCI	-	-	-	-	-	-	385	385
Total comprehensive income for the year	**-**	**-**	**-**	**181**	**-**	**-**	**385**	**566**
Premium on issue of employee stock options plan	5	-	-	-	-	-	-	5
Exercise of employee stock options plan	6	-	-	-	-	(6)	-	-
Employee stock option expense *	-	-	-	-	-	21	-	21
Dividends paid (refer note 9)	-	-	-	(100)	-	-	-	(100)
As at March 31, 2022	**6,879**	**88**	**3**	**344**	**1**	**21**	**620**	**7,956**

Standalone Statement of Changes in Equity

for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Reserves and surplus						Other comprehensive income	Total other equity
	Securities premium	Capital reserve	General reserve	Retained earnings	Capital redemption reserve	Share based payment reserve	Equity instruments through OCI	
As at April 1, 2022	6,879	88	3	344	1	21	620	7,956
Profit for the year	-	-	-	195	-	-	-	195
Other comprehensive income/ (loss) (net of tax)								
Re-measurement gain on defined benefit plans	-	-	-	1	-	-	-	1
Change in fair value of financial instruments through OCI	-	-	-	-	-	-	(186)	(186)
Total comprehensive income for the year	**-**	**-**	**-**	**196**	**-**	**-**	**(186)**	**10**
Exercise of employee stock options plan	23	-	-	-	-	(23)	-	-
Employee stock option expense *	-	-	-	-	-	14	-	14
Dividends paid (refer note 9)	-	-	-	(169)	-	-	-	(169)
As at March 31, 2023	**6,902**	**88**	**3**	**371**	**1**	**12**	**434**	**7,811**

* includes ₹ 13 (March 31, 2022: ₹ 20) granted to employees of a subsidiary company.

For description of the purposes of each reserve within equity, refer note 9 of these standalone financial statements.

The accompanying notes are an integral part of these standalone financial statements.

As per our report of even date

For Walker Chandiok & Co LLP
Chartered Accountants
Firm Registration No.: 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514

For and on behalf of the Board of Directors of Dalmia Bharat Limited

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No.: F- 5297

Place: New Delhi
Date: April 25, 2023

Standalone Statement of Cash Flows

for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
A. Cash flow from operating activities		
Profit before tax	205	195
Adjustments to reconcile profit before tax to net cash flows:		
Depreciation and amortisation expense	6	6
Exceptional item (loss) (refer note 20)	-	30
(Reversal) of impairment allowance	(0)	(3)
Expenses on employee stock option scheme	1	1
Advances written off	0	-
Dividend income	(168)	(193)
Finance costs	3	4
Interest income	(29)	(10)
(Gain) on change of fair value of investments measured at FVTPL	(2)	(1)
(Profit) on sale of investments (net)	(1)	(9)
(Profit)/ loss on disposal of property, plant and equipment (net)	0	(0)
(Gain) on termination of leases	(0)	(1)
Operating profit before working capital changes	**15**	**19**
Working capital adjustments:		
(Increase)/ decrease in trade receivables	(4)	4
Decrease in financial and other assets	7	6
(Decrease)/ increase in trade and other payables	2	(2)
(Decrease)/ increase in provisions	4	(5)
Cash generated from operations	**24**	**22**
Income tax (paid) (net)	(13)	(33)
Net cash flow from/ (used in) operating activities	**11**	**(11)**
B. Cash flow from investing activities		
Purchase of property, plant and equipment and intangibles	(2)	(3)
Proceeds from sale of property, plant and equipment	0	0
Proceeds from sale of non-current investments	2	0
(Purchase of)/ proceeds from sale of current investments (net)	(20)	35
Loan given to subsidiaries	(271)	(505)
Loan repaid by subsidiaries	343	551
Fixed deposits (placed)/ matured (having original maturity of more than three months) (net)	(0)	0
Interest received	22	39
Dividend received	168	188
Net cash flow from investing activities	**242**	**305**

Standalone Statement of Cash Flows

for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
C. Cash flow from financing activities		
Proceeds from issue of shares on exercise of employee stock options plan	0	5
(Repayments) of short-term borrowings	-	(198)
Interest paid	(3)	(4)
Payment of principal portion of lease liabilities	(2)	(2)
Dividends paid	(169)	(100)
Net cash flow (used in) financing activities	**(174)**	**(299)**
Net increase/ (decrease) in cash and cash equivalents (A+B+C)	**79**	**(5)**
Cash and cash equivalents at the beginning of the year	1	6
Cash and cash equivalents at the end of the year (refer note 6(iii))	**80**	**1**

Notes:

(a) The above Cash Flow Statement has been prepared under the 'Indirect Method' as set out in the Indian Accounting Standard (Ind AS 7) 'Statement of Cash Flows'.

(b) Changes in liabilities arising from financing activities:

Particulars	As at April 1, 2022	Cash flows	As at March 31, 2023
Current borrowings	-	-	-
For lease liabilities, refer note 25			

Particulars	As at April 1, 2021	Cash flows	As at March 31, 2022
Current borrowings	198	(198)	-
For lease liabilities, refer note 25			

The accompanying notes are an integral part of these standalone financial statements.
As per our report of even date

For Walker Chandiok & Co LLP
Chartered Accountants
Firm Registration No.: 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514

For and on behalf of the Board of Directors of Dalmia Bharat Limited

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No.: F- 5297

Place: New Delhi
Date: April 25, 2023

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

NOTE 1

A. Corporate Information

Dalmia Bharat Limited ('the Company') is a public company domiciled in India and was incorporated on July 12, 2013 in the name of Odisha Cement Limited under the Companies Act, 1956 and as per the Scheme of Arrangement and Amalgamation approved by the NCLT, Chennai, the name of the Company was changed from Odisha Cement Limited to Dalmia Bharat Limited vide fresh certificate of incorporation dated April 15, 2019. Its equity shares are listed on National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) in India. The registered office of the Company is located at Dalmiapuram Distt Tiruchirappalli Tamil Nadu- 621651.

The Company is primarily engaged in providing management services to its group companies.

The standalone financial statements for the year ended March 31, 2023 were authorised for issue in accordance with a resolution of the Board of Directors on April 25, 2023.

B. Significant accounting policies

(i) Basis of preparation

The standalone financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013, (Ind AS compliant Schedule III) and the guidelines issued by the Securities and Exchange Board of India (SEBI), as applicable.

The standalone financial statements have been prepared on an accrual basis and under the historical cost convention, except for the following assets and liabilities which have been measured at fair value:

- Certain financial assets measured at fair value [refer accounting policy regarding financial instruments];
- Defined benefit plans – plan assets measured at fair value [refer accounting policy 1B(ii)(n)]; and
- Share-based payments [refer accounting policy 1B(ii)(o)]

The standalone financial statements are presented in Indian Rupee (₹) and all the values are rounded off to the nearest Crore, except number of shares, face value of share, earning per share or wherever otherwise indicated. Wherever the amount represented ₹ '0' (zero) construes value less than Rupees fifty lakhs. Adding the individual figures may therefore not always result in the exact total given.

(ii) Summary of significant accounting policies

a) Business combinations

In accordance with Ind AS 101 provisions related to first time adoption, the Company had elected to apply Ind AS accounting for business combinations prospectively from the date of transition to Ind AS i.e. April 1, 2015. As such, Indian GAAP balances relating to business combinations entered into before that date have been carried forward with minimal adjustment. Business combination post April 1, 2015 has been accounted for as per the provisions of the Scheme of Arrangement and Amalgamation approved by Hon'ble National Company Law Tribunal (NCLT).

b) Current versus non-current classification

The Company presents assets and liabilities in the balance sheet based on current/ non-current classification. An asset is treated as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalent unless 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.

A liability is current when:

- It is expected to be settled in normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

The Company classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

c) Investment in subsidiaries

Investment in subsidiaries are measured at cost in accordance with Ind AS 27.

A subsidiary is an entity that is controlled by the Company. Control is evidenced where the Company (a) has power over the investee, (b) it is exposed, or has rights, to variable returns from its involvement with the investee and (c) has the ability to affect those returns through its power over the investee. Power is demonstrated through existing rights that give the ability to direct relevant activities, which significantly affect the entity returns.

Any impairment loss required to be recognised in statement of profit and loss is in accordance with Ind AS 109.

On disposal of such investments, difference between the net disposal proceeds and carrying amount is recognised in the statement of profit and loss.

d) Foreign currencies

The Company's standalone financial statements are presented in Indian Rupees which is the Company's functional currency.

Transactions and balances

Foreign currency transactions are recorded, on initial recognition in the functional currency, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Exchange differences arising on settlement or translation of monetary items are recognised in statement of profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. 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 recognised in statement of profit or loss are also recognised in statement of profit or loss).

e) 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.

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

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

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 recognised 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.

The Company's management determines the policies and procedures for both recurring fair value measurement, such as investments (other than investment in subsidiaries) measured at fair value.

External valuers are involved for valuation of significant assets and liabilities. The management selects external valuer on various criteria such as market knowledge, reputation, independence and whether professional standards are maintained by valuer. The management decides, after discussions with the Company's external valuers, which valuation techniques and inputs to use for each case.

At each reporting date, the management analyses the movements in the values of assets and liabilities which are required to be re-measured or re-assessed as per the Company's accounting policies. For this analysis, the management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

The management, in conjunction with the Company's external valuers, also compares the change in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

This note summarises accounting policy for fair value. Other fair value related disclosures are given in the relevant notes.

- Disclosures for valuation methods, significant estimates and assumptions (note 22)
- Quantitative disclosures of fair value measurement hierarchy (note 30)
- Financial instruments (including those carried at amortised cost) (note 29).

f) Revenue recognition

Revenue from contracts with customers is recognised when control of the goods and services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods and services. The Company has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer.

Revenue from services

Revenue from management services are recognised at the point in time i.e. as and when services are rendered.

Contract balances

Trade receivables - A trade receivable is recognised when the services are rendered to a customer as this is the point in time that the consideration becomes unconditional because only a passage of time is required before the payment is due.

Interest Income

For all debt instruments/ subsidies measured at amortised cost, interest income is recorded using the effective interest rate (EIR). EIR is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument/ subsidies or a shorter period, where appropriate, to the gross carrying amount of the financial asset or to the amortised cost of a financial

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

liability. When calculating the effective interest rate, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument (for example, prepayment, extension, call and similar options) but does not consider the expected credit losses. Interest income is included in “other income” in the statement of profit and loss.

Dividends

Dividend income is recognised when the Company’s right to receive dividend is established, which is generally when shareholders approve the dividend.

g) Income taxes

Tax expense comprises current income tax and deferred tax.

Current income 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 and includes any adjustment to tax payable in respect of previous years.

Current income tax relating to items recognised outside statement of profit or loss is recognised outside statement of profit or loss [either in other comprehensive income (OCI) or in equity]. Current tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity. 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 temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is 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 asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside statement of profit or loss is recognised outside statement of profit or loss (either in other comprehensive income or in equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

h) Property, plant and equipment

The Company has measured property, plant and equipment (PPE) except vehicle, furniture and fixture and office equipment at fair value as on transition date i.e. April 1, 2015 which has become its deemed cost. In respect of vehicle, furniture and fixture and office equipment, the Company has applied applicable Ind AS from a retrospective basis and arrived at the carrying value as per Ind AS as at transition date.

PPE are stated at cost, net of accumulated depreciation and accumulated impairment losses. Cost comprises the purchase price, including import duties and non-refundable purchase taxes, and any directly attributable cost of bringing the asset to its working condition for its intended use. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met.

Subsequent expenditure related to an item of PPE is capitalised only when it is probable that future economic benefits associated with the item will flow to the Company.

Capital work-in-progress (CWIP)

Capital work-in-progress are stated at cost, net of impairment loss, if any.

Depreciation charge

Depreciation on property, plant and equipment is provided on a straight-line basis based on the estimated useful lives of an asset as prescribed under Schedule II to the Companies Act, 2013.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the income statement when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

i) Other intangible assets

The Company had measured intangible assets at carrying value as recognised in the standalone financial statements as on transition date i.e. April 1, 2015, which became its deemed cost.

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses, if any.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation 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 asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit and loss unless such expenditure forms part of carrying value of another asset.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Gains 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 or loss when the asset is derecognised.

A summary of amortisation policy applied to the Company's intangible assets is as below:

Particulars	Useful life	Amortisation method used
Computer software	3 to 5 years	On a straight-line basis over its useful life
Intellectual property rights	3 years	On a straight-line basis over its useful life

j) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur.

Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

k) Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets (refer note 1(B)(ii)(k)(iii) below). 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 less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis from the commencement date over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Right-of-use assets	Lease term (in years)
Buildings	2 to 7 years
Vehicles	2 to 5 years

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. Refer to the accounting policies in section (l) Impairment of non-financial assets.

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.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

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.

Lease liabilities and Right-of-use assets have been presented as a separate line in the balance sheet. Lease payments have been classified as cash used in financing activities.

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.

l) Impairment of non-financial assets

The Company assesses, at each reporting date, whether there is an indication that an 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. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. 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.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Company bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Company's cash-generating units to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth year. To estimate cash flow projections beyond periods covered by the most recent budgets/ forecasts, the Company extrapolates cash flow projections in the budget using a steady or declining growth rate for subsequent years, unless an increasing rate can be justified. In any case, this growth rate does not exceed the long-term average growth rate for the products, industries, or country or countries in which the entity operates, or for the market in which the asset is used.

Impairment losses are recognised in the statement of profit and loss, if any.

An assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Company estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of profit or loss.

m) Provisions and contingent liabilities

General

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. The expense relating to a provision is presented in the statement of profit and loss.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Contingent liabilities

Contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Company or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in extremely rare cases where there is a liability that cannot be recognised because it cannot be measured reliably. The Company does not recognise a contingent liability but discloses its existence in the standalone financial statements.

n) Retirement and other employee benefits

Retirement benefits in the form of contribution to Statutory Provident Fund, Pension fund, Superannuation fund and National Pension Scheme are defined contribution schemes. The Company has no obligation, other than the contribution payable to the respective funds. The Company recognises contribution payable to these schemes as an expense, when an employee renders the related service. If the contribution payable to the scheme for service received before the balance sheet date exceeds the contribution already paid, the deficit payable to the scheme is recognised as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the balance sheet date, then excess is recognised as an asset to the extent that the pre-payment will lead to, for example, a reduction in future payment or a cash refund.

The Company operates three defined benefit plans for its employees, viz. gratuity, provident fund contribution to Dalmia Cement Provident Fund Trust and post-retirement medical benefits. The costs of providing benefits under these plans are determined on the basis of actuarial valuation at each year-end. Separate actuarial valuation is carried out for each plan using the projected unit credit method. Re-measurements, comprising of re-measurement gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), are recognised immediately in the balance sheet with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Re-measurements are not reclassified to statement of profit or loss in subsequent periods.

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Company recognises the following changes in the net defined benefit obligation as an expense in the statement of profit and loss:

- Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements; and
- Net interest expense or income.

Current service cost is recognised within employee benefits expenses. Net interest expense or income is recognised within finance costs.

Accumulated leave, which is expected to be utilised within the next 12 months, is treated as short-term employee benefit. The Company measures the expected cost of such absences 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 the actuarial valuation using the projected unit credit method at the year-end. Re-measurement gains/ losses are immediately taken to the statement of profit and loss and are not deferred.

o) Share-based payments

Certain employees (Senior Executives) of the Company receive remuneration in the form of share-based payments whereby employees render services as consideration for equity instruments (equity-settled transactions).

Equity-settled transactions

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

The cost is recognised, together with a corresponding increase in Employee stock options outstanding in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Company best estimate of the number of equity instruments that will ultimately vest. The statement of profit and loss expense or credit for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Company's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions of Company are reflected within the grant date fair value.

No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met. Where awards include a market or non-vesting condition, the transactions are treated as vested irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/ or service conditions are satisfied.

When the terms of an equity-settled award are modified, the minimum expense recognised is the expense had the terms had not been modified, if the original terms of the award are met. An additional expense is recognised for any modification that increases the total fair value of the share-based payment transaction, or is otherwise beneficial to the employee as measured at the date of modification.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

p) Earnings per Share

Basic earnings per share is calculated by dividing the net profit for the year attributable to equity shareholders by the weighted average number of equity shares outstanding during the year.

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account the after income tax effect of interest and other financing costs associated with dilutive potential equity shares and the weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

q) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them. The Company initially measures a financial asset 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. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e. the date that the Company commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in below mentioned categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss (FVTPL).

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Financial assets at amortised cost (debt instruments)

A 'financial asset' is measured at the amortised cost if both the following conditions are met:

a) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and

b) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

This category is the most relevant to the Company. After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in other income in the statement of profit or loss. The losses arising from impairment are recognised in the statement of profit or loss. This category generally applies to trade and other receivables.

Financial assets designated at fair value through OCI (equity instruments)

On initial recognition of an equity instrument that is not held for trading, the Company can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI. The classification is determined on an instrument-by-instrument basis. Equity instruments which are held for trading are classified as at FVTPL.

Subsequently, these financial assets are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income. Gains and losses on these financial assets are never recycled from other comprehensive income to profit or loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss within equity.

Dividends on these investments are recognised as 'other income' in the statement of profit and loss when the right of payment has been established, except when the Company benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Company elected to classify irrevocably its listed equity investments under this category.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets at FVTPL are carried in the balance sheet at fair value with net changes in fair value recognised in the statement of profit and loss.

Investment in equity instruments are classified at FVTPL, which the Company had not irrevocably elected to classify at fair value through OCI. Dividends on equity investments are recognised in the statement of profit and loss when the right of payment has been established.

Debt instruments, which do not meet the criteria for categorisation as at amortised cost or as FVTOCI, is classified as at FVTPL.

In addition, the Company may elect to designate a debt instrument, which otherwise meets amortised cost or FVTOCI criteria, as at FVTPL. However, such election is allowed only if doing so reduces or eliminates a measurement or recognition inconsistency (referred to as 'accounting mismatch'). The Company has designated investment in mutual funds, bonds and other venture capital fund as at FVTPL.

Derecognition

A financial asset is primarily derecognised when:

- The rights to receive cash flows from the asset have expired, or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Impairment of financial assets

In accordance with Ind AS 109, the Company applies expected credit loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

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All amounts stated are in ₹ Crore except wherever stated otherwise

a) Financial assets that are debt instruments, and are measured at amortised cost e.g. loans, debt securities, deposits and bank balance.

b) Trade receivables or any contractual right to receive cash or another financial asset that result from transactions that are within the scope of Ind AS 115.

The Company follows 'simplified approach' for recognition of impairment loss allowance on:

- Trade receivables

The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

For recognition of impairment loss on other financial assets and risk exposure, the Company determines that whether there has been a significant increase in the credit risk since initial recognition. The credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However, if credit risk of customer has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL.

Lifetime ECL are the expected credit losses resulting from all possible default events over the expected life of a financial instrument. The 12-month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after the reporting date.

ECL is the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the entity expects to receive (i.e. all cash shortfalls), discounted at the original EIR. When estimating the cash flows, the Company considers:

- All contractual terms of the financial instrument (including prepayment, extension, call and similar options) over the expected life of the financial instrument. However, in rare cases when the expected life of the financial instrument cannot be estimated reliably, then the entity is required to use the remaining contractual term of the financial instrument.
- Cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECL impairment loss allowance (or reversal) recognised during the period is recognised as income/ expense in the statement of profit and loss. This amount is reflected under the head 'other expenses' in the statement of profit and loss.

The balance sheet presentation for various financial instruments is described below:

- Financial assets measured as at amortised cost and contractual revenue receivables: ECL is presented as an allowance, i.e. as an integral part of the measurement of those assets in the balance sheet. The allowance reduces the net carrying amount. Until the asset meets write-off criteria, the Company does not reduce impairment allowance from the gross carrying amount.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, payables.

All financial liabilities are recognised initially at fair value and, in the case of payables, net of directly attributable transaction costs.

The Company's financial liabilities include trade and other payables.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss (FVTPL) include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term.

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All amounts stated are in ₹ Crore except wherever stated otherwise

Gains or losses on liabilities held for trading are recognised in the profit or loss.

De-recognition

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 de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

Offsetting of financial instruments

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 realise the assets and settle the liabilities simultaneously.

r) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker.

The management evaluates the Company's performance and allocates resources based on analysis of various performance indicators by business segments.

s) Cash and cash equivalents

Cash and cash equivalent in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above.

t) Cash dividend distribution to equity holders of the Company

The Company recognises a liability to make cash or non-cash distributions to equity holders of the Company when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in other equity. Interim dividends are recognised as a liability on the date of declaration by the Company's Board of directors.

u) Exceptional item

Exceptional item refers to items of income or expense within the statement of profit and loss from ordinary activities which are non-recurring and are of such size, nature or incidence that their separate disclosure is considered necessary to explain the performance of the Company.

C. Recent accounting pronouncements

Ministry of Corporate Affairs ('MCA') notifies new standard or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. On March 31, 2023, MCA amended the Companies (Indian Accounting Standards) Amendment Rules, 2022, applicable from April 1, 2023, as below:

a) Ind AS 1 – Presentation of Financial Statements – This amendment requires the entities to disclose their material accounting policies rather than their significant accounting policies.

b) Ind AS 8 – Accounting Policies, Changes in accounting estimates and errors – This amendment has introduced a definition of 'accounting estimates' to help entities distinguish changes in accounting policies from changes in accounting estimates.

c) Ind AS 12 – Income Taxes – This amendment has narrowed the scope of the initial recognition exemption so that it does not apply to transactions that give rise to equal and offsetting temporary differences.

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as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

2. PROPERTY, PLANT AND EQUIPMENT

Particulars	Freehold land	Buildings	Furniture and fixtures	Vehicles	Office equipment	Total
Deemed cost */ Cost						
As at April 1, 2021	18	56	3	4	1	82
Additions	-	-	3	-	1	4
Disposals	-	-	2	1	0	3
As at March 31, 2022	**18**	**56**	**4**	**3**	**1**	**83**
Additions	-	-	0	1	0	1
Disposals	-	-	0	0	0	0
As at March 31, 2023	**18**	**56**	**4**	**4**	**2**	**84**
Accumulated depreciation						
As at April 1, 2021	-	12	2	1	1	16
Charge for the year	-	2	0	0	0	3
Disposals	-	-	2	0	1	3
As at March 31, 2022	**-**	**14**	**0**	**1**	**0**	**16**
Charge for the year	-	2	1	1	0	4
Disposals	-	-	0	0	0	0
As at March 31, 2023	**-**	**16**	**1**	**2**	**0**	**20**
Net block						
As at March 31, 2023	**18**	**40**	**3**	**2**	**2**	**64**
As at March 31, 2022	**18**	**42**	**4**	**2**	**1**	**67**

* Refer note 1(B)(ii)(h)

Notes:

(i) All the title deeds of property, plant and equipment (other than those where the Company is the lessee and lease arrangement are duly executed in favour of the lessee) are held in the name of Company, except as mentioned below:

Relevant line item in the Balance sheet	Description of item of property	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/ director or employee of promoter/ director	Property held since which date	Reason for not being held in the name of the Company	Gross carrying value as at March 31, 2023	Gross carrying value as at March 31, 2022
Property, plant and equipment (PPE)	Land, Ballabhgarh	Dalmia Cement (Bharat) Limited *	Promoter Group	1980	Refer note (i)(a) and (i)(c) below	7	7
	Building, Hansalaya,12th floor, Delhi	Orissa Cement Limited	Promoter Group	1974	Refer note (i)(a) & (i)(b) below	25	25
	Building, Hansalaya, 11th floor, Delhi	Dalmia Cement (Bharat) Limited *	Promoter Group	1970	Refer note (i)(a) & (i)(b) below	22	22
	Building, Vaishali, Ghaziabad	Dalmia Cement (Bharat) Limited *	Promoter Group	2008	Refer note (i)(a) below	4	4
	Building, Delhi	Dalmia Cement (Bharat) Limited *	Promoter Group	1986		2	2
	Building, Mussoorie	Dalmia Cement (Bharat) Limited *	Promoter Group	1971		2	2
	Building, Ballabhgarh	Dalmia Cement (Bharat) Limited *	Promoter Group	1980		1	1
	Building, Jamnagar	Dalmia Cement (Bharat) Limited *	Promoter Group	1985		0	0
	Building, Secunderabad	Dalmia Cement (Bharat) Limited *	Promoter Group	1991		0	0

* now known as Dalmia Bharat Sugar and Industries Limited

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

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(a) The Company is the legal owner of the aforesaid land and buildings, which has devolved upon the Company pursuant to implementation of Scheme(s) of Arrangement and Amalgamation in the earlier years.

(b) The matter pertaining to building in which the property is situated is sub-judice before the Hon'ble Supreme Court. As per the settlement arrived between the Company and vendor, subject to the outcome of the matter before the Supreme Court, the conveyance deed shall be executed in favour of Company within one year of disposal of the matter by the Supreme Court.

(c) Land acquisition proceedings qua the land is pending for disposal before the Hon'ble Supreme Court.

(ii) Details of depreciation and amortisation expense:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Depreciation and amortisation expense on:		
Property, plant and equipment (PPE)	4	3
Other intangible assets	0	0
Right-of-use assets (refer note 25)	2	2
As per PPE, Other intangible assets and Right-of-use assets Schedule	**6**	**6**

(iii) The Company has not revalued its property, plant and equipments during the year.

3. OTHER INTANGIBLE ASSETS

Particulars	Intellectual property rights	Computer software	Total
Cost			
As at April 1, 2021	0	3	3
Additions	-	-	-
Disposals	-	0	0
As at March 31, 2022	**0**	**3**	**3**
Additions	-	0	0
Disposals	-	-	-
As at March 31, 2023	**0**	**3**	**3**
Accumulated amortisation			
As at April 1, 2021	0	3	3
Charge for the year	0	0	0
Disposals	-	0	0
As at March 31, 2022	**0**	**3**	**3**
Charge for the year	0	0	0
Disposals	-	-	-
As at March 31, 2023	**0**	**3**	**3**
Net block			
As at March 31, 2023	**-**	**0**	**0**
As at March 31, 2022	**0**	**0**	**0**

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

4. FINANCIAL ASSETS

(i) Non-current investments

Particulars	As at March 31, 2023	As at March 31, 2022
A. Investments in equity shares		
(i) Subsidiaries (unquoted) – at cost		
31,40,45,267 (March 31, 2022: 31,40,45,267) Shares of ₹ 10/- each fully paid up in Dalmia Cement (Bharat) Limited #	6,792	6,779
5,00,000 (March 31, 2022: 5,00,000) Shares of ₹ 10/- each fully paid up in Dalmia Power Limited	1	1
(ii) Other (quoted) – at fair value through other comprehensive income		
1,48,29,764 (March 31, 2022: 1,48,29,764) Shares of ₹ 2/- each fully paid up in Dalmia Bharat Sugar and Industries Limited *	501	711
B. Investments in bonds		
Tax free bonds (quoted) – at fair value through profit or loss		
2,472 Units (March 31, 2022: 2,472) of 8.30% NHAI tax free bonds	0	0
C. Other investment (unquoted) – at fair value through profit or loss		
Nil (March 31, 2022: 1,188) Units of ₹ Nil (March 31, 2022: ₹ 23,930/-) each fully paid up in Urban Infrastructure Opportunities Fund	-	1
	7,294	**7,492**
Aggregate amount of quoted investments and market value thereof	501	711
Aggregate amount of unquoted investments	6,793	6,781
Aggregate amount of impairment in value of investments	-	-

includes investment amount booked on account of stock options issued to employees of subsidiary company (refer note 24).

* Investments at fair value through other comprehensive income (FVTOCI) reflect investment in quoted equity securities. These equity shares are designated as FVTOCI as they are not held for trading purpose and are not in similar line of business as the Company, thus disclosing their fair value change in profit or loss will not reflect the purpose of holding.

(ii) Loans

Particulars	As at March 31, 2023	As at March 31, 2022
(Unsecured, considered good)		
Loans to employees	0	0
Loans to related parties (refer note 28)	340	314
	340	**314**
Included in Loans to employees		
i. Dues from officer of the Company	0	-

Note: No loans or advances are due by directors of the Company or any of them either severally or jointly with any other person. Further, no loans or advances are due by firms or private companies in which any director is a partner, a director or a member

(iii) Other financial assets

Particulars	As at March 31, 2023	As at March 31, 2022
(Unsecured, considered good)		
Security deposits	0	1
Other receivable	1	-
	1	**1**

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

5. OTHER NON-CURRENT ASSETS

Particulars	As at March 31, 2023	As at March 31, 2022
(Unsecured, considered good)		
Prepayments	0	0
	0	**0**

6. FINANCIAL ASSETS

(i) Current investments

Particulars	As at March 31, 2023	As at March 31, 2022
Investments measured at fair value through profit and loss		
Units of debt schemes of various mutual funds (unquoted)	52	29
	52	**29**
Aggregate amount of unquoted investments	52	29
Aggregate amount of impairment in value of investment	-	-

(ii) Trade receivables

Particulars	As at March 31, 2023	As at March 31, 2022
Receivable from related parties (refer note 28)	13	9
	13	**9**
Break-up for security details:		
Trade receivables		
Secured, considered good	-	-
Unsecured, considered good	13	9
Trade receivables which have significant increase in credit risk	-	-
Trade receivables – credit impaired	-	-
	13	**9**

Note: No trade or other receivable are due from directors or other officers of the Company either severally or jointly with any other person, or are due from firms or private companies in which any director is a partner, a director or a member. Trade receivables are non-interest bearing and are generally on terms of 30 days.

Trade receivables ageing schedule as at March 31, 2023

S. No.	Particulars	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 months	6 months-1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables:								
(a)	- considered good	13	0	-	-	-	-	13
(b)	- which have significant increase in credit risk	-	-	-	-	-	-	-
(c)	- credit impaired	-	-	-	-	-	-	-
	Total	**13**	**0**	**-**	**-**	**-**	**-**	**13**

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Trade receivables ageing schedule as at March 31, 2022

S. No.	Particulars	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 months	6 months-1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables:								
(a)	- considered good	9	0	-	-	-	-	9
(b)	- which have significant increase in credit risk	-	-	-	-	-	-	-
(c)	- credit impaired	-	-	-	-	-	-	-
	Total	**9**	**0**	**-**	**-**	**-**	**-**	**9**

The Company does not have any unbilled or disputed trade receivable as at March 31, 2023 and March 31, 2022.

(iii) Cash and cash equivalents

Particulars	As at March 31, 2023	As at March 31, 2022
Balances with banks:		
- On current accounts	1	1
- On deposit accounts with original maturity of less than three months	79	-
Cash on hand	-	0
Cheques on hand	-	0
	80	**1**

At March 31, 2023, Company had available ₹ 5 (March 31, 2022: ₹ 23) of undrawn committed borrowing facilities.

(iv) Bank balances other than (iii) above

Particulars	As at March 31, 2023	As at March 31, 2022
Unclaimed/ unpaid dividend accounts	5	5
	5	**5**

(v) Loans

Particulars	As at March 31, 2023	As at March 31, 2022
(Unsecured, considered good unless otherwise stated)		
Loans to a related party (refer note 28)	-	98
Loans to employees	0	0
Loans to others:		
- Considered good	0	0
- Credit impaired	30	30
	30	**30**
Less: Impairment allowance (allowance for doubtful loans) (refer note 20)	(30)	(30)
	0	**0**
	0	**98**
Included in Loans to employees		
i. Dues from officer of the Company	0	-

Note:

a) The Company has no loans and advances which are either repayable on demand or are without specifying any terms or period of repayment.

b) No loans or advances are due by directors of the Company or any of them either severally or jointly with any other person. Further, no loans or advances are due by firms or private companies in which any director is a partner, a director or a member.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

(vi) Other financial assets

Particulars	As at March 31, 2023	As at March 31, 2022
(Unsecured, considered good)		
Security deposits	0	7
Interest receivable		
- From related parties (refer note 28)	9	2
- From others	0	0
Dividend receivable from a related party (refer note 28)	-	5
Other receivable	1	-
	10	**14**

7. OTHER CURRENT ASSETS

Particulars	As at March 31, 2023	As at March 31, 2022
(Unsecured, considered good unless otherwise stated)		
Advance to suppliers	0	0
Prepayments	4	2
Balances with government authorities	1	1
Other receivable		
- Considered doubtful	1	1
	1	**1**
Less: Impairment allowance (allowance for doubtful receivable)	(1)	(1)
	-	-
	6	**3**

8. SHARE CAPITAL

Particulars	As at March 31, 2023	As at March 31, 2022
Authorised share capital		
1,59,55,00,000 (March 31, 2022: 1,59,55,00,000) Equity Shares of ₹ 2/- each	319	319
1,00,000 (March 31, 2022: 1,00,000) Preference Shares of ₹ 100/- each	1	1
5,00,00,000 (March 31, 2022: 5,00,00,000) Preference Shares of ₹ 10/- each	50	50
	370	**370**
Issued, subscribed and fully paid up:		
18,74,80,361 (March 31, 2022: 18,73,68,673) Equity Shares of ₹ 2/- each	37	37
	37	**37**

a) Reconciliation of equity shares outstanding at the beginning and at the end of the year:

Particulars	As at March 31, 2023		As at March 31, 2022	
	No. of shares	Amount	No. of shares	Amount
As at the beginning of the year	18,73,68,673	37	18,71,17,513	37
Change in equity share capital:				
Shares issued on exercise of employee stock options plan (refer note 24)	1,11,688	0	2,51,160	0
As at the end of the year	**18,74,80,361**	**37**	**18,73,68,673**	**37**

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

b) Terms/ rights attached to equity shares

The Company has only one class of equity shares having a face value of ₹ 2 per share. Each equity shareholder is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of shareholders in the ensuing Annual General Meeting, except in case of interim dividend which is paid as and when declared by the Board of Directors.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

c) Aggregate number of shares issued for consideration other than cash:

Particulars	As at March 31, 2023	As at March 31, 2022
	No. of shares	No. of shares
Equity shares of ₹ 2 each fully paid up issued during the year 2018-19 to the shareholders of erstwhile Dalmia Bharat Limited and OCL India Limited pursuant to Scheme of Arrangement and Amalgamation *	19,27,27,553	19,27,27,553

* Out of above, 61,66,540 equity shares were bought back during the year 2020-21.

d) Details of shareholders holding more than 5% shares in the Company:

Particulars	As at March 31, 2023		As at March 31, 2022	
	No. of shares	% holding	No. of shares	% holding
Mayuka Investment Limited	3,89,30,654	20.77%	-	-
Shree Nirman Limited	1,55,22,020	8.28%	-	-
Sita Investment Company Limited	1,38,88,260	7.41%	1,38,88,260	7.41%
Ankita Pratisthan Limited	1,28,82,940	6.87%	-	-
Rama Investment Company Private Limited	90,63,790	4.83%	7,98,46,410	42.61%

As per records of the Company, including its register of shareholders/ members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownerships of shares.

e) Shares reserved for issue under options

Information related to DBL ESOP Scheme 2018, including details of options issued, exercised and lapsed during the financial year and options outstanding at the end of the reporting period, is set out in note 24.

f) Details of shares held by promoters:

S. No.	Promoter's Name	As at March 31, 2023			As at March 31, 2022		
		No. of shares of ₹ 2/- each	% of total shares	% change during the year	No. of shares of ₹ 2/- each	% of total shares	% change during the year
1.	Mayuka Investment Limited	3,89,30,654	20.77%	100.00%	-	-	-
2.	Shree Nirman Limited	1,55,22,020	8.28%	100.00%	-	-	-
3.	Sita Investment Company Limited	1,38,88,260	7.41%	-	1,38,88,260	7.41%	-
4.	Ankita Pratisthan Limited	1,28,82,940	6.87%	100.00%	-	-	-
5.	Rama Investment Company Private Limited	90,63,790	4.83%	(88.65%)	7,98,46,410	42.61%	-
6.	Keshav Power Limited	34,73,106	1.85%	13206.92%	26,100	0.01%	-
7.	Dalmia Bharat Sugar and Industries Limited *	31,97,578	1.71%	69.62%	18,85,134	1.01%	-
8.	J.H. Dalmia Trust	25,91,495	1.38%	-	25,91,495	1.38%	0.00%
9.	Kavita Dalmia Parivar Trust	25,91,493	1.38%	-	25,91,493	1.38%	-
10.	MAJ Textiles Private Limited	12,90,773	0.69%	-	12,90,773	0.69%	-
11.	Dalmia Bharat Refractories Limited	6,98,952	0.37%	-	6,98,952	0.37%	-

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

S. No.	Promoter's Name	As at March 31, 2023			As at March 31, 2022		
		No. of shares of ₹ 2/- each	% of total shares	% change during the year	No. of shares of ₹ 2/- each	% of total shares	% change during the year
12.	Shri Brahma Creation Trust	3,59,710	0.19%	-	3,59,710	0.19%	-
13.	Alirox Abrasives Limited	2,40,720	0.13%	-	2,40,720	0.13%	-
14.	Shri Yadu Hari Dalmia C/o Y. H. Dalmia (HUF)	10	0.00%	-	10	0.00%	-
15.	Mrs. Bela Dalmia	10	0.00%	-	10	0.00%	-
16.	Himgiri Commercial Limited	10	0.00%	-	10	0.00%	-
17.	Valley Agro Industries Limited	10	0.00%	-	10	0.00%	-
18.	Ku. Shrutipriya Dalmia C/o Shrutipriya Dalmia Trust	10	0.00%	-	10	0.00%	-
19.	Mrs. Anupama Dalmia	2	0.00%	-	2	0.00%	-
20.	Mrs. Kavita Dalmia	2	0.00%	100.00%	1	0.00%	-
21.	Mr. Gautam Dalmia	1	0.00%	-	1	0.00%	-
22.	Mrs. Sukeshi Dalmia	1	0.00%	-	1	0.00%	-
23.	Ms. Sumana Dalmia	1	0.00%	-	1	0.00%	-
24.	Mrs. Vaidehi Dalmia	-	-	(100.00%)	1	0.00%	-
25.	Himshikhar Investment Limited *	-	-	(100.00%)	13,12,444	0.70%	-
	Total	**10,47,31,548**	**55.86%**		**10,47,31,548**	**55.88%**	

* 13,12,444 equity shares which were held by Himshikhar Investment Limited under "Promoter Group" category has been transferred to Dalmia Bharat Sugar and Industries Limited on September 8, 2022 as per Scheme of Amalgamation approved by National Company Law Tribunal vide its order dated June 10, 2022, effective July 1, 2022.

9. OTHER EQUITY *

Particulars	As at March 31, 2023	As at March 31, 2022
Share based payment reserve	12	21
Securities premium	6,902	6,879
General reserve	3	3
Capital reserve	88	88
Capital redemption reserve	1	1
Retained earnings	371	344
Other comprehensive income (net of tax)	434	620
	7,811	**7,956**

* For movement during the year, refer Statement of Changes in Equity.

Distribution made and proposed		
Cash dividends on equity shares paid:		
Final dividend for the year ended on March 31, 2022: ₹ 5.00 per share (March 31, 2021: ₹ 1.33 per share)	94	25
Interim dividend for the year ended on March 31, 2023: ₹ 4.00 per share (March 31, 2022: ₹ 4.00 per share) #	75	75
	169	**100**
Proposed dividend on equity shares:		
Final dividend for the year ended on March 31, 2023: ₹ 5.00 per share (March 31, 2022: ₹ 5.00 per share)	94	94
	94	**94**

Proposed dividend on equity shares is subject to approval at the Annual General Meeting and is not recognised as a liability as at March 31, 2023 and March 31, 2022.

On November 2, 2022, the Board of Directors of the Company declared an interim dividend of ₹ 75 for the financial year 2022-23, which has been paid during the year 2022-23.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Description of nature and purpose of each reserve

(a) **Share based payment reserve –** Share based payment reserve is used to recognise the grant date fair value of options issued to employees under Employee Stock Option Plan.

(b) **Securities premium –** The amount received in excess of face value of the equity shares is recognised in securities premium reserve. In case of equity-settled share-based payment transactions, the difference between fair value on grant date and nominal value of share is accounted as securities premium. The reserve is utilised in accordance with the specific provision of the Companies Act, 2013.

(c) **General reserve –** The Company has transferred a portion of the net profit of the Company before declaring dividend to general reserve pursuant to the earlier provisions of Companies Act, 1956. Mandatory transfer to general reserve is not required under the Companies Act, 2013.

(d) **Capital reserve –** Capital reserve was created partly due to reduction of face value of equity share and partly due to cancellation and extinguishment of equity and preference share capital held by Dalmia Cement (Bharat) Limited, pursuant to Scheme of Arrangement and Amalgamation sanctioned by Hon'ble NCLT.

(e) **Capital redemption reserve –** Represents the nominal value of equity shares bought back pursuant to buyback in accordance with Section 69 of the Companies Act, 2013.

(f) **Retained earnings –** Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders. Retained earnings is a free reserve available to the Company.

(g) **Equity instruments through Other Comprehensive income –** The Company has elected to recognise changes in the fair value of investments in equity instruments in other comprehensive income. These changes are accumulated within the 'Equity instruments through Other Comprehensive Income' within equity. The Company transfers amounts from this reserve to retained earnings when the relevant equity securities are derecognised.

10. PROVISIONS

Particulars	As at March 31, 2023	As at March 31, 2022
Provision for gratuity (refer note 23)	29	28
Provision for post-retirement medical benefits (refer note 23)	0	0
Provision for leave encashment	5	5
	35	**33**

11. INCOME TAXES

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
(i) The major components of income tax expense for the years ended March 31, 2023 and March 31, 2022 are:		
Profit or loss section:		
Current income tax:		
Current income tax charge	11	6
Adjustment of tax relating to earlier years	0	6
Deferred tax:		
Relation to origination of temporary differences	(1)	(5)
Adjustment of tax relating to earlier years:		
- Remeasurement of deferred tax on account of new tax regime (net) *	-	6
- Others	(0)	(1)
Income tax expense reported in the statement of profit or loss	**10**	**12**
OCI section:		
Deferred tax related to items recognised in OCI during the year		
Net (gains)/ loss on re-measurement of defined benefit plans	(0)	0
Net loss/ (gain) on equity instrument through other comprehensive income	24	(49)
Income tax credit/ (expense) charged to OCI	**24**	**(49)**

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
(ii) Reconciliation of tax expense and the accounting profit multiplied by India's domestic tax rate for March 31, 2023 and March 31, 2022:		
Accounting profit before tax	205	195
Applicable tax rate	25.17%	25.17%
Computed tax expense	**52**	**49**
Adjustment of tax relating to earlier years		
- Remeasurement of deferred tax on account of new tax regime (net) *	-	6
- Others	(0)	5
Income set off against deduction under Section 80M	(42)	(49)
Other non-deductible expenses for tax purpose	1	1
Income tax reported in statement of profit and loss	**10**	**12**

* During the previous year, the Company had elected to exercise the option of reduced tax rate permitted under Section 115BAA of Income Tax Act, 1961. Consequently, net deferred tax charge of ₹ 6 was recognised in tax expense as included under 'Tax adjustments for earlier years' for the year ended March 31, 2022 on account of expensing of MAT credit balance and offset by tax credit on account of re-measurement of net deferred tax liabilities as at April 1, 2021.

(iii) Deferred tax:

Deferred tax relates to the following:

Particulars	Balance sheet		Statement of profit and loss	
	As at March 31, 2023	As at March 31, 2022	Year ended March 31, 2023	Year ended March 31, 2022
Deferred tax liabilities				
Property, plant and equipment (including other intangible assets)	10	11	(1)	(2)
Revaluation of FVTOCI investments to fair value	39	63	-	-
Others	1	-	0	-
Total deferred tax liabilities	**50**	**74**	**(0)**	**(2)**
Deferred tax assets				
Expenditure debited in statement of profit and loss but allowable for tax purposes in subsequent years	11	9	(2)	0
Impairment allowance (for doubtful deposit and advance)	8	8	0	(7)
Right of use assets and lease liabilities differences	0	0	(0)	0
Others	-	1	1	2
Reversal of MAT credit entitlement	-	-	-	6
Total deferred tax assets	**19**	**18**	**(0)**	**1**
Deferred tax (credit)			**(1)**	**(1)**
Deferred tax liabilities (net)	**31**	**56**		
Reconciliation of deferred tax liabilities (net):				
Opening balance as at the beginning of the year	56	7		
Tax (credit) during the year recognised in profit or loss	(1)	(6)		
Tax (credit)/ expense during the year recognised in OCI	(24)	49		
Reversal of MAT credit entitlement *	-	6		
Closing balance as at the end of the year	**31**	**56**		

* included in tax adjustments for earlier years

The Company offsets tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

12. FINANCIAL LIABILITIES

(i) Trade payables

Particulars	As at March 31, 2023	As at March 31, 2022
Total outstanding dues of micro enterprises and small enterprises (refer note 33)	0	-
Total outstanding dues of creditors other than micro enterprises and small enterprises *	3	3
	3	**3**

* includes due to related parties ₹ 0 (March 31, 2022: ₹ 0) (refer note 28).

For maturity profile of trade payables and other financial liabilities, refer note 31.

Trade payables ageing schedule as on March 31, 2023

S. No.	Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment				Total
				Less than 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade payables:								
(a)	Micro enterprises and small enterprises	-	-	0	-	-	-	0
(b)	Others	2	0	1	0	0	-	3
	Total	**2**	**0**	**1**	**0**	**0**	**-**	**3**

Trade payables ageing schedule as on March 31, 2022

S. No.	Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment				Total
				Less than 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade payables:								
(a)	Micro enterprises and small enterprises	-	-	-	-	-	-	-
(b)	Others	2	0	1	0	0	0	3
	Total	**2**	**0**	**1**	**0**	**0**	**0**	**3**

The Company does not have any disputed trade payables as at March 31, 2023 and March 31, 2022.

(ii) Other financial liabilities

Particulars	As at March 31, 2023	As at March 31, 2022
Unclaimed/ unpaid dividend *	5	5
Liability for capital expenditure **	-	1
Accrued employee liabilities ***	4	1
Directors' commission payable (refer note 28)	1	1
Other payables	0	0
	10	**8**

* There is no amount required to be credited to Investor Education and Protection Fund.

** including dues of micro enterprises and small enterprises of ₹ Nil (March 31, 2022: ₹ 1) (refer note 33).

*** includes payable to related parties of ₹ 2 (March 31, 2022: ₹ 0) (refer note 28).

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

13. OTHER CURRENT LIABILITIES

Particulars	As at March 31, 2023	As at March 31, 2022
Other liabilities		
- Statutory dues *	7	8
- Others	2	2
	9	**10**

* includes due to related parties ₹ 0 (March 31, 2022: ₹ 0) (refer note 28).

14. PROVISIONS

Particulars	As at March 31, 2023	As at March 31, 2022
Provision for gratuity (refer note 23)	5	4
Provision for leave encashment	3	2
Provision for post-retirement medical benefits (refer note 23)	0	0
	8	**6**

15. REVENUE FROM OPERATIONS

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Management service charges	132	135
Other operating revenue	0	0
	132	**135**

15.1 Disaggregated revenue information

Set out below is the disaggregation of the Company's revenue from contracts with customers

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Management service charges	132	135
	132	**135**

15.2 Contract balances

The following table provides information about receivables from customers:

Particulars	As at March 31, 2023	As at March 31, 2022
Receivables		
Trade receivables (refer note 6(ii))	**13**	**9**

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

15.3 Reconciling the amount of revenue recognised in the statement of profit and loss with the contracted price:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Revenue as per contracted price	132	135
Adjustments:		
Discount	-	-
Revenue from contracts with customers	**132**	**135**

16. OTHER INCOME

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Interest income	29	10
Interest income from other financial assets at amortised cost	0	0
Dividend income (refer note 28)	168	193
Gains on financial instruments measured at fair value through profit or loss (net):		
- Profit on sale of investments (net)	1	9
- On change of fair value of investments measured at fair value through profit or loss	2	1
Profit on disposal of property, plant and equipment (net)	-	0
Miscellaneous receipts	0	1
	200	**214**

17. EMPLOYEE BENEFITS EXPENSE

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Salaries, wages and bonus	74	80
Contribution to provident and other funds	6	6
Gratuity expense (refer note 23)	2	2
Post-retirement medical benefits (refer note 23)	0	-
Expenses on employee stock option scheme (refer note 24)	1	1
Workmen and staff welfare expenses	1	1
	84	**90**

18. FINANCE COSTS

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Interest cost		
- On short-term borrowings at amortised cost	-	2
- On defined benefit obligations (net) (refer note 23)	3	2
- On lease liabilities (refer note 25)	0	0
- On others	0	0
	3	**4**

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

19. OTHER EXPENSES

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Repairs and maintenance – others	3	3
Rent	1	0
Rates and taxes	0	0
Insurance	0	0
Professional charges	19	11
Advertisement and publicity	0	0
Travelling and conveyance	2	1
Advance written off	0	0
(Reversal) of provision for impairment allowance	(0)	(3)
Corporate social responsibility expenses (refer note (i) below)	1	1
Directors sitting fees (refer note 28)	0	0
Loss on disposal of property, plant and equipment (net)	0	-
Subscription charges	3	3
Miscellaneous expenses (refer note (ii) below) *	5	8
	34	**24**

* net of reversal of provision for contingencies of ₹ Nil (March 31, 2022: ₹ 6).

Notes:

(i) Disclosure in respect of Corporate social responsibility (CSR) expenses:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
(a) Gross amount required to be spent by the Company during the year	1	1
(b) Amount spent during the year on *:		
(i) Construction/ acquisition of any asset	-	-
(ii) On purposes other than (i) above	3	1
(c) Excess amount spent on CSR as per Section 135(5) of Companies Act, 2013:		
(i) Opening balance	0	-
(ii) Amount required to be spent during the year	1	1
(iii) Amount spent during the year	3	1
(iv) Closing balance **	**2**	**0**
(d) Total of previous year shortfall	-	-
(e) Reason for shortfall	N.A.	N.A.
(f) Nature of CSR activities	Social infrastructure project	Social infrastructure project

* includes ₹ Nil (March 31, 2022: ₹ 1) paid to a related party (refer note 28).

** Asset has been recognised on the amount spent in excess of CSR liability.

(ii) Remuneration paid to auditors (included under Miscellaneous expenses) *:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
As auditor		
i) Statutory audit fee (₹ 21 lakhs (March 31, 2022: ₹ 36 lakhs))	0	0
ii) Limited review fee (₹ 15 lakhs (March 31, 2022: ₹ 18 lakhs))	0	0
iii) Reimbursement of expenses (₹ 2 lakhs (March 31, 2022: ₹ 2 lakhs))	0	0
In other capacity		
i) Certification fee (₹ Nil (March 31, 2022: ₹ 2 lakhs))	-	0

* excluding Goods and service tax

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

20. EXCEPTIONAL ITEM

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Impairment loss on loan given to others (refer note below)	-	(30)
	-	**(30)**

Note: The Company had extended unsecured loan of ₹ 30 to a non-related party for general corporate purpose in the earlier years. The management basis the risk of recoverability of loan had considered impairment loss of ₹ 30 and the same was considered as an exceptional item in the financial statements for the year ended March 31, 2022.

21. EARNINGS PER SHARE (EPS)

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Basic EPS		
Net profit for calculation of basic earnings (₹)	195	183
Total number of equity shares outstanding at the end of the year	18,74,80,361	18,73,68,673
Weighted average number of equity shares for basic EPS (Nos.)	18,74,39,002	18,71,56,857
Basic earnings per share (In ₹)	**10.41**	**9.75**
Diluted EPS		
Net profit for calculation of Diluted EPS (₹)	195	183
Weighted average number of equity shares for basic EPS (Nos.) (A)	18,74,39,002	18,71,56,857
Effect of dilution:		
Share options (Nos.) (B)	85,496	1,97,065
Weighted average number of equity shares for diluted EPS (Nos.) (C= A+B)	18,75,24,498	18,73,53,922
Diluted earnings per share (In ₹)	**10.40**	**9.74**

22. DISCLOSURE OF SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Company's standalone financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Judgements

In the process of applying the Company's accounting policies, management has made the following judgement, which have the most significant effect on the amounts recognised in the standalone financial statements:

Determining the lease term of contracts with renewal and termination options – Company as lessee

The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Company has several lease contracts that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g. construction of significant leasehold improvements or significant customisation to the leased asset).

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the standalone financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Share-based payments

The Company initially measures the cost of equity-settled transactions with employees using Black-Scholes model to determine the fair value of the liability incurred. Estimating fair value for equity-based payment transactions requires determination of the most appropriate valuation model, which is dependent on the terms and conditions of the grant. This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option, volatility, risk free rate, expected dividend yield, market price and exercise price and making assumptions about them. For equity-settled share-based payment transactions, the liability needs to be disclosed at the carrying amount at end of each reporting period up to the date of settlement. The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in note 24. Change in assumptions for estimating fair value of share-based payment transactions is expected to have insignificant impact on income statement.

Income taxes

Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

Further details on taxes are disclosed in note 11.

Defined benefit plans

The cost of the defined benefit gratuity plan, post-retirement medical benefits and other defined benefit plan and the present value of the obligation of defined benefit plans 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, expected rate of return on assets, future salary increases and mortality rates. 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 reviewed at each reporting date.

The parameter most subject to change is the discount rate. In determining the appropriate discount rate, the management considers the interest rates of government bonds where remaining maturity of such bond correspond to expected term of defined benefit obligation.

The mortality rate is based on mortality rates from Indian Assures Lives Mortality 2012-14. Those mortality tables tend to change only at interval in response to demographic changes. Future salary increases and gratuity increases are based on expected future inflation rates.

Further details about the defined benefit plans are given in note 23.

Fair value measurement of financial instruments

When the fair values of financial assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the DCF model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments. See note 29 and 30 for further disclosures.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Property, plant and equipment

The Company uses its technical expertise along with historical and industry trends for determining the economic life of an asset. The useful lives are reviewed by management periodically and revised, if appropriate. In case of a revision, the unamortised depreciable amount is charged over the remaining useful life of the assets.

Impairment of property, plant and equipment

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a DCF model. The cash flows are derived based on remaining useful life of the respective assets. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

There are no impairment losses recognised for the years ended March 31, 2023 and March 31, 2022.

Impairment of financial assets

The impairment provisions for financial assets are based on assumptions about risk of default and expected loss rates. The Company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Company's past history, existing market conditions as well as forward-looking estimates at the end of each reporting period.

23. GRATUITY AND OTHER POST EMPLOYMENT BENEFIT PLANS

(a) Gratuity

The Company has a defined benefit gratuity plan. The gratuity is governed by the Payment of Gratuity Act, 1972 ('the Act'). Under the Act, employee who has completed five years of service is entitled to gratuity on departure at 15 days salary (last drawn salary) for each completed year of service. The Scheme is funded through Gratuity Fund Trust with an insurance company in the form of a qualifying insurance policy. The Trust is responsible for the administration of the plan assets and for the determination of investment strategy. The Company makes provision of such gratuity asset/ liability in the books of account on the basis of actuarial valuation carried out by an independent actuary.

(b) Provident fund ('PF')

The Company contributes provident fund liability to Dalmia Cement Provident Fund Trust. As per the applicable accounting standard, provident funds set up by the employers, which require interest shortfall to be met by the employer, needs to be treated as defined benefit plan. The actuarial valuation of Provident Fund was carried out in accordance with the guidance note issued by Actuarial Society of India for measurement of provident fund liabilities and a provision has been recognised in respect of future anticipated shortfall with regard to interest rate obligation as at the balance sheet date.

The following tables summarise the components of net employee benefit expenses recognised in the statement of profit and loss and the funded status and amounts recognised in the balance sheet for the above-mentioned plan.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

(c) Post-retirement medical benefits plan ('PRMB')

The Company provides post-retirement medical benefits to its certain retired employees. The plan is not funded by the Company.

Net benefit expense (recognised in profit or loss)

Particulars	Gratuity		PF		PRMB	
	Year ended 2022-23	Year ended 2021-22	Year ended 2022-23	Year ended 2021-22	Year ended 2022-23	Year ended 2021-22
Service cost	2	2	5	5	0	-
Net interest cost/ (income) on benefit obligation	2	2	1	(0)	0	0
Net benefit expense	**4**	**4**	**6**	**5**	**0**	**0**

Change in the defined benefit obligation and fair value of plan assets as at March 31, 2023

Particulars	Gratuity			PF			PRMB		
	Defined benefit obligation	Fair value of plan assets	Net obligation	Defined benefit obligation	Fair value of plan assets	Net obligation	Defined benefit obligation	Fair value of plan assets	Net obligation
	(A)	(B)	(A-B)	(A)	(B)	(A-B)	(A)	(B)	(A-B)
April 1, 2022 (1)	32	1	31	93	92	1	0	-	0
Service cost (2)	2	-	2	5	-	5	0	-	0
Net interest expense (3)	2	0	2	7	6	1	0	-	0
Sub-total included in profit or loss (2+3)=(4)	**4**	**0**	**4**	**12**	**6**	**6**	**0**	**-**	**0**
Re-measurements									
Return on plan assets (excluding amounts included in net interest expense) (5)	-	0	(0)	-	2	(2)	-	-	-
(Gain)/ loss from changes in demographic assumptions (6)	(0)	-	(0)	-	-	-	0	-	0
(Gain)/ loss from changes in financial assumptions (7)	(1)	-	(1)	1	-	1	(0)	-	(0)
Experience (gains)/ losses (8)	(1)	-	(1)	1	-	1	(0)	-	(0)
Sub-total (5+6+7+8)=(9)	**(2)**	**0**	**(2)**	**2**	**2**	**0**	**0**	**-**	**0**
Expense/ (income) included in OCI out of (9) above	**(2)**	**0**	**(2)**	**2**	**2**	**0**	**0**	**-**	**0**
Contributions by employer (10)	-	-	-	-	5	(5)	-	-	-
Contribution by plan participation/ employees (11)	-	-	-	6	5	0	-	-	-
Settlements/ Transfer in (12)	(0)	-	(0)	15	15	-	-	-	-
Benefits paid (13)	(1)	(1)	(0)	(15)	(15)	-	(0)	-	(0)
Sub-total (10+11+12+13)=(14)	**(1)**	**(1)**	**(0)**	**6**	**10**	**(4)**	**(0)**	**-**	**(0)**
March 31, 2023 (1+4+9+14)	**35**	**1**	**34**	**113**	**110**	**2**	**0**	**-**	**0**

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Change in the defined benefit obligation and fair value of plan assets as at March 31, 2022

Particulars	Gratuity			PF			PRMB		
	Defined benefit obligation	Fair value of plan assets	Net obligation	Defined benefit obligation	Fair value of plan assets	Net obligation	Defined benefit obligation	Fair value of plan assets	Net obligation
	(A)	(B)	(A-B)	(A)	(B)	(A-B)	(A)	(B)	(A-B)
April 1, 2021 (1)	31	3	28	79	78	1	0	-	0
Service cost (2)	2	-	2	5	-	5	-	-	-
Net interest expense/ (income) (3)	2	0	2	5	5	(0)	0	-	0
Sub-total included in profit or loss (2+3)=(4)	**4**	**0**	**4**	**10**	**5**	**5**	**0**	**-**	**0**
Re-measurements									
Return on plan assets (excluding amounts included in net interest expense) (5)	-	(0)	0	-	2	(2)	-	-	-
(Gain)/ loss from changes in demographic assumptions (6)	(0)	-	(0)	-	-	-	0	-	0
(Gain)/ loss from changes in financial assumptions (7)	(1)	-	(1)	(0)	-	(0)	(0)	-	(0)
Experience (gains)/ losses (8)	2	-	2	2	-	2	0	-	0
Sub-total (5+6+7+8)=(9)	**1**	**(0)**	**1**	**2**	**2**	**(0)**	**0**	**-**	**0**
Expense/ (income) included in OCI out of (9) above	**1**	**(0)**	**1**	**2**	**2**	**(0)**	**0**	**-**	**0**
Contributions by employer (10)	-	-	-	-	5	(5)	-	-	-
Contribution by plan participation/ employees (11)	-	-	-	6	6	-	-	-	-
Settlements/ Transfer in (12)	-	-	-	1	1	-	-	-	-
Acquisition/ other adjustments (13)	(1)	-	(1)	-	-	-	-	-	-
Benefits paid (14)	(3)	(2)	(1)	(5)	(5)	-	(0)	-	(0)
Sub-total (10+11+12+13+14)=(15)	**(4)**	**(2)**	**(2)**	**2**	**7**	**(5)**	**(0)**	**-**	**(0)**
March 31, 2022 (1+4+9+15)	**32**	**1**	**31**	**93**	**92**	**1**	**0**	**-**	**0**

The Company expects to contribute ₹ 36 (March 31, 2022: ₹ 33) to gratuity and ₹ 5 (March 31, 2022: ₹ 6) to PF in 2023-24.

The major categories of plan assets of the fair value of the total plan assets of Gratuity and PF are as follows:-

Particulars	Gratuity		PF	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Investment pattern in plan assets:				
Insurance company products	1	1	-	-
Central government securities	-	-	12	10
State government securities	-	-	43	36
Special deposit scheme	-	-	1	1
Corporate bonds	-	-	47	39
Cash and cash equivalents	-	-	0	0
Other investment	-	-	7	6
Total	**1**	**1**	**110**	**92**

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

The principal assumptions used in determining Gratuity, PF and Post-retirement medical benefits for the Company are shown below:

Particulars	Gratuity		PF		PRMB	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Discount rate (%)	7.40	6.65	7.40	6.65	7.45	6.90
Expected rate of return on plan assets (%)	7.40	6.65	7.40	6.65	-	-
Future salary increase (%)	7.00	7.00	-	-	-	-
Normal Retirement age	60 years	58 years	60 years	58 years	-	-
Attrition/ withdrawal rate (per annum)	15.00	15.00	15.00	13.00	-	-
Guaranteed interest rate (%)	-	-	8.15	8.10	-	-
Medical cost inflation rate (%)	-	-	-	-	5.00	5.00
Mortality Table	IALM (2012-14)	IALM (2012-14)	IALM (2012-14)	IALM (2012-14)	90% (of IIALM 2012-15)	90% (of LIC 96-98 mod ult.)

A quantitative sensitivity analysis for significant assumption as at March 31, 2023 and March 31, 2022 is as shown below:

Gratuity Plan:

Assumption	Discount rate				Future salary increases			
	1% Decrease		1% Increase		1% decrease		1% increase	
Sensitivity Level	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Impact on defined benefit obligation	2	1	(2)	(1)	(2)	(1)	2	1

Provident Fund:

Assumption	Discount rate				Interest rate guarantee			
	1% Decrease		1% Increase		1% decrease		1% increase	
Sensitivity Level	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Impact on defined benefit obligation	0	1	(0)	(1)	(4)	(3)	5	4

PRMB:

Assumption	Discount rate				Medical cost inflation rate			
	1% Decrease		1% Increase		1% decrease		1% increase	
Sensitivity Level	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Impact on defined benefit obligation	0	0	(0)	(0)	(0)	(0)	0	0

The sensitivity analyses above have been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

The following payments are expected contributions to the defined benefit plan in future years (undiscounted):

Particulars	Gratuity		PRMB	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Within the next 12 months (next annual reporting period)	6	5	0	0
Between 2 and 5 years	25	22	0	0
Between 5 and 10 years	20	18	0	0
Beyond 10 years	0	0	1	1
Total expected payments	**51**	**45**	**1**	**1**

The weighted average duration (based on discounted cash flows) of the defined benefit plan obligation at the end of the reporting period for gratuity is 4 years (March 31, 2022: 4 years) and for post-retirement medical benefits is 10 years (March 31, 2022: 9 years).

Risk Exposure

Through its defined benefit plans, the Company is exposed to a number of risks, the most significant of which are detailed below:-

Asset Volatility

The plan liabilities are calculated using a discount rate set with reference to bond yields, if plan assets under perform this yield, this will create a deficit. Most of the plan asset investments are in fixed income securities and in government securities. The investments are expected to earn a return in excess of the discount rate and contribute to the plan deficit.

Asset liability matching risk

The Company ensures that the investment positions are managed within an asset-liability matching (ALM) framework that has been developed to achieve long-term investments that are in line with the obligations under the employee benefit plans. Within this framework, the Company's ALM objective is to match assets to the obligations by investing in long-term fixed interest securities with maturities that match the benefit payments as they fall due.

Liquidity Risk

The Company actively monitors how the duration and the expected yield of investments are matching the expected cash outflows arising from the employee benefit obligations. The Company has not changed the processes used to manage its risks from previous periods.

Contribution to defined contribution plans:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Provident fund/ Pension fund	0	0
Superannuation fund	0	0
National pension scheme	0	0
	0	**0**

24. SHARE-BASED PAYMENTS

Employee Stock Option Scheme 2018 namely "DBL ESOP 2018" was adopted by the Board of Directors pursuant to the Scheme of Arrangement and Amalgamation sanctioned by Hon'ble NCLT Chennai vide its order dated April 20, 2018. Under the DBL ESOP 2018, the Company granted 2 (two) new stock options ('New Options') to the eligible employees of the Company and its subsidiary company, in lieu of every existing 1 (one) stock option held by them under erstwhile DBEL ESOP Scheme 2011 (whether vested or unvested).

Options granted under DBL ESOP 2018 would vest in not less than one year and not more than five years from the date of grant of the options. The Nomination and Remuneration Committee of the Company has approved multiple grants with related vesting conditions. Vesting of the options would be subject to continuous employment and certain performance parameters stipulated by the Nomination and Remuneration Committee. Hence the options would vest with passage of time on meeting the performance parameters.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

The fair value of the stock options is estimated at the grant date using the Black- Scholes option pricing model, taking into account the terms and conditions upon which the stock options were granted. However, the above performance condition is only considered in determining the number of instruments that will ultimately vest.

Details of the options granted under DBL ESOP 2018 during the previous year are as under:

Particulars	Grant 5	Grant 6
Date of grant	July 27, 2021	December 1, 2021
No. of options granted	1,50,000	2,640
Vesting period	2 years graded vesting	4 years graded vesting
Exercise period	3 years from vesting date	3 years from vesting date

There are no cash settlement alternatives. The Company does not have a past practice of cash settlement for these stock options. Options granted under the DBL ESOP 2018 will carry no dividend or voting rights. On exercise, each option is convertible into one equity share.

The expense recognised for employee services received during the year is shown in the following table:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Expense arising from equity-settled share-based payment transactions	1	1
Total expense arising from share-based payment transactions	**1**	**1**

The cost related to employee stock options of subsidiary company namely Dalmia Cement (Bharat) Limited of ₹ 13 (March 31, 2022: ₹ 20) has been recognised as an addition to investment (refer note 4(i)).

Movements during the year

The following table illustrates the number and weighted average exercise prices (WAEP) of, and movements in, share options during the year:

Particulars	March 31, 2023		March 31, 2022	
	Numbers	WAEP	Numbers	WAEP
Outstanding at the beginning of the year	1,97,280	2.00	3,16,800	158.34
Granted during the year	-	-	1,52,640	2.00
Exercised during the year	(1,11,688)[1]	2.00	(2,51,160)[2]	183.33
Expired/ lapsed during the year	-	-	(21,000)*	191.77
Outstanding at the end of the year	85,592	2.00	1,97,280	2.00
Exercisable at the end of the year	-	-	-	-

* Unvested options expired on retirement of employees.

1. The weighted average share price at the date of exercise (August 4, 2022 to February 4, 2023) of the options is ₹ 1,580.63.

2. The weighted average share price at the date of exercise (November 5, 2021 to February 7, 2022) of the options was ₹ 1,981.10.

The weighted average remaining contractual life for the share options outstanding as at March 31, 2023 is 3.66 years (March 31, 2022: 4.76 years).

The weighted average fair value of options granted during the year is ₹ Nil (March 31, 2022: ₹ 2,231.87).

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

The following table list the inputs to the models used for the plan for the year ended March 31, 2023 and March 31, 2022:

Particulars	Grant 4	Grant 5	Grant 6
Dividend yield (%)	0.23	0.06	0.07
Expected volatility (%) *	43.11	41.70	40.90
Risk-free interest rate (%)	4.83	4.49	5.53
Average expected life of options (years)	4.20	2.83	4.20
Weighted average share price (₹) for each	859.83	2,244.13	1,856.48
Weighted average fair values at the measurement date	849.84	2,238.60	1,849.31
Exercise price (₹ per share)	2.00	2.00	2.00
Date of Grant	November 5, 2020	July 27, 2021	December 1, 2021

* The expected volatility was determined based on historical volatility data.

25. LEASES

A. Company as a lessee

The Company has lease contracts for various buildings (office and residential premises) and vehicles used in its operations. Generally, the Company is restricted from assigning and subleasing the leased assets.

The Company also has certain leases of buildings with lease terms of 12 months or less. The Company applies the 'short-term lease' recognition exemptions for these leases.

(i) Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

Particulars	Buildings	Vehicles	Total
Cost			
As at April 1, 2021	9	2	11
Additions	2	4	5
Disposals	6	3	8
As at March 31, 2022	**5**	**3**	**8**
Additions	0	1	1
Disposals	2	1	3
As at March 31, 2023	**3**	**4**	**7**
Accumulated depreciation			
As at April 1, 2021	3	1	4
Charge for the year	2	0	2
Disposals	2	1	3
As at March 31, 2022	**3**	**0**	**3**
Charge for the year	1	1	2
Disposals	1	0	2
As at March 31, 2023	**3**	**1**	**3**
Net block			
As at March 31, 2023	**1**	**3**	**4**
As at March 31, 2022	**2**	**3**	**5**

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

(ii) Set out below are the carrying amounts of lease liabilities and the movements during the year:

Particulars	As at March 31, 2023	As at March 31, 2022
Opening balance	5	7
Additions	1	5
Deletions	1	5
Accretion of interest	0	0
Payments	2	2
Closing balance	**3**	**5**
Non-current liabilities	2	3
Current liabilities	1	2

(iii) The maturity analysis of lease liabilities are disclosed in note 31.

(iv) The effective interest rate for lease liabilities is 8% – 10% (March 31, 2022: 8% – 10%), with maturity between 2024-2028.

(v) The following are the amounts recognised in profit or loss:

Particulars	Year ended 2022-23	Year ended 2021-22
Depreciation expense of right-of-use assets	2	2
Interest expense on lease liabilities	0	0
Expense relating to short-term leases (included in other expenses)	1	0
Total amount recognised in profit or loss	**3**	**2**

(vi) The Company has not revalued its right-of-use assets during the year.

(vii) Amounts recognised in statement of cash flows:

Particulars	Year ended 2022-23	Year ended 2021-22
Total cash outflow for leases	**2**	**2**

26. COMMITMENTS

Particulars	As at March 31, 2023	As at March 31, 2022
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	0	-

27. CONTINGENT LIABILITIES

a) to the extent not provided for in respect of:

Particulars	As at March 31, 2023	As at March 31, 2022
Demands raised by following authorities in dispute		
(i) Demand of service tax	1	1
(ii) Income tax matter	0	-

b) Guarantees

Particulars	As at March 31, 2023	As at March 31, 2022
Guarantees* given to a bank on behalf of others of ₹ 8 (March 31, 2022: ₹ 7) – to the extent of loan outstanding	5	7

Security clause

* These are covered by first *pari passu* charge created in favour of the Company's bank by way of hypothecation of current assets and receivables.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

28. RELATED PARTY DISCLOSURES

A) List of related parties and nature of relationship:

Related parties where control exists:-

(i) Subsidiaries

1 Dalmia Cement (Bharat) Limited ('DCBL'),
2 Dalmia Power Limited

(ii) Step down subsidiaries

1 Calcom Cement India Limited,
2 Vinay Cement Limited,
3 RCL Cements Limited,
4 SCL Cements Limited,
5 Alsthom Industries Limited,
6 Bangaru Kamakshiamman Agro Farms Private Limited,
7 Chandrasekara Agro Farms Private Limited,
8 Cosmos Cements Limited,
9 D.I. Properties Limited,
10 Dalmia Minerals & Properties Limited,
11 Geetee Estates Limited,
12 Golden Hills Resort Private Limited,
13 Hemshila Properties Limited,
14 Hopco Industries Limited,
15 Ishita Properties Limited,
16 JayeVijay Agro Farms Private Limited,
17 Shri Rangam Properties Limited,
18 Sri Madhusudana Mines & Properties Limited,
19 Sri Shanmugha Mines & Minerals Limited,
20 Sri Subramanya Mines & Minerals Limited,
21 Sri Swaminatha Mines & Minerals Limited,
22 Sri Trivikrama Mines & Properties Limited,
23 Sutnga Mines Private Limited,
24 Rajputana Properties Private Limited,
25 DPVL Ventures LLP,
26 Ascension Mercantile Private Limited ('AMPL'),
27 Ascension Multiventures Private Limited ('AMVPL'),
28 Dalmia Bharat Green Vision Limited (w.e.f. May 22, 2021)

Other related parties:

(i) Joint ventures of DCBL

1 Khappa Coal Company Private Limited,
2 Radhikapur (West) Coal Mining Private Limited

(ii) Associate of DCBL and its subsidiaries

1 Dalmia Bharat Refractories Limited ('DBRL'),
2 Dalmia OCL Limited (a subsidiary of DBRL) (upto January 5, 2023),
3 OCL China Limited (a subsidiary of DBRL),
4 OCL Global Limited (a subsidiary of DBRL),
5 Dalmia Seven Refractories Limited (a subsidiary of DBRL) (upto January 5, 2023),
6 Dalmia GSB Refractories GmbH (a subsidiary of DBRL),
7 Dalmia Mining and Services Private Limited (a subsidiary of DBRL) (w.e.f. March 10, 2023)

(iii) Key management personnel (KMP)

1 Mr. Puneet Yadu Dalmia – Managing Director & CEO,
2 Mr. Gautam Dalmia – Managing Director,
3 Mr. Dharmender Tuteja – Chief Financial Officer,
4 Mr. Rajeev Kumar – Company Secretary (w.e.f. June 17, 2022),
5 Dr. Sanjeev Gemawat – Group General Counsel and Company Secretary (upto June 16, 2022).

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

(iv) Directors

1 Late Mr. Jai Hari Dalmia – Non-Executive Director (upto July 8, 2021),
2 Mr. Yadu Hari Dalmia – Non-Executive Director,
3 Dr. Niddodi Subrao Rajan – Non-Executive Director,
4 Mr. Pradeep Kumar Khaitan – Independent Director,
5 Mr. Virendra Singh Jain – Independent Director,
6 Mrs. Sudha Pillai – Independent Director

Related parties with whom transactions have taken place during the year:

(v) Trust relating to retiral benefit plan

1 Dalmia Cement Provident Fund
2 Dalmia Cement Bharat Executive Superannuation Fund

(vi) Relatives of key management personnel/ directors

1 Mrs. Bela Dalmia (mother of Mr. Puneet Yadu Dalmia),
2 Mrs. Kavita Dalmia (wife of Mr. Jai Hari Dalmia),
3 Mrs. Anupama Dalmia (wife of Mr. Gautam Dalmia),
4 Ms. Sukeshi Dalmia (daughter of Mr. Gautam Dalmia),
5 Ms. Vaidehi Dalmia (daughter of Mr. Gautam Dalmia),
6 Ms. Sumana Dalmia (daughter of Mr. Gautam Dalmia),
7 Mrs. Kanita Gemawat (upto June 16, 2022) (wife of Dr. Sanjeev Gemawat)

(vii) Enterprises controlled/ jointly controlled by key management personnel/ directors

1 Alirox Abrasives Limited,
2 Keshav Power Limited,
3 Dalmia Bharat Foundation,
4 Dalmia Bharat Sugar and Industries Limited,
5 Rama Investment Company Private Limited,
6 Sita Investment Company Limited,
7 Himgiri Commercial Limited,
8 Himshikhar Investment Limited (upto June 30, 2022),
9 Valley Agro Industries Limited,
10 MAJ Textiles Private Limited,
11 Khaitan & Co. LLP,
12 Khaitan & Co. AOR

(viii) Other related parties over which entity has control/ significant influence

1 Shri Yadu Hari Dalmia C/o Y.H. Dalmia (HUF),
2 Kavita Dalmia Parivar Trust,
3 Shri Brahma Creation Trust,
4 J.H. Dalmia Trust,
5 Ku. Shrutipriya Dalmia C/o Shrutipriya Dalmia Trust

Note:

The Company's wholly-owned step down subsidiaries namely Dalmia DSP Limited ('Dalmia DSP') and Murli Industries Limited ('MIL'), (subsidiaries of DCBL) ceased to be step down subsidiaries of the Company consequent to (i) Scheme of Amalgamation of Dalmia DSP with DCBL, and (ii) Composite Scheme of Arrangement and Amalgamation for (a) demerger of Paper and Solvent Extraction Undertakings of MIL to AMPL and AMVPL, respectively, followed by (b) amalgamation of MIL having remaining business with DCBL, been approved by Hon'ble National Company Law Tribunal(s) and becoming effective during the year ended March 31, 2023, from the Appointed Date i.e. closing business hours of March 31, 2020.

Accordingly, these entities i.e. Dalmia DSP and MIL got amalgamated with DCBL from the effective date of Scheme(s) and cease to exist. Hence, the above disclosure in respect of transactions entered into with aforesaid entities have been presented based on the relationship on the date of transaction.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

B) The following transactions were carried out with the related parties in the ordinary course of business:

Name of related party	Nature of related party	Purchase of goods and services	Management service charges	Sale of assets	Loans given	Loans received back	Dividend income	Interest income
Dalmia Cement (Bharat) Limited	Subsidiary	-	117	-	12	343	55	22
		-	(116)	(0)	(502)	(90)	(154)	(3)
Dalmia Power Limited	Subsidiary	-	-	-	-	-	107	-
		-	-	-	(2)	(461)	(31)	(7)
Alsthom Industries Limited	Step down subsidiary	-	1	-	-	-	-	-
		-	(0)	-	-	-	-	-
Calcom Cement India Limited	Step down subsidiary	-	5	-	-	-	-	-
		-	(4)	(0)	-	-	-	-
Dalmia Bharat Green Vision Limited	Step down subsidiary	-	-	-	259	-	-	3
		-	-	-	-	-	-	-
Dalmia Bharat Sugar and Industries Limited	KMP/ directors controlled	1	10	-	-	-	6	-
		(0)	(12)	-	-	-	(9)	-
Dalmia Bharat Refractories Limited	Subsidiary's associate	-	0	-	-	-	-	-
		-	(3)	-	-	-	-	-
Dalmia Seven Refractories Limited	Subsidiary of DBRL	-	-	-	-	-	-	-
		-	(0)	-	-	-	-	-
Dalmia Bharat Foundation	KMP/ directors controlled	-	-	-	-	-	-	-
		-	(0)	-	-	-	-	-
Khaitan & Co. LLP	KMP/ directors controlled	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Khaitan & Co. AOR	KMP/ directors controlled	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Alirox Abrasives Limited	KMP/ directors controlled	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Keshav Power Limited	KMP/ directors controlled	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Rama Investment Company Private Limited	KMP/ directors controlled	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Sita Investment Company Limited	KMP/ directors controlled	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Others	KMP/ directors controlled	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Dalmia Cement Provident Fund	Trust relating to retiral benefit plan	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Dalmia Cement Bharat Executive Superannuation Fund	Trust relating to retiral benefit plan	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Mr. Yadu Hari Dalmia	Non-Executive Director	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Mr. Puneet Yadu Dalmia	KMP	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Mr. Gautam Dalmia	KMP	-	-	-	-	-	-	-
		-	-	-	-	-	-	-

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Dividends paid	Director's sitting fees	Director's commission	Remune-ration *	Profess-ional fee	Employee welfare expenses	Reimburs-ement of expense payable	Reimbur-sement of expense receivable	CSR expenses	Contribution to post employment benefit plan
-	-	-	-	-	-	0	0	-	-
-	-	-	-	-	-	(1)	(1)	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	(0)	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
2	-	-	-	-	-	0	-	-	-
(1)	-	-	-	-	-	(0)	-	-	-
1	-	-	-	-	-	-	0	-	-
(0)	-	-	-	-	-	(0)	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	(0)	-	(1)	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	(0)	-	-	-	-	-
-	-	-	-	0	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-
(0)	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-
(0)	-	-	-	-	-	-	-	-	-
72	-	-	-	-	-	-	-	-	-
(43)	-	-	-	-	-	-	-	-	-
12	-	-	-	-	-	-	-	-	-
(7)	-	-	-	-	-	-	-	-	-
2	-	-	-	-	-	-	-	-	-
(1)	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	6
-	-	-	-	-	-	-	-	-	(6)
-	-	-	-	-	-	-	-	-	0
-	-	-	-	-	-	-	-	-	(0)
-	0	-	-	-	-	-	-	-	-
-	(0)	-	-	-	-	-	-	-	-
-	-	-	23	-	-	-	-	-	-
-	-	-	(22)	-	-	-	-	-	-
0	-	-	21	-	-	-	-	-	-
(0)	-	-	(20)	-	-	-	-	-	-

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

B) The following transactions were carried out with the related parties in the ordinary course of business (cont'd.):

Name of related party	Nature of related party	Purchase of goods and services	Management service charges	Sale of assets	Loans given	Loans received back	Dividend income	Interest income
Dr. Sanjeev Gemawat	KMP	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Mr. Rajeev Kumar	KMP	-	-	-	0	-	-	-
		-	-	-	-	-	-	-
Mr. Niddodi Subrao Rajan	Non-Executive Director	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Mr. Pradeep Kumar Khaitan	Director	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Mr. Virendra Singh Jain	Director	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Mrs. Sudha Pillai	Director	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Others	Relatives of KMP/ directors	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Others	Other related parties	-	-	-	-	-	-	-
		-	-	-	-	-	-	-

All figures in ( ) represent amount for the year ended March 31, 2022

* KMP are covered under the Company's Gratuity Scheme along with other employees of the Company. The gratuity and leave liability is determined for all the employees on an overall basis, based on the actuarial valuation done by an independent actuary. The specific amount of gratuity and leave liability for KMP cannot be ascertained separately, except for the amount actually paid.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Dividends paid	Director's sitting fees	Director's commission	Remune-ration *	Profess-ional fee	Employee welfare expenses	Reimburs-ement of expense payable	Reimbur-sement of expense receivable	CSR expenses	Contribution to post employment benefit plan
-	-	-	1	-	-	-	-	-	-
-	-	-	(2)	-	-	-	-	-	-
-	-	-	1	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	0	0	-	-	-	-	-	-	-
-	(0)	(0)	-	-	-	-	-	-	-
-	0	0	-	-	-	-	-	-	-
-	(0)	(0)	-	-	-	-	-	-	-
-	0	0	-	-	-	-	-	-	-
-	(0)	(0)	-	-	-	-	-	-	-
-	0	0	-	-	-	-	-	-	-
-	(0)	(0)	-	-	-	-	-	-	-
0	-	-	-	-	0	-	-	-	-
(0)	-	-	-	-	(0)	-	-	-	-
5	-	-	-	-	-	-	-	-	-
(3)	-	-	-	-	-	-	-	-	-

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

C) Balance outstanding at year end:

Name of Related Party	Nature of related party	Trade payables	Loans receivable	Interest receivable	Trade receivables	Directors' commission payable	Dividend Receivable	Other current liabilities-statutory dues	Remuneration payable
Dalmia Cement (Bharat) Limited	Subsidiary	-	81	6	12	-	-	-	-
		-	(412)	(2)	(8)	-	-	-	-
Dalmia Power Limited	Subsidiary	-	-	-	-	-	-	-	-
		-	-	-	-	-	(5)	-	-
Alsthom Industries Limited	Step down subsidiary	-	-	-	0	-	-	-	-
		-	-	-	(0)	-	-	-	-
Calcom Cement India Limited	Step down subsidiary	-	-	-	1	-	-	-	-
		-	-	-	(0)	-	-	-	-
Dalmia Bharat Green Vision Limited	Step down subsidiary	-	259	3	-	-	-	-	-
		-	-	-	-	-	-	-	-
Dalmia Bharat Sugar and Industries Limited	KMP/ directors controlled	0	-	-	1	-	-	-	-
		(0)	-	-	(1)	-	-	-	-
Dalmia Bharat Refractories Limited	Subsidiary's associate	-	-	-	0	-	-	-	-
		(0)	-	-	(0)	-	-	-	-
Dalmia Cement Provident Fund	Trust relating to retiral benefit plan	-	-	-	-	-	-	0	-
		-	-	-	-	-	-	(0)	-
Dalmia Cement Bharat Executive Superannuation Fund	Trust relating to retiral benefit plan	-	-	-	-	-	-	0	-
		-	-	-	-	-	-	(0)	-
Mr. Puneet Yadu Dalmia	KMP	-	-	-	-	-	-	-	1
		-	-	-	-	-	-	-	(0)
Mr. Gautam Dalmia	KMP	-	-	-	-	-	-	-	1
		-	-	-	-	-	-	-	-
Mr. Rajeev Kumar	KMP	-	0	-	-	-	-	-	0
		-	-	-	-	-	-	-	-
Mrs. Sudha Pillai	Director	-	-	-	-	0	-	-	-
		-	-	-	-	(0)	-	-	-
Mr. Pradeep Kumar Khaitan	Director	-	-	-	-	0	-	-	-
		-	-	-	-	(0)	-	-	-
Mr. Virendra Singh Jain	Director	-	-	-	-	0	-	-	-
		-	-	-	-	(0)	-	-	-
Mr. Niddodi Subrao Rajan	Non-Executive Director	-	-	-	-	0	-	-	-
		-	-	-	-	(0)	-	-	-
Total		**0**	**340**	**9**	**13**	**1**	**-**	**0**	**2**
		(0)	**(412)**	**(2)**	**(9)**	**(1)**	**(5)**	**(0)**	**(0)**

All figures in ( ) represent balance outstanding as at March 31, 2022

Investment with related parties are disclosed in note 4(i).

D) Transactions with key management personnel

Compensation of key management personnel of the Company:-

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Short-term employee benefits	42	40
Post employment benefits	4	4
Total compensation paid to key management personnel *	**46**	**44**

The amounts disclosed in the table are the amounts recognised as an expense during the reporting period relating to key management personnel.

* Remuneration to the key managerial personnel does not include provision made for gratuity and leave benefits as they are determined on actuarial basis for the Company as a whole.

E) The transactions with related parties have been made on terms equivalent to those that prevail in arm’s length transactions.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

29. FINANCIAL INSTRUMENTS BY CATEGORY

Below, is a comparison by class of the carrying amounts and fair value of the Company's financial instruments, other than those with carrying amounts that are reasonable approximations of fair values:

Particulars	Notes	Carrying value		Fair value	
		As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Financial assets *					
Financial assets carried at amortised cost					
Security deposits	4(iii) & 6(vi)	0	8	0	8
Loans to employees	4(ii) & 6(v)	0	1	0	1
Loans to related parties	4(ii) & 6(v)	340	412	340	412
Loans to others	6(v)	0	-	0	-
Trade receivables	6(ii)	13	9	13	9
Cash and cash equivalents	6(iii)	80	1	80	1
Bank balances other than above	6(iv)	5	5	5	5
Others	4(iii) & 6(vi)	11	7	11	7
Financial assets carried at fair value through profit or loss					
Investment in tax free bonds	4(i)	0	0	0	0
Investments in others	9(i)	-	1	-	1
Investment in mutual funds	6(i)	52	29	52	29
Financial assets carried at fair value through other comprehensive income					
Investment in equity shares	4(i)	501	711	501	711
Financial liabilities					
Financial liabilities carried at amortised cost					
Lease liabilities	25	3	5	3	5
Trade payables	12(i)	3	3	3	3
Other financial liabilities	12(ii)	10	8	10	8

* other than investments in subsidiaries accounted at cost in accordance with Ind AS 27 'Separate Financial Statements'.

The management assessed that cash and cash equivalents, other bank balances, trade receivables, other financial assets, trade payables and other current financial liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

(a) Long-term fixed-rate and variable-rate receivables/ deposit are evaluated by the Company based on parameters such as interest rates, risk factors, individual credit worthiness of the customer and the risk characteristics of the financed project. Based on this evaluation, allowances are taken into account for the expected credit losses of these receivables.

(b) The fair value of unquoted instruments and other financial liabilities are estimated by discounting future cash flows using rates currently available for debt on similar terms, credit risk and remaining maturities.

(c) The fair value of investment in equity shares are based on quoted market price at the reporting date. Fair value of investment in mutual funds/ other venture capital fund are based on market observable inputs i.e. Net Asset Value at the reporting date.

Description of significant unobservable inputs to valuation (Level 3):

(a) Discount rate are determined using prevailing bank lending rate.

(b) The fair values of financial assets and liabilities are determined using the discounted cash flow analysis.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

30. FAIR VALUE HIERARCHY

The Company uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities

Level 2: other techniques for which all inputs that have a significant effect on the recorded fair value are observable, either directly or indirectly

Level 3: techniques that use inputs that have a significant effect on the recorded fair value that are not based on observable market data.

The following table provides the fair value measurement hierarchy of the Company's assets and liabilities:

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at March 31, 2023:

Particulars	Amount	Fair value measurement using		
		Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Assets measured at fair value				
Investment in tax free bonds	0	0	-	-
Investment in equity shares	501	501	-	-
Investment in mutual funds	52	-	52	-
Assets for which fair values are disclosed (note 29)				
Security deposits	0	-	-	0
Loans to employees	0	-	-	0
Loans to related parties	340	-	-	340
Loans to others	0			0
Trade receivables	13	-	-	13
Cash and cash equivalents	80	-	-	80
Bank balances other than above	5	-	-	5
Others	11	-	-	11
Liabilities for which fair values are disclosed (note 29)				
Lease liabilities	3	-	-	3
Trade payables	3	-	-	3
Other financial liabilities	10	-	-	10

There have been no transfers between Level 1 and Level 2 during the year ended March 31, 2023.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at March 31, 2022:

Particulars	Amount	Fair value measurement using		
		Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Assets measured at fair value				
Investment in tax free bonds	0	0	-	-
Investments in others	1	-	1	-
Investment in equity shares	711	711	-	-
Investment in mutual funds	29	-	29	-
Assets for which fair values are disclosed (note 29)				
Security deposits	8	-	-	8
Loans to employees	1	-	-	1
Loans to a related parties	412	-	-	412
Trade receivables	9	-	-	9
Cash and cash equivalents	1	-	-	1
Bank balances other than above	5	-	-	5
Others	7	-	-	7
Liabilities for which fair values are disclosed (note 29)				
Lease liabilities	5	-	-	5
Trade payables	3	-	-	3
Other financial liabilities	8	-	-	8

There have been no transfers between Level 1 and Level 2 during the year ended March 31, 2022.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Company's principal financial liabilities comprise trade and other payables and lease liabilities. The main purpose of these financial liabilities is to finance the Company's operations and to provide guarantees to support its operations. The Company's principal financial assets include loans, investments (debt and equity), trade and other receivables, cash and cash equivalents and other financial assets that derive directly from its operations.

The Company is exposed to market risk, credit risk and liquidity risk. The Company's senior management oversees the management of these risks and also ensure 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.

The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and other price risk, such as equity price risk. Financial instruments affected by market risk include deposits, debt and equity investments, trade receivables and trade payables.

The Company manages market risk through a treasury department, which evaluates and exercises independent control over the entire process of market risk management. The treasury department recommends risk management objectives and policies, which are approved by Senior Management and the Audit Committee. The activities of this department include management of cash resources, implementing hedging strategies for foreign currency exposures, borrowing strategies and ensuring compliance with market risk limits and policies.

The analysis exclude the impact of movements in market variables on: the carrying values of gratuity and other post-retirement obligations and provisions.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. In order to optimise the Company's position with regards to interest income and interest expenses to manage the interest rate risk, treasury performs a comprehensive corporate interest rate risk management. There is no outstanding borrowings at the year end, hence there is no exposure to interest rate risk.

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. There is no outstanding forward contract and unhedged foreign currency exposure at the year end.

Equity price risk

The Company is exposed to equity price risks arising from equity investments. Equity investments are held for strategic rather than trading purposes. The Company does not actively trade these investments.

Credit risk

Credit risk is the risk that a counter party will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables).

Trade receivables

Customer credit risk is managed by each business unit subject to the Company's established policy, procedures and control relating to customer credit risk management. Outstanding customer receivables are regularly monitored. An impairment analysis is performed at each reporting date on an individual basis for major clients.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Outstanding balances of trade receivable comprises primarily recoverable from group companies against provision of management services. The Company evaluates the concentration of risk with respect to trade receivables as low, the trade receivables are located in several jurisdictions and operate in largely independent markets.

Ageing	Up to 180 days	More than 180 days	Total
As at March 31, 2023			
Gross carrying amount (A)	13	-	13
Expected credit losses (B)	-	-	-
Net carrying amount (A-B)	**13**	**-**	**13**
As at March 31, 2022			
Gross carrying amount (A)	9	0	9
Expected credit losses (B)	-	-	-
Net carrying amount (A-B)	**9**	**0**	**9**

Financial instruments and cash deposits

Credit risk from balances with banks is managed by the Company's treasury department in accordance with the Company's policy. Investments of surplus funds are made only with approved authorities. Credit limits of all authorities are reviewed by the management on regular basis. All balances with banks is subject to low credit risk due to good credit ratings assigned to the Company.

Liquidity risk

The Company monitors its risk of a shortage of funds using a liquidity planning tool. The Company's objective is to maintain a balance between continuity of funding and flexibility through the use of bank loans and lease contracts.

The table below summarises the maturity profile of the Company's financial liabilities based on contracted undiscounted payments:

Ageing	Less than 1 year	1 to 3 years	3 to 5 years	More than 5 years	Total	Carrying value
As at March 31, 2023						
Lease liabilities	1	2	1	-	4	4
Trade payables	3	-	-	-	3	3
Other financials liabilities	10	-	-	-	10	10
As at March 31, 2022						
Lease liabilities	2	3	1	-	6	5
Trade payables	3	-	-	-	3	3
Other financials liabilities	8	-	-	-	8	8

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

32. CAPITAL MANAGEMENT

For the purpose of the Company's capital management, capital includes issued equity capital, securities premium and all other equity reserves attributable to the equity shareholders. The Company includes within net debt, borrowings less cash and cash equivalents, other bank balances and current investments.

The primary objective of the Company's capital management is to maximise the shareholder value. The Company is not subject to any externally imposed capital requirements.

Particulars	As at March 31, 2023	As at March 31, 2022
Borrowings	-	-
Less: Cash and cash equivalents (refer note 6(iii))	(80)	(1)
Less: Bank balances other than cash and cash equivalents (refer note 6(iv))	(5)	(5)
Less: Current investments (refer note 6(i))	(52)	(29)
Net debt	**(137)**	**(35)**
Total capital	7,848	7,993
Capital and net debt	**7,711**	**7,958**
Gearing ratio	**N/A**	**N/A**

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2023 and March 31, 2022.

33. DETAILS OF DUES TO MICRO AND SMALL ENTERPRISES AS DEFINED UNDER THE MSMED ACT, 2006

Particulars	As at March 31, 2023	As at March 31, 2022
The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year		
- Principal amount due to micro and small enterprises	0	1
- Interest due on above	-	-
The amount of interest paid by the buyer in terms of Section 16 of the MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year	-	-
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under Section 23 of the MSMED Act, 2006	-	-

The above information has been determined to the extent such parties have been identified on the basis of information available with the Company and the same has been relied upon by the auditors.

34. Details of loans and advances in nature of loans to subsidiaries, parties in which directors are interested and Investments by the loanee in the shares of the Company as required by Regulation 34(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015:

Particulars	As at March 31, 2023		As at March 31, 2022	
	Outstanding amount	Maximum amount outstanding during financial year	Outstanding amount	Maximum amount outstanding during financial year
Loans to subsidiary/ step-down subsidiary companies				
Dalmia Cement (Bharat) Limited	81	424	412	502
Dalmia Power Limited	-	-	-	461
Dalmia Bharat Green Vision Limited	259	259	-	-

Note: Investment in subsidiaries are disclosed in note 4(i).

The loanee has not made any investments in the shares of the Company.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

35. The Company has given loans to various companies. Loans/ advances outstanding as at year end is given in below mentioned table along with purpose of the loan/ advances as required u/s 186(4) of the Companies Act, 2013.

Particulars	Amount outstanding	
	As at March 31, 2023	As at March 31, 2022
Loans given for general corporate purpose		
Dalmia Cement (Bharat) Limited (6.06% p.a. to 8.14% p.a.) **	81	412
Dalmia Bharat Green Vision Limited (7.80% p.a. to 8.14% p.a.) **	259	-
Rewas Ports Limited (10.00% p.a.) *	30	30

* loan amount impaired during the year ended March 31, 2022 (refer note 20).

** The above loans are unsecured and are repayable at the end of 36 months from the date of grant of loan.

Particulars of guarantee given:

S.No.	Particulars	Purpose	Guarantee given during the financial year		Outstanding amount	
			Year ended March 31, 2023	Year ended March 31, 2022	As at March 31, 2023	As at March 31, 2022
1	Guarantees given	Business purpose	1	1	8	7

The details of investment of the Company are given in note 4(i).

36. DISCLOSURE PURSUANT TO IND AS 27 – SEPARATE FINANCIAL STATEMENTS

Investments in the following subsidiary companies are accounted for at cost.

Name of subsidiary company	Country of incorporation	% of ownership held	
		As at March 31, 2023	As at March 31, 2022
Dalmia Cement (Bharat) Limited	India	100.00%	100.00%
Dalmia Power Limited	India	100.00%	100.00%

37. SEGMENT INFORMATION

The Company is primarily engaged in providing management services to the group companies in India. There are no separate reportable segments (business and/ or geographical) in accordance with the requirements of Ind AS 108 'Operating segment' and hence no additional disclosures are provided in the standalone financial statements.

Revenue from major customers:

Revenue from major customers with % of total revenue are as below:

Particulars	Year ended March 31, 2023		Year ended March 31, 2022	
	Revenue	Revenue %	Revenue	Revenue %
Dalmia Cement (Bharat) Limited	117	88.70%	115	85.23%

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

38. OTHER STATUTORY INFORMATIONS

i. The Company do not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

ii. The Company do not have any transactions with struck off companies under Section 248 of the Companies Act, 2013 or Section 560 of Companies Act, 1956.

iii. The Company do not have any charges or satisfaction which is yet to be registered with Registrar of Companies (ROC) beyond the statutory period.

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 or entity, 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 or entity, including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company 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 on behalf of the Ultimate Beneficiaries.

vii. The Company has 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 been declared a wilful defaulter by any bank or financial institution or other lender (as defined under the Companies Act, 2013) or consortium thereof, in accordance with the guidelines on wilful defaulters issued by the Reserve Bank of India.

Notes to Standalone Financial Statements

as at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

39. FINANCIAL RATIOS

S. No.	Ratios	Numerator	Denominator	As at/ for the year ended March 31, 2023	As at/ for the year ended March 31, 2022	% change
1	Current ratio	Current assets	Current liabilities	5.40	5.55	(3%)
2	Debt equity ratio	Total debt = Current borrowings	Total equity = Issued share capital + Other equity	-	-	-
3	Debt service coverage ratio	Earnings available for debt service = Profit before exceptional item and tax + finance costs + depreciation and amortisation	Debt service = Finance costs for the year	72.71	59.92	21%
4	Return on equity	Net profits after taxes	Average total equity	2.46%	2.36%	5%
5	Inventory Turnover ratio	Revenue from sale of products	Average inventory	N.A.	N.A.	N.A
6	Trade receivables turnover ratio	Revenue from sale of products and services	Average accounts receivable	11.89	12.21	(3%)
7	Trade payables turnover ratio	Net purchases of goods = Purchase of materials	Average trade payables	N.A.	N.A.	N.A
8	Net capital turnover ratio	Revenue from sale of services	Working capital = Current assets – Current liabilities	0.97	1.03	(6%)
9	Net profit ratio	Net profits after taxes	Revenue from operations	148.22%	135.13%	10%
10	Return on capital employed	Earnings before interest, exceptional item and taxes (including other income)	Capital employed = Average total equity + Average total debt	2.63%	2.91%	(10%)
11	Return on investment	Interest income on fixed deposits & bonds + profit on sale of investments + fair valuation gain/ (loss) of investments carried at FVTPL	Average treasury investment	4.12%	23.71%	(83%)

Explanation for change in ratio by more than 25%

1. Return on investment: Decreased primarily on account of reduction in profit on sale of investments.

As per our report of even date

For Walker Chandiok & Co LLP
Chartered Accountants
Firm Registration No.: 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514

For and on behalf of the Board of Directors of Dalmia Bharat Limited

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No.: F- 5297

Place: New Delhi
Date: April 25, 2023

Independent Auditor's Report

To the Members of Dalmia Bharat Limited

Report on the Audit of the Consolidated Financial Statements

OPINION

1. We have audited the accompanying consolidated financial statements of Dalmia Bharat Limited ('the Holding Company') and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group'), its associate and joint ventures, as listed in Annexure I, which comprise the Consolidated Balance Sheet as at 31 March 2023, the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Changes in Equity and the Consolidated Cash Flows Statement for the year then ended, and notes to the consolidated financial statements, including a summary of the significant accounting policies and other explanatory information.

2. In our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements and on the other financial information of the subsidiaries, associate and joint ventures, 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') specified under section 133 of the Act, read with the Companies (Indian Accounting Standards) Rules, 2015, and other accounting principles generally accepted in India of the consolidated state of affairs of the Group, its associate and joint ventures, as at 31 March 2023, and their consolidated profit (including other comprehensive income), consolidated cash flows and the consolidated changes in equity for the year ended on that date.

BASIS FOR OPINION

3. We conducted our audit in accordance with the Standards on Auditing 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, its associate and joint ventures 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 thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained together with the audit evidence obtained by the other auditors in terms of their reports referred to in paragraph 16 of the Other Matter(s) section below, is sufficient and appropriate to provide a basis for our opinion.

EMPHASIS OF MATTERS

4. In relation to the matters described in notes to the consolidated financial statements and the following Emphasis of Matter paragraphs included in audit report of the standalone financial statements of Dalmia Cement (Bharat) Limited ('DCBL'), a subsidiary of the Holding Company, audited by us together with a joint auditor, Chaturvedi & Shah LLP, an independent firm of Chartered Accountants, vide our audit report dated 25 April 2023 which is reproduced by us as under:

   a. Note 4(b)(iii) to the accompanying consolidated financial statements, which describes that DCBL had recognised goodwill which is being amortized over a period of 10 years from the appointed date in accordance with the accounting treatment prescribed in the scheme approved by the Hon'ble National Company Law Tribunal, Chennai Bench which overrides the requirements of Ind AS 38, Intangible Assets. As a result of above amortisation of goodwill, profit before tax from continuing operations for the year ended 31 March 2023 is lower by ₹ 203 crore; and

   b. Note 59(b) to the accompanying consolidated financial statements, which describes the restatement of comparative previous periods presented in the standalone financial statements by the DCBL's management pursuant to the Composite Scheme of Arrangement and Amalgamation for (a) demerger of Paper and Solvent Extraction Undertakings of Murli Industries Limited ('MIL') to Ascension Mercantile Private Limited and Ascension Multiventures Private Limited (subsidiaries of DCBL) respectively, followed by (b) amalgamation of MIL with DCBL, approved by National Company Law Tribunal. DCBL has given accounting effect to the scheme from 31 March 2020 (closing business hours), being the appointed date of the said schemes.

   Our opinion is not modified in respect of above matters.

KEY AUDIT MATTERS

5. Key audit matters are those matters that, in our professional judgment and based on the consideration of the reports of the other auditors on separate financial statements of the subsidiaries, associate and joint ventures, 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.

6. The following Key Audit Matters ('KAMs') with respect to the audit opinion on the Standalone Financial Statements of Dalmia Cement (Bharat) Limited, wholly owned subsidiary of the Holding Company has been reported by us together with a joint auditor, Chaturvedi & Shah LLP, an independent firm of Chartered Accountants, via our audit report dated 25 April 2023 and have been reproduced as under:

Key audit matter	How our audit addressed the key audit matter
Revenue recognition - Discounts, incentive and rebates: (refer note 1(B)(iii)((f) and 22 to the consolidated financial statements) Revenue for DCBL primarily comprises of revenue from sale of cement. DCBL records revenue net of discounts, incentives, rebates and other related charges. The estimation of discounts, incentives, rebates and other related charges recognised, related to sales made during the year, is material and considered to be complex and subject to judgments. The complexity mainly relates to variability in discounts, incentives, rebates and other related charges on account of various schemes offered by DCBL, diverse range of market presence and complex contractual agreements/commercial terms across those markets. Therefore, there is a risk of revenue being misstated as a result of inaccurate estimation of discounts, incentives, rebates and other related charges. DCBL also focuses on revenue as a key performance measure, which could create an incentive for overstating revenue by influencing the computation of rebates and discounts. Considering the materiality of amounts involved and significant judgements related to estimation of discounts, incentives, rebates and other related charges, the same has been considered as a key audit matter.	Our audit relating to revenue recognition included, but was not limited to, the following procedures: • Obtained an understanding of the management's process for estimation and accounting treatment of discounts, incentives, rebates and other related charges; • Evaluated the design and tested the operating effectiveness of the DCBL's internal controls, including general IT controls, key IT application controls exercised by the management, over measurement of various discount, incentives, rebates and other related charges; • Obtained management workings for amounts recognised towards discounts, incentives, rebates and other related charges during the year and as at year end. On a sample basis, tested the underlying calculations for amounts recorded as accruals and provisions towards the aforementioned obligations, as per the terms of related schemes and contracts; traced the underlying data to source documents; • Performed the comparison of the historical trend of payments and reversal of discounts, incentives and rebates to provisions made to assess the current year accruals; • Tested, on sample basis, manual journal entries recorded in revenue accounts, credit notes and claims, to the relevant approvals and the supporting documents; and • Evaluated the adequacy of disclosures in the DCBL's and consolidated financial statements.
Recognition and measurement of Income taxes (refer note 1(B)(iii)((h), 1(B)(iii)((q), 17, 32 and 37(A)(i) to the Consolidated Financial Statements) DCBL operates in a complex tax jurisdiction and is subject to challenges by tax authorities on various matters relating to claims for tax exemptions / deductions and also exposed to variety of litigations on income-tax matters. The determination of provision for income tax and deferred taxes including write backs of provisions involves significant judgements and estimates and interpreting the prevailing tax laws and rules. These also involve significant judgment to determine the possible outcome of the uncertain tax positions, consequently having an impact on related accounting and disclosures in DCBL's and consolidated financial statements. Considering the complexity and significant level of estimation and judgement, this is a key audit matter.	Our audit relating to recognition and measurement of income tax included, but was not limited to, the following procedures: • Understood and evaluated the processes, design and implementation of controls and tested the operating effectiveness of the DCBL's controls over the recording and re-assessment of uncertain tax positions, claims (including claims receivables) and contingent liabilities including disclosures relating to income tax; • Analysed the tax computations (both current and deferred tax) for compliance with the relevant tax legislation including assessment of availability of future taxable profits for utilisation of deferred tax assets created on past business losses; • Critically challenged the key assumptions made by the management in estimating tax liabilities by involving auditor's tax specialists; • Read and analysed select key correspondences, external legal opinions obtained by the management for direct tax matters. Critically challenged the management estimate of the possible outcome of the disputed direct tax cases by considering legal precedence and other judicial rulings by involving auditor's direct tax specialists; and • Ensured the adequacy of the disclosures for income taxes in DCBL's and consolidated financial statements.

Key audit matter	How our audit addressed the key audit matter
Provisions and contingent liabilities relating to litigations (refer note 1(B)(iii)((q) and 37(A) – 37(E) to the consolidated financial statements) DCBL is exposed to a large number of litigations with various authorities and third parties which could have a significant impact on the DCBL's and consolidated financial statements based on eventual outcome of these legal proceedings. The amounts involved are material, and the application of accounting standards to determine the amount, if any, to be provided as a liability or disclosed as a contingent liability, in each case, is inherently subjective. We have determined the evaluation of litigations matters as a key audit matter because the outcome of such litigations is uncertain and requires careful evaluation and significant judgment by management to determine the likelihood and/or timing of cash outflows, resulting from such matters. We further draw attention to the following specific matters involving litigations that are considered to be fundamental to the understanding of the users of DCBL's and consolidated financial statements: • Note 37(B) to the accompanying consolidated financial statements, which describes the pending proceedings in respect of dispute between DCBL and Bawri Group ('BG') under the shareholders agreement dated 16 January 2012 with respect to one of the DCBL's subsidiaries. During the year, the Hon'ble Delhi High Court vide its judgement dated 17 October 2022 ('the Judgement'), has set aside certain awards granted to BG by Arbitral Tribunal vide its order dated 20 March 2021 and has directed that the claims of DCBL which were earlier rejected by Arbitral Tribunal, have to be considered de novo. In a separate proceeding, BG has filed an appeal before the Division Bench of the Hon'ble Delhi High Court against the Judgement. Based on the management assessment of the aforesaid matter, no adjustment has been made by the management in the DCBL's financial statements. • Note 37(C) to the accompanying consolidated financial statements, relating to bank guarantee of ₹ 100 crore and corporate guarantee of ₹ 300 crore submitted by DCBL pursuant to orders dated 16 March 2021 and 11 April 2022 passed by Hon'ble Supreme Court with respect to release of certain mutual fund units of DCBL that were earlier fraudulently transferred by Allied Financial Services Private Limited ('Allied'), the Depository Participant ("DP") in collusion with ILFS Securities Services Limited ('ISSL'), the Clearing Agent of Allied, from demat account of erstwhile subsidiaries of DCBL that were subsequently merged with DCBL. The management is fully confident that there will be no loss to DCBL and hence no adjustment has been made to the accompanying consolidated financial statements in this respect.	Our audit procedures in relation to the assessment of litigation and claims included but were not limited to the following: • Obtained an understanding of management's process and evaluated design and tested the operating effectiveness of management's key internal controls over assessment of litigations to ensure the accounting and disclosures are in compliance with the requirements of applicable accounting standards; • Obtained and read the summary of litigation matters provided by management and held discussions with the management of DCBL; • For claims/matters/disputes settled during the year if any, we have read the related orders/directions issued by the courts/ settlement agreements in order to verify whether the settlements were appropriately accounted for and disclosed; • Evaluated various legal opinions obtained by management and conducted a review of the assessment done by the management through internal and external management's legal experts for the likelihood of contingencies and potential impact of various litigations, examining the available supporting documents; • Read and analysed select key correspondences, external legal opinions obtained by the management for indirect tax matters. Critically challenged the management estimate of the possible outcome of the disputed indirect tax cases by considering legal precedence and other judicial rulings by involving auditor's indirect tax specialists. • Assessed the appropriateness and adequacy of the related disclosures in DCBL's and consolidated financial statements in accordance with the requirements of applicable accounting standards.

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

7. The Holding Company's Board of Directors are responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the consolidated 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 in the 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 MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

8. The accompanying consolidated financial statements have been approved by the Holding Company's Board of Directors. The Holding Company's Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation and presentation of these consolidated financial statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated changes in equity and consolidated cash flows of the Group including its associate and joint ventures in accordance with the Ind AS specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, and other accounting principles generally accepted in India. The Holding Company's Board of Directors are also responsible for ensuring accuracy of records including financial information considered necessary for the preparation of consolidated Ind AS financial statements. Further, in terms of the provisions of the Act the respective Board of Directors of the companies included in the Group, and its associate company and joint venture companies covered under the Act are responsible for 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 financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error. These financial statements have been used for the purpose of preparation of the consolidated financial statements by the Board of Directors of the Holding Company, as aforesaid.

9. In preparing the consolidated financial statements, the respective Board of Directors of the companies included in the Group and of its associate and joint ventures are responsible for assessing the ability of the Group and of its associate and joint ventures to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

10. Those respective Board of Directors are also responsible for overseeing the financial reporting process of the companies included in the Group and of its associate and joint ventures.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

11. 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 Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

12. As part of an audit in accordance with Standards on Auditing specified under section 143(10) of the Act 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 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 Holding Company has adequate internal financial controls with reference to 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 Board of Directors' 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 ability of the Group and its associates and joint ventures to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associate and joint ventures to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
- Obtain sufficient appropriate audit evidence regarding the financial statements of the entities or business activities within the Group, and its associate and joint ventures, to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of financial statements of such entities included in the financial statements, of which we are the independent auditors. For the other entities included in the financial statements, which have been audited by the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

13. 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.

14. 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.

15. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

OTHER MATTER

16. We did not audit the financial statements of 27 subsidiaries, whose financial statements reflects total assets of ₹ 3,798 crore and net assets of ₹ 2,708 crore as at 31 March 2023, total revenues of ₹ 1,280 crore and net cash inflows amounting to ₹ 7 crore for the year ended on that date, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of net profit (including other comprehensive income) of ₹ 501 Crore for the year ended 31 March 2023, as considered in the consolidated financial statements, in respect of an associate company (including its 6 subsidiaries) and a joint venture, whose financial statements have not been audited by us. These financial statements have been audited by other auditors whose reports have been furnished to us by the management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, associate and joint venture, and our report in terms of sub-section (3) of section 143 of the Act in so far as it relates to the aforesaid subsidiaries, associates and joint ventures, are based solely on the reports of the other auditors.

    Our opinion above on the consolidated financial statements, and our report on other legal and regulatory requirements below, is not modified in respect of the above matter with respect to our reliance on the work done by and the reports of the other auditors.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

17. As required by section 197(16) of the Act based on our audit and on the consideration of the reports of the other auditors, referred to in paragraph 16, on separate financial statements of the subsidiaries, an associate and a joint venture, we report that the Holding Company, 5 subsidiary companies and an associate company incorporated in India whose financial statements have been audited under the Act have paid remuneration to their respective directors during the year in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act. Further, we report that 24 subsidiary companies and a joint venture company incorporated in India whose financial statements have been audited under the Act have not paid or provided for any managerial remuneration during the year. Accordingly, reporting under section 197(16) of the Act is not applicable in respect of such subsidiary companies / joint venture company.

18. As required by clause (xxi) of paragraph 3 of Companies (Auditor's Report) Order, 2020 ('the Order') issued by the Central Government of India in terms of section 143(11) of the Act based on the consideration of the Order reports issued till date by us and by the respective other auditors as mentioned in paragraph 16 above, of companies included in the consolidated financial statements for the year ended 31 March 2023 and covered under the Act we report that following are the qualifications/adverse remarks reported by us and the other auditors in the Order reports of the companies included in the consolidated financial statements for the year ended 31 March 2023 for which such Order reports have been issued till date and made available to us:

S No	Name	CIN	Holding Company / subsidiary / Associate / Joint Venture	Clause number of the CARO report which is qualified or adverse
1	Dalmia Bharat Limited	L14200TN2013PLC112346	Holding Company	3(iii)(c) and 3(iii)(d)
2	Radhikapur (West) Coal Mining Private Limited	U10100OR2010PTC011795	Joint Venture	3 (iii)(c)

19. As required by section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on separate financial statements and other financial information of the subsidiaries, associate and joint venture incorporated in India whose financial statements have been audited under the Act, we report, to the extent applicable, 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 purpose of our audit of the aforesaid consolidated financial statements;

b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors;

c) The consolidated financial statements dealt with by this report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements;

d) In our opinion, the aforesaid consolidated financial statements comply with Ind AS specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015;

e) On the basis of the written representations received from the directors of the Holding Company, its subsidiary companies and taken on record by the Board of Directors of the Holding Company, its subsidiary companies and the reports of the statutory auditors of its subsidiary companies, associate company and joint venture company, covered under the Act, none of the directors of the Group companies, its associate company and joint venture company, are disqualified as on 31 March 2023 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 financial statements of the Holding Company, and its subsidiary companies, associate company and joint venture companies covered under the Act, and the operating effectiveness of such controls, refer to our separate report in 'Annexure II' wherein we have expressed an unmodified opinion; and

g) 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 and based on the consideration of the report of the other auditors on separate financial statements and other financial information of the subsidiaries, associate and joint ventures incorporated in India whose financial statements have been audited under the Act:

i. The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group, its associate and joint venture as detailed in Note 37(A) – 37(E) to the consolidated financial statements;

ii. The Holding Company, its subsidiary companies, associate company and joint venture company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses as at 31 March 2023;

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, associate companies and joint venture companies during the year ended 31 March 2023;

iv. a. The respective managements of the Holding Company and its subsidiary companies, associate company and joint venture company incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries, associate and joint venture respectively that, to the best of their knowledge and belief as disclosed in note 62(iii) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Holding Company or its subsidiary companies, its associate company or its joint venture company to or in any person(s) or entity(ies), including foreign entities ('the 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 such subsidiary companies, its associate company or its joint venture company ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries;

b. The respective managements of the Holding Company and its subsidiary companies, associate company and joint venture companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries, associate and joint venture respectively that, to the best of their knowledge and belief, as disclosed in the note 62(iv) to the accompanying consolidated financial statements, no funds have been received by the Holding Company or its subsidiary companies, or its associate companies or its joint venture companies from any person(s) or entity(ies), including foreign entities ('the Funding Parties'), with the understanding, whether recorded in writing or otherwise, that the Holding Company, or any such subsidiary companies, its associate companies or its joint venture companies 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; and

c. Based on such audit procedures performed by us and that performed by the auditors of the subsidiaries, associate and joint venture, as considered reasonable and appropriate in the circumstances, nothing has come to our or other auditors' notice that has caused us or the other auditors to believe that the management representations under sub-clauses (a) and (b) above contain any material misstatement.

v. a. The interim dividend declared and paid by the Holding Company and its subsidiary companies during the year ended 31 March 2023 and until the date of this audit report is in compliance with section 123 of the Act.

b. The final dividend paid by the Holding Company during the year ended 31 March 2023 in respect of such dividend declared for the previous year is in accordance with section 123 of the Act to the extent it applies to payment of dividend.

c. As stated in note 13 to the accompanying consolidated financial statements, the Board of Directors of the Holding Company have proposed final dividend for the year ended 31 March 2023 which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend.

vi. Proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 requires all companies which use accounting software for maintaining their books of account, to use such an accounting software which has a feature of audit trail, with effect from the financial year beginning on 1 April 2023 and accordingly, reporting under Rule 11(g) of Companies (Audit and Auditors) Rules, 2014 (as amended) is not applicable for the current financial year.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514
UDIN: 23099514BGSCMQ9734

Place: New Delhi
Date: 25 April 2023

Annexure 1

LIST OF ENTITIES INCLUDED IN THE STATEMENT

(I) Subsidiaries / step down subsidiaries:

1. Dalmia Cement (Bharat) Limited
2. Dalmia Power Limited
3. D.I. Properties Limited
4. Shri Rangam Properties Limited
5. Dalmia Minerals and Properties Limited
6. Sri Shanamugha Mines & Minerals Limited
7. Sri Subramanya Mines & Minerals Limited
8. Ishita Properties Limited
9. Hemshila Properties Limited
10. Geetee Estates Limited
11. Sri Swaminatha Mines & Minerals Limited
12. Sri Trivikrama Mines & Properties Limited
13. Sri Madhusudana Mines and Properties Limited
14. Golden Hills Resort Private Limited
15. Rajputana Properties Private Limited
16. Sutnga Mines Private Limited
17. Cosmos Cements Limited
18. Calcom Cement India Limited
19. RCL Cements Limited
20. SCL Cements Limited
21. Vinay Cement Limited
22. Bangaru Kamakshiamman Agro Farms Private Limited
23. JayeVijay Agro Farms Private Limited
24. Alsthom Industries Limited
25. Chandrasekara Agro Farms Private Limited
26. HOPCO Industries Limited
27. DPVL Ventures LLP
28. Ascension Mercantile Private Limited
29. Ascension Multiventures Private Limited
30. Dalmia Bharat Green Vision Limited

(II) Associate and its Subsidiaries:

1. Dalmia Bharat Refractories Limited ('DBRL')
2. OCL Global Limited (a subsidiary of DBRL)
3. Dalmia OCL Limited, (a subsidiary of DBRL) (till 5 January 2023)
4. OCL China Limited (a subsidiary of DBRL)
5. Dalmia GSB Refractories GmbH (a subsidiary of DBRL)
6. Dalmia Seven Refractories Limited (a subsidiary of DBRL) (till 5 January 2023)
7. Dalmia Mining and Services Private Limited (w.e.f 10 March 2023)

(III) Joint Ventures:

1. Radhikapur (West) Coal Mining Private Limited
2. Khappa Coal Company Private Limited (share of profit / loss not considered)

Annexure II to the Independent Auditor's Report of even date to the members of Dalmia Bharat Limited on the consolidated financial statements for the year ended 31 March 2023

Annexure II

Independent Auditor's Report on the internal financial controls with reference to financial statements under Clause (i) of sub-section 3 of Section 143 of the Companies Act, 2013 ('the Act')

1. In conjunction with our audit of the consolidated financial statements of Dalmia Bharat Limited ('the Holding Company') and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group'), its associate company and its joint ventures as at and for the year ended 31 March 2023, we have audited the internal financial controls with reference to financial statements of the Holding Company, its subsidiary companies, its associate company and its joint ventures, which are covered under the Act, as at that date.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR INTERNAL FINANCIAL CONTROLS

2. The respective Board of Directors of the Holding Company, its subsidiary companies, its associate company and its joint ventures which are companies covered under the Act, are responsible for establishing and maintaining internal financial controls based on internal financial controls with reference to financial statements criteria established by the Group considering the essential components of internal control stated in 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). 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 the Company's business, including adherence to the 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 FOR THE AUDIT OF THE INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

3. Our responsibility is to express an opinion on the internal financial controls with reference to financial statements of the Holding Company, its subsidiary companies, its associate company and its joint ventures, as aforesaid, based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the ICAI prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note. 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 financial statements were established and maintained and if such controls operated effectively in all material respects.

4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements includes obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

5. We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors in terms of their reports referred to in the Other Matter paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements of the Holding Company, its subsidiary companies, its associate company and its joint ventures as aforesaid.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

6. A Company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A Company's internal financial controls with reference to financial statements include 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 financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

7. Because of the inherent limitations of internal financial controls with reference to 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 financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

OPINION

8. In our opinion and based on the consideration of the reports of the other auditors on internal financial controls with reference to financial statements of the subsidiary companies, associate company and joint venture, the Holding Company, its subsidiary companies, its associate company and its joint venture, which are companies covered under the Act, have in all material respects, adequate internal financial controls with reference to financial statements and such controls were operating effectively as at 31 March 2023, based on the internal financial control with reference financial statements criteria established by the Group considering the essential components of internal control stated in the Guidance Note.

OTHER MATTER

9. We did not audit the internal financial controls with reference to financial statements insofar as it relates to 27 subsidiary companies, which are companies covered under the Act, whose financial statements reflect total assets of ₹ 3,798 crore and net assets of ₹ 2,708 crore as at 31 March 2023, total revenues of ₹ 1,280 crore and net cash inflows amounting to ₹ 7 Crore for the year ended on that date, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of net profit (including other comprehensive income) of ₹ 501 crore for the year ended 31 March 2023, in respect of an associate company (including its 6 subsidiaries) and a joint venture company, which are companies covered under the Act, whose internal financial controls with reference to financial statements have not been audited by us. The internal financial controls with reference to financial statements in so far as it relates to such subsidiary companies, associate company and joint venture company have been audited by other auditors whose reports have been furnished to us by the management and our report on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements for the Holding Company, its subsidiary companies, its associate company and joint venture company, as aforesaid, under Section 143(3)(i) of the Act in so far as it relates to such subsidiary companies, associate company and joint venture company is based solely on the reports of the auditors of such companies. Our opinion is not modified in respect of this matter with respect to our reliance on the work done by and on the reports of the other auditors.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514
UDIN: 23099514BGSCMQ9734

Place: New Delhi
Date: 25 April 2023

Consolidated Balance Sheet

as at March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Notes	As at March 31, 2023	As at March 31, 2022 *
ASSETS			
Non-current assets			
Property, plant and equipment	2	11,423	10,534
Capital work-in-progress	3	1,859	1,034
Investment properties	4(a)	1	1
Goodwill	4(b)	730	933
Other intangible assets	4(c)	2,443	2,556
Right-of-use assets	35(a)	187	112
Intangible assets under development	4(d)	12	11
Biological assets other than bearer plants	4(e)	0	0
Investments accounted using equity method	5	2	385
Financial assets			
(i) Investments	6(i)	587	920
(ii) Loans	6(ii)	11	9
(iii) Other financial assets	6(iii)	218	159
Non-current tax assets (net)		140	155
Deferred tax assets (net)	17	24	23
Other non-current assets	7	556	347
Total non-current assets		**18,193**	**17,179**
Current assets			
Inventories	8	1,316	945
Financial assets			
(i) Investments	9(i)	2,935	4,399
(ii) Trade receivables	9(ii)	700	673
(iii) Cash and cash equivalents	9(iii)	234	140
(iv) Bank balances other than (iii) above	9(iv)	51	20
(v) Loans	9(v)	8	10
(vi) Other financial assets	9(vi)	659	676
Other current assets	10	557	494
Total current assets		**6,460**	**7,357**
Assets or disposal group classified as held for sale	11	890	155
		7,350	**7,512**
Total assets		**25,543**	**24,691**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	12	37	37
Other equity	13	15,591	16,024
Equity attributable to Owners of the Parent Company		**15,628**	**16,061**
Non-controlling interest	53	116	72
Total equity		**15,744**	**16,133**
Liabilities			
Non-current liabilities			
Financial liabilities			
(i) Borrowings	14(i)	3,210	1,922
(ii) Lease liabilities	35(a)	89	40
(iii) Other financial liabilities	14(ii)	2	3
Provisions	15	236	181
Government grants	16	140	102
Deferred tax liabilities (net)	17	1,634	1,587
Other non-current liabilities	18	28	57
Total non-current liabilities		**5,339**	**3,892**
Current liabilities			
Financial liabilities			
(i) Borrowings	19(i)	532	1,197
(ii) Lease liabilities	35(a)	24	17
(iii) Trade payables	19(ii)		
- total outstanding dues of micro enterprises and small enterprises		90	37
- total outstanding dues of creditors other than micro enterprises and small enterprises		1,045	813
(iv) Other financial liabilities	19(iii)	1,532	1,476
Provisions	20	84	86
Government grants	16	26	23
Other current liabilities	21	856	764
Current tax liabilities (net)		271	253
Total current liabilities		**4,460**	**4,666**
Total liabilities		9,799	8,558
Total equity and liabilities		**25,543**	**24,691**
* Restated (refer note 59(b))			
Significant accounting policies	**1B**		

The accompanying notes are an integral part of these consolidated financial statements.

As per our report of even date

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No. 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514

For and on behalf of the Board of Directors of Dalmia Bharat Limited

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No. F- 5297

Place : New Delhi
Date : April 25, 2023

Consolidated Statement of Profit and Loss

for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Notes	Year ended March 31, 2023	Year ended March 31, 2022 *
Continuing operations:			
Income			
Revenue from operations	22	13,540	11,286
Other income	23	138	160
Total income		**13,678**	**11,446**
Expenses			
Cost of raw materials consumed	24	1,906	1,530
Purchases of stock in trade		52	7
Changes in inventories of finished goods, stock in trade and work-in-progress	25	23	(65)
Employee benefits expense	26	771	744
Finance costs	27	234	202
Depreciation and amortisation expense	2(v)	1,305	1,235
Power and fuel (refer note 45 and 46)		3,679	2,570
Freight charges (refer note 45):			
- on finished goods		2,498	2,056
- on internal clinker transfer		304	299
Other expenses	28	1,991	1,719
Total expenses		**12,763**	**10,297**
Profit before share of profit in associate and joint venture and exceptional items		**915**	**1,149**
Add: Share of profit in associate and joint venture accounted for using equity method (net of tax)		554	5
Profit before exceptional items and tax from continuing operations		**1,469**	**1,154**
Exceptional items (net)	29	(144)	(2)
Profit before tax from continuing operations		**1,325**	**1,152**
Tax expense	17		
Current tax		32	25
Deferred tax charge		239	279
Tax adjustments for earlier years		(29)	11
Total tax expense		**242**	**315**
Profit after tax for the year from continuing operations		**1,083**	**837**
Discontinued operation:	31		
Profit/ (loss) before tax from discontinued operations		(4)	10
Tax expense/ (credit) on discontinued operations		(0)	2
Profit/ (loss) for the year from discontinued operations		**(4)**	**8**
Profit for the year (I)		**1,079**	**845**
Profit for the year attributable to:			
Non-controlling interest		44	29
Owners of the Parent Company		1,035	816
Other comprehensive income (OCI)			
A. (i) Items that will not be reclassified to profit or loss			
(a) Re-measurement gain/ (loss) on defined benefit plans		2	(2)
(b) Change in fair value of financial instruments through other comprehensive income		(1,500)	2,050
(c) Share of other comprehensive income/ (loss) of associate (net of tax)		10	(2)
(ii) Income tax credit/ (expense) relating to above items		167	(233)
B. (i) Items that will be reclassified to profit or loss			
(a) Net movement on effective portion of cash flow hedges		3	-
(b) Share of other comprehensive income of associate (net of tax)		5	2
(ii) Income tax (expense) relating to above items		(0)	-
Other comprehensive income/ (loss) for the year (II)		**(1,313)**	**1,815**
Other comprehensive income/ (loss) for the year attributable to:			
Non-controlling interest		(0)	0
Owners of the Parent Company		(1,313)	1,815
Total comprehensive income / (loss) for the year (I+II)		**(234)**	**2,660**
Total comprehensive income / (loss) for the year attributable to:-			
Non-controlling interest		44	29
Owners of the Parent Company		(278)	2,631
Earnings per Share [Face value of ₹ 2 each]	30		
(a) Continuing operations			
Basic (In ₹)		55.44	43.15
Diluted (In ₹)		55.41	43.10
(b) Discontinued operations			
Basic (In ₹)		(0.22)	0.45
Diluted (In ₹)		(0.22)	0.45
(c) Continuing and discontinued operations			
Basic (In ₹)		55.22	43.60
Diluted (In ₹)		55.19	43.55
* Restated (refer note 59(b))			
Significant accounting policies	1B		

The accompanying notes are an integral part of these consolidated financial statements.

As per our report of even date

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No. 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514

Place : New Delhi
Date : April 25, 2023

For and on behalf of the Board of Directors of Dalmia Bharat Limited

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No. F- 5297

Consolidated Statement of Changes in Equity

for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

A. EQUITY SHARE CAPITAL:

Particulars	No. of shares	Amount
Equity shares of ₹ 2 each issued, subscribed and fully paid		
As at April 1, 2021	18,71,17,513	37
Change in equity share capital:		
Shares issued on exercise of employee stock options plan (note 34)	2,51,160	0
As at March 31, 2022	**18,73,68,673**	**37**
Change in equity share capital:		
Shares issued on exercise of employee stock options plan (note 34)	1,11,688	0
As at March 31, 2023	**18,74,80,361**	**37**

B. OTHER EQUITY:

Particulars	Attributable to Owners of the Parent Company						
	Reserves and surplus						
	Securities premium	Capital reserve	General reserve	Capital redemption reserve	Debenture redemption reserve	Retained earnings	Share based payment reserve
Restated balance as at April 1, 2021	7,310	1,006	2	1	19	3,641	6
Profit for the year	-	-	-	-	-	816	-
Other comprehensive income (net of tax):							
Re-measurement gain/ (loss) on defined benefit plan	-	-	-	-	-	(2)	-
Change in fair value of financial instruments through OCI	-	-	-	-	-	-	-
Share of other comprehensive income/ (loss) of associate	-	-	-	-	-	0	-
Total comprehensive income for the year	**-**	**-**	**-**	**-**	**-**	**814**	**-**
Premium on issue of employee stock options plan	5	-	-	-	-	-	-
Exercise of employee stock options plan	6	-	-	-	-	-	(6)
Employee stock option expense (refer note 34)	-	-	-	-	-	-	21
Transfer to retained earnings on sale of equity instruments through OCI	-	-	-	-	-	460	-
Share of deemed capital contribution transferred to non-controlling interest	-	-	-	-	-	(9)	-
Debenture redemption reserve released during the year	-	-	-	-	(19)	19	-
Transfer to debenture redemption reserve	-	-	-	-	0	(0)	-
Dividends paid (refer note 13)	-	-	-	-	-	(100)	-
As at March 31, 2022	**7,322**	**1,006**	**2**	**1**	**0**	**4,825**	**21**
As at April 1, 2022	7,322	1,006	2	1	0	4,825	21
Profit for the year	-	-	-	-	-	1,035	-
Other comprehensive income (net of tax):							
Re-measurement gain/ (loss) on defined benefit plan	-	-	-	-	-	2	-
Change in fair value of financial instruments through OCI	-	-	-	-	-	-	-
Effective portion of cash flow hedge	-	-	-	-	-	-	-
Share of other comprehensive income/ (loss) of associate	-	-	-	-	-	(0)	-
Total comprehensive income/ (loss) for the year	**-**	**-**	**-**	**-**	**-**	**1,037**	**-**
Exercise of employee stock options plan	23	-	-	-	-	-	(23)
Employee stock option expense (refer note 34)	-	-	-	-	-	-	14
Debenture redemption reserve released during the year	-	-	-	-	(0)	0	-
Dividends paid (refer note 13)	-	-	-	-	-	(169)	-
As at March 31, 2023	**7,345**	**1,006**	**2**	**1**	**-**	**5,693**	**12**

For description of the purposes of each reserve within equity, refer note 13 of consolidated financial statements.

The accompanying notes are an integral part of these consolidated financial statements.

As per our report of even date

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No. 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514

Place : New Delhi
Date : April 25, 2023

Consolidated Statement of Changes in Equity

for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Attributable to Owners of the Parent Company					
Other comprehensive income					
Cash flow hedge reserve	Exchange difference on translation of foreign operations	Equity instruments through OCI	Total other equity attributable to Owners of the Parent Company	Attributable to non-controlling interest	Total other equity
-	(0)	1,490	13,475	34	13,509
-	-	-	816	29	845
-					
-	-	-	(2)	0	(2)
-	-	1,817	1,817	-	1,817
-	2	(2)	(0)	-	(0)
-	**2**	**1,815**	**2,631**	**29**	**2,660**
-	-	-	5	-	5
-	-	-	-	-	-
-	-	-	21	-	21
-	-	(460)	-	-	-
-	-	-	(9)	9	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	(100)	-	(100)
-	**2**	**2,845**	**16,024**	**72**	**16,096**
-	2	2,845	16,024	72	16,096
-	-	-	1,035	44	1,079
-	-	-	2	(0)	2
-	-	(1,332)	(1,332)	-	(1,332)
2	-	-	2	-	2
-	5	10	15	-	15
2	**5**	**(1,322)**	**(278)**	**44**	**(234)**
-	-	-	-	-	-
-	-	-	14	-	14
-	-	-	-	-	-
-	-	-	(169)	-	(169)
2	**7**	**1,523**	**15,591**	**116**	**15,707**

For and on behalf of the Board of Directors of Dalmia Bharat Limited

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No. F- 5297

Consolidated Statement of Cash Flows

for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
A. Cash flow from operating activities		
Profit before tax from continuing operations	1,325	1,152
Profit/ (loss) before tax from discontinued operations	(4)	10
	1,321	**1,162**
Adjustments to reconcile profit before tax to net cash flows:		
Depreciation and amortisation	1,305	1,236
Exceptional items (net) (refer note 29)	144	2
Provision for impairment allowance (net)	1	22
Impairment loss on disposal group related to discontinued operation	7	-
Bad debts/ advances/ other assets written off (net)	2	5
Gain on sale of Hippo Stores business (refer note 31(a))	-	(63)
Liabilities no longer required written back	(8)	(19)
Expenses on employees stock options scheme	14	21
Dividend (income)	(19)	(29)
Exchange difference (net)	1	3
Interest expense (including other borrowing costs)	231	193
Interest income	(66)	(57)
Gain on termination of leases	(1)	(2)
(Gain)/ loss on change of fair value of investments measured at FVTPL	19	54
(Profit) on sale of investments (net)	(51)	(94)
(Profit) on disposal of property, plant and equipment (net)	(3)	(6)
Share of (profit) in associate and joint venture	(554)	(5)
Operating profit before working capital changes	**2,343**	**2,423**
Working capital adjustments:		
(Increase) in inventories	(371)	(210)
(Increase) in trade receivables	(30)	(168)
(Increase) in financial and other assets	(104)	(173)
Increase in trade and other payables	403	29
Increase in provisions and government grants	25	7
Cash generated from operations	**2,266**	**1,908**
Income tax (paid)/ refund (net)	(14)	24
Net cash flow from operating activities	**2,252**	**1,932**
B. Cash flow from investing activities		
Purchase of property, plant and equipment and intangibles	(2,709)	(1,769)
Proceeds from sale of property, plant and equipment	8	13
Proceeds from non-current investments	2	0
Proceeds from sale of current investments (net)	329	544
Loans repaid by a body corporate	-	24
Proceeds on sale of Hippo Stores business (refer note 31(a))	-	35
Fixed deposits (placed)/ matured (having original maturity of more than three months) (net)	(33)	35
Interest received	58	46
Dividend received	19	29
Net cash flow (used) in investing activities	**(2,326)**	**(1,043)**

Consolidated Statement of Cash Flows

for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
C. Cash flow from financing activities		
Proceeds from issue of shares on exercise of employee stock options plan	0	5
Proceeds from long term borrowings	1,534	570
(Repayment) of long term borrowings	(527)	(1,035)
Availment of short term foreign currency loan	-	190
(Repayment) of short term foreign currency loan	(190)	(104)
(Repayment) of other short term borrowings (net)	(150)	(201)
Interest paid	(297)	(232)
Payment of principal portion of lease liabilities	(33)	(35)
Dividends paid	(169)	(100)
Net cash flow from/ (used in) financing activities	**168**	**(942)**
Net increase/ (decrease) in cash and cash equivalents (A+B+C)	**94**	**(53)**
Cash and cash equivalents at the beginning of the year	140	195
Less: Transferred pursuant to sale of Hippo Stores business (refer note 31(a))	-	(2)
Cash and cash equivalents at the end of the year (refer note 9(iii))	**234**	**140**

Notes:

(a) The above Cash Flow Statement has been prepared under the 'Indirect Method' as set out in the Indian Accounting Standard (Ind AS 7) 'Statement of Cash Flows'.

(b) Changes in liabilities arising from financing activities:

Particulars	As at April 1, 2022	Cash flows	Fair value changes	Foreign exchange movement	Others *	As at March 31, 2023
Non current borrowings (including current maturities of non current borrowings)	2,415	1,007	(44)	4	(5)	3,377
Current borrowings	704	(340)	3	(2)	-	365

* Outstanding loan given to a joint venture amounting to ₹ 5 has been netted off with the investment in its equity shares during the year (refer note 5(ii)(c)).

Particulars	As at April 1, 2021	Cash flows	Fair value changes	Foreign exchange movement	Reclassification **	As at March 31, 2022
Non current borrowings (including current maturities of non current borrowings)	2,886	(465)	(6)	(5)	5	2,415
Current borrowings	822	(115)	(1)	3	(5)	704

** Included the effect of reclassification of current portion of borrowings to non-current due to change in the terms of repayment.

For lease liabilities, refer note 35(a).

The accompanying notes are an integral part of these consolidated financial statements.

As per our report of even date

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No. 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514

For and on behalf of the Board of Directors of Dalmia Bharat Limited

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No. F- 5297

Place : New Delhi
Date : April 25, 2023

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

NOTE 1

A. Corporate Information

The consolidated financial statements comprise financial statements of Dalmia Bharat Limited ('the Company' or 'Parent Company'), its subsidiaries (collectively, the Group), associate and joint ventures for the year ended March 31, 2023.

The Parent Company is a public company domiciled in India was incorporated on July 12, 2013 in the name of Odisha Cement Limited under the Companies Act, 1956 and as per the Scheme of Arrangement and Amalgamation approved by the National Company Law Tribunal, Chennai, the name of the Company was changed from Odisha Cement Limited to Dalmia Bharat Limited vide fresh certificate of incorporation dated April 15, 2019. Its equity shares are listed on National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) in India. The registered office of the Company is located at Dalmiapuram Distt Tiruchirappalli Tamil Nadu- 621651.

The Group is principally engaged in the business of manufacturing and selling of cement and its related products. Information on the Group's structure is provided in note 52.

The financial statements for the year ended March 31, 2023 were authorised for issue in accordance with a resolution of the Board of Directors on April 25, 2023.

B. Significant accounting policies

(i) Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013, (Ind AS compliant Schedule III) and the guidelines issued by the Securities and Exchange Board of India (SEBI), as applicable.

The consolidated financial statements have been prepared on an accrual basis and under the historical cost convention, except for the following assets and liabilities which have been measured at fair value:

- Derivative financial instruments [refer accounting policy 1B(iii)(u)];
- Certain financial assets and liabilities measured at fair value [refer accounting policy regarding financial instruments];
- Assets held for disposal - measured at the lower of its carrying amount and fair value less cost to sell; [refer accounting policy 1B(iii)(i)]
- Assets and liabilities acquired under business combination measured at fair value;
- Defined benefit plans - plan assets measured at fair value [refer accounting policy 1B(iii)(r)]; and
- Share based payments [refer accounting policy 1B(iii)(s)]; and

The consolidated financial statements are presented in Indian Rupee (₹) and all the values are rounded off to the nearest Crore, except number of shares, face value of share, earning per share or wherever otherwise indicated. Wherever the amount represented ₹ '0' (zero) construes value less than Rupees fifty lakhs. Adding the individual figures may therefore not always result in the exact total given.

(ii) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries, associate and joint ventures as at March 31, 2023. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee, and
- The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights
- The size of the Group's holding of voting rights relative to the size and dispersion of the holdings of the other voting rights holders

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. If a member of the Group uses accounting policies other than those adopted in the consolidated financial statements for like transactions and events in similar circumstances, appropriate adjustments are made to that Group member's financial statements in preparing the consolidated financial statements to ensure conformity with the Group's accounting policies.

The financial statements of all entities used for the purpose of consolidation are drawn up to same reporting date as that of the Parent Company, i.e., year ended on March 31.

Consolidation procedure:

- Combine like items of assets, liabilities, equity, income, expenses and cash flows of the parent with those of its subsidiaries. For this purpose, income and expenses of the subsidiary are based on the amounts of the assets and liabilities recognised in the consolidated financial statements at the acquisition date.
- Offset (eliminate) the carrying amount of the parent's investment in each subsidiary and the parent's portion of equity of each subsidiary. Business combinations policy explains how to account for any related goodwill.
- Eliminate in full intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between entities of the group (profits or losses resulting from intragroup transactions that are recognised in assets, such as inventory and property, plant and equipment, are eliminated in full). Intragroup losses may indicate an impairment that requires recognition in the consolidated financial statements. Ind AS 12, Income Taxes applies to temporary differences that arise from the elimination of profits and losses resulting from intragroup transactions.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

If the Group loses control over a subsidiary, it:

- Derecognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost
- Derecognises the carrying amount of any non-controlling interests
- Derecognises the cumulative translation differences recorded in equity
- Recognises the fair value of the consideration received
- Recognises the fair value of any investment retained
- Recognises any surplus or deficit in profit or loss

(iii) Summary of significant accounting policies

a. Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred.

At the acquisition date, the identifiable assets acquired, and the liabilities assumed are recognised at their acquisition date fair values. For this purpose, the liabilities assumed include contingent liabilities representing present obligation and they are measured at their acquisition fair values irrespective of the fact that outflow of resources embodying economic benefits is not probable. However, deferred tax asset or liability and any liability or asset relating to employee benefit arrangements arising from a business combination are measured and recognised in accordance with the requirements of Ind AS 12, Income Taxes and Ind AS 19, Employee Benefits, respectively.

Potential tax effects of temporary differences and carry forwards of an acquiree that exist at the acquisition date or arise as a result of the acquisition are accounted in accordance with Ind AS 12.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms,

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

economic circumstances and pertinent conditions as at the acquisition date.

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in OCI and accumulated in equity as capital reserve. However, if there is no clear evidence of bargain purchase, the entity recognises the gain directly in equity as capital reserve, without routing the same through OCI.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

A cash generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised in profit or loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

b. Investment in associate and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The considerations made in determining whether significant influence or joint control are similar to those necessary to determine control over the subsidiaries.

The Group's investments in its associate and joint venture are accounted for using the equity method. Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date.

The statement of profit and loss reflects the Group's share of the results of operations of the associate or joint venture. Any change in other comprehensive income (OCI) of those investees is presented as part of the Group's OCI.

The aggregate of the Group's share of profit or loss of an associate or a joint venture is shown on the face of the statement of profit and loss outside operating profit.

The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss as 'Share of profit of an associate or a joint venture' in the statement of profit and loss.

Any difference between the carrying amount of the associate or joint venture upon loss of joint control and the fair value of the retained investment and proceeds from disposal is recognised in statement of profit and loss.

c. Current versus non-current classification

The Group presents assets and liabilities in the balance sheet based on current/ non-current classification. An asset is treated as current when it is:

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

- Expected to be realised or intended to be sold or consumed in normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalent unless 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.

A liability is current when:

- It is expected to be settled in normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents.

d. Foreign currencies

The Group's consolidated financial statements are presented in Indian Rupees, which is also the Parent Company's functional currency. For each entity, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. The Group uses the direct method of consolidation and on disposal of a foreign operation the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

Transactions and balances

Foreign currency transactions are recorded, on initial recognition in the functional currency, by applying to the foreign currency amount, the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Exchange differences arising on settlement or translation of monetary items are recognised in the statement of profit or loss. Exchange differences on foreign currency borrowings, settlement gain/ loss and fair value gain/ loss on derivative contracts relating to borrowings are accounted for and disclosed under 'finance cost' in the statement of profit and loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the initial transaction.

In accordance with Ind AS 101 'First-time adoption of Indian Accounting Standards', the Group had continued the policy of capitalisation of exchange differences arising from translation of long-term foreign currency monetary items in the Indian GAAP financial statements for the period ending immediately before the beginning of the first Ind AS financial reporting period i.e. March 31, 2016. Accordingly, exchange differences arising on long-term foreign currency monetary items related to acquisition of a depreciable asset are capitalised/ de-capitalised and depreciated over the remaining useful life of the asset.

e. Fair value measurement

The Group measures financial instruments, such as, derivatives at fair value at each balance sheet date.

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:

a. In the principal market for the asset or liability, or

b. 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

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

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 recognised 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.

The Group's management determines the policies and procedures for recurring fair value measurement, such as derivative instruments and unquoted financial assets measured at fair value.

External valuers are involved for valuation of significant assets and liabilities. The management selects external valuer on various criteria such as market knowledge, reputation, independence and whether professional standards are maintained by valuer. The management decides, after discussions with the Group's external valuers, which valuation techniques and inputs to use for each case.

At each reporting date, the management analyses the movements in the values of assets and liabilities which are required to be re-measured or re-assessed as per the Group's accounting policies. For this analysis, the management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

The management, in conjunction with the Group's external valuers, also compares the change in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

This note summarises accounting policy for fair value. Other fair value related disclosures are given in the relevant notes.

- Disclosures for valuation methods, significant estimates and assumptions (note 32)
- Quantitative disclosures of fair value measurement hierarchy (note 41)
- Financial instruments (including those carried at amortised cost) (note 40)

f. Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of the goods and services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods and services. The Group has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer.

Sale of goods (including sale of scrap included under other operating revenue)

Revenue from sale of goods is recognised at the point in time when control of the goods is transferred to the customer, which is generally on dispatch/ delivery of the goods. The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated.

In determining the transaction price, the Group considers the effects of variable consideration, non-cash incentives and consideration payable to the customer (if any). No element of financing is deemed present as the sales are made with credit terms largely ranging between 0 to 90 days.

Variable consideration

If the consideration in a contract includes a variable amount, the Group estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved. Where the sale of goods provide customers with discounts, volume rebates etc., such discounts, volume rebates etc. give rise to variable consideration.

The Group follows the 'most expected value' method in estimating the amount of variable consideration. The Group estimates the variable consideration based on an analysis of accumulated historical experience. A liability (included in "Other financial liabilities") is recognised for expected discounts, volume rebates etc. payable to customers in relation to sales made until the end of the reporting period.

Non-cash incentives

The Group provides non-cash incentives at fair value to customers. These benefits are passed on to customers on satisfaction of various conditions of various sales schemes. Consideration received is allocated between the products sold and non-cash incentives to be issued to customers. Fair value of the non-cash incentive is determined by applying principle of Ind AS 113 "Fair Value Measurement" i.e. at market rate. A contract liability for the non-cash incentive is recognised at the time of sale.

Revenue from services

Revenue from management services are recognised at the point in time i.e. as and when services are rendered.

Contract balances

Trade receivables - A trade receivable is recognised when the goods or services are delivered/ rendered to a customer as this is the point in time that the consideration becomes unconditional because only a passage of time is required before the payment is due.

Interest income

For all debt instruments/ subsidies measured at amortised cost, interest income is recorded using the effective interest rate (EIR). EIR is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument/ subsidies or a shorter period, where appropriate, to the gross carrying amount of the financial asset or to the amortised cost of a financial liability. When calculating the effective interest rate, the Group estimates the expected cash flows by considering all the contractual terms of the financial instrument (for example, prepayment, extension, call and similar options) but does not consider the expected credit losses. Interest income is included in 'Other income' in the statement of profit and loss.

Dividends

Dividend income is recognised when the Group's right to receive dividend is established, which is generally when shareholders approve the dividend.

Insurance and other claims

Insurance and other claims are accounted for to the extent the Group is reasonably certain of their ultimate collection.

g. Government grants and subsidies

Government grants and subsidies are recognised where there is reasonable assurance that the grant/ subsidy will be received and all attached conditions will be complied with. When the grant/ subsidy relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

Where the grant/ subsidy relates to an asset, it is recognised as deferred income and credited to the statement of profit and loss on a systematic basis over the useful life of the related asset. The Group has chosen to present grants related to an asset to be deducted in reporting the depreciation and amortisation expense.

When loans or similar assistance are provided by government or related institutions, with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as a government grant. The loan or assistance is initially recognised and measured at fair value and the government grant is measured as the difference between the initial carrying value of the loan and the proceeds received. The loan is subsequently measured as per the accounting policy applicable to financial liabilities. Income from such benefit is recognised on a systematic basis over the period of the loan during which the Group recognises interest expense corresponding to such loan. Income arising from below-market rate of interest loans/ interest free loans, are included under 'Other income'.

Government grant and subsidy that becomes 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 statement of profit and loss of the period in which it becomes receivable. Government grants and subsidies are recognised in statement of profit and loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants/ subsidy are intended to compensate. The Group has chosen to present grants related to income to be deducted

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

in reporting the related expense. Income from subsidies in the nature of operations are included under 'Revenue from operations'.

If the grant received is to compensate the import cost of assets, and is subject to an export obligation as prescribed in the EPCG scheme, than the recognition of the grant would be linked to fulfilment of the associated export obligations. At the year end, the portion of grant for which the export obligation has not been met is retained in deferred revenue under 'Government grants'.

h. Income taxes

Tax expense comprise current tax and deferred tax.

Current income 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 and includes any adjustment to tax payable in respect of previous years.

Current income tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Current tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity. 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 liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss
- In respect of taxable temporary differences associated with investments in subsidiaries and interests in joint venture, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss
- In respect of deductible temporary differences associated with investments in subsidiaries and interests in joint venture, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is 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 asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside statement of profit or loss is recognised outside statement of profit or loss (either in other comprehensive income or in equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

In the situations, where one or more entities in the Group are entitled to a tax holiday under the Income-tax Act, 1961 enacted in India, no deferred tax (asset or liability) is recognised in respect of temporary differences which reverse during the tax holiday period, to the extent the concerned entity's gross total income is subject to the deduction during the tax holiday period. Deferred tax in respect of temporary differences which

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reverse after the tax holiday period is recognised in the year in which the temporary differences originate. However, the Group restricts recognition of deferred tax assets to the extent it is probable that sufficient future taxable income will be available against which such deferred tax assets can be realised. For recognition of deferred taxes, the temporary differences which originate first are considered to reverse first.

Deferred tax assets include Minimum Alternate Tax ('MAT') paid in accordance with the tax laws, which gives future economic benefits in the form of adjustment to future income tax liability and is considered as an asset if it is probable that future taxable profit will be available against which these tax credit can be utilised. Accordingly, MAT is recognised as deferred tax asset in the Balance Sheet when it is highly probable that future economic benefit associated with it will flow to the concerned company. MAT credit is reviewed at each Balance Sheet date and written down to the extent the aforesaid convincing evidence no longer exists.

i. Non-current assets (or disposal group) held for sale and discontinued operation

Non-current 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. Non-current assets held for sale are measured at the lower of their carrying amount and the fair value less costs to sell. Assets and liabilities classified as held for sale are presented separately from other items in the balance sheet. Assets once classified as held for sale are not depreciated or amortised.

An impairment loss is recognised for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised 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 recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of de-recognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Non-current 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 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:

- represents a 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 operation in the statement of profit and loss.

Additional disclosures are provided in note 31. All other notes to the financial statements mainly include amounts for continuing operations, unless otherwise mentioned.

j. Property, plant and equipment

The Group had measured property, plant and equipment (PPE) except leasehold land, vehicle, furniture and fixtures, office equipment and mines development at fair value as on transition date i.e. April 1, 2015 which has become its deemed cost. In respect of vehicle, furniture and fixtures, office equipment and mines development, the Group had applied applicable Ind AS from a retrospective basis and arrived at the carrying value as per Ind AS as at April 1, 2015.

PPE are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Cost comprises the purchase price, including import duties and non- refundable purchase taxes, and any directly attributable cost of bringing the asset to its working condition for its intended use. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met.

Subsequent expenditure related to an item of PPE is capitalised only when it is probable that future economic benefits associated with the item will flow to the Company. When significant parts of plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in statement of profit and loss as incurred.

The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met. Refer to significant accounting judgements, estimates and assumptions

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(note 32) and provisions (note 44) for further information about the recorded decommissioning provision.

Items of stores and spares that meet the definition of PPE are capitalised at cost. Otherwise, such items are classified as inventories.

Capital work-in-progress (CWIP)

Capital work in progress are stated at cost net of impairment loss, if any. Assets in the course of construction are capitalised in capital work in progress account. At the point when an asset is capable of operating in the manner intended by management, the cost of construction is transferred to the appropriate category of property, plant and equipment. Costs (net of income) associated with the commissioning of the asset, including the expenditure incurred on trial runs (net of trial run receipts), are capitalised up to the date asset is ready for its intended use.

Expenses incurred relating to project during the project development stage prior to its intended use, are considered as pre-operative expenses and disclosed under 'Capital work in progress' or 'Intangible assets under development', as the case may be.

Depreciation charge

Depreciation on property, plant and equipment is provided on a straight-line basis, except for assets of manufacturing facilities situated at North Eastern region wherein depreciation is provided on a written down value method, based on the respective estimate of useful lives as given below. Estimated useful lives of assets are determined based on technical parameters/ assessments.

The management believes that useful lives currently used, which are as prescribed under Schedule II of the Companies Act, 2013, fairly reflect its estimate of the useful lives and residual values of property, plant and equipment, though these lives in certain cases are different from lives prescribed under Schedule II.

Type of Asset	Useful life (in years)
Buildings	
Factory buildings	30 years
Non-factory buildings *	30 to 60 years
Roads	3 to 10 years
Plant and equipments	
Continuous process plant	25 years
Other plant and equipment *	4 to 20 years
Plant and equipment related to captive power plant *	25 years
Mines related assets *	4 to 8 years
Certain diesel generator sets and workshop appliances *	5 years
Furniture and fixtures	10 years
Office equipment	3 to 6 years
Vehicles	8 to 10 years

* The Group, based on technical assessment made by technical expert and management estimate, depreciates these items of plant and equipment over estimated useful lives which are different from the useful life prescribed in Schedule II to the Companies Act, 2013. The management believes that these estimated useful lives are realistic and reflect fair approximation of the period over which the assets are likely to be used.

Freehold land bearing mineral reserves, and Mines development cost (either included in PPE or in other intangible assets, as the case may be) are amortised over their estimated commercial life based on the unit of production method. Freehold non-mining land is not depreciated.

Capitalised spares are depreciated over their own estimated useful life or the remaining estimated useful life of the related asset, whichever is lower.

On an item of property, plant and equipment discarded during the year, accelerated depreciation is provided upto the date on which such item of property, plant and equipment is discarded.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

k. Investment properties

The Group had elected to continue with the carrying value for all of its investment properties as recognised in its Indian GAAP financial statements as deemed cost at the transition date.

Investment property comprises freehold land and buildings that are held for capital appreciation and recognised at cost, less impairment loss, if any.

Investment properties are derecognised either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition.

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Though the Group measures investment property using cost based measurement, the fair value of investment property is disclosed in notes. Fair value are determined based on an annual evaluation performed by an accredited external independent valuer.

I. Goodwill and other intangible assets

(i) Goodwill as per Scheme of Arrangement and Amalgamation (Scheme) approved by National Company Law Tribunal (NCLTs)

a) Goodwill arose on amalgamation of Group's erstwhile subsidiary namely Adwetha Cement Holdings Limited ('ACHL') with Dalmia Cement (Bharat) Limited ('DCBL'), subsidiary of the Group, had been recognised in accordance with Scheme approved by NCLT. Said goodwill is initially measured, being the excess of cost of investment in ACHL cancelled over net identifiable assets acquired and liability assumed. Said goodwill is being amortised in accordance with Scheme over a period of 4 years.

b) Goodwill arose on amalgamation of Group's erstwhile step-down subsidiary namely Adhunik Cement Limited ('ACL') with DCBL had been recognised in accordance with Scheme approved by NCLT. Said goodwill is initially measured, being the excess of cost of investment in ACL cancelled over net identifiable assets (including fair value of mining rights) acquired and liability assumed.

The subsequent measurement is at deemed cost less any accumulated impairment losses. The said goodwill is not amortised and is tested for impairment annually.

c) Goodwill and goodwill having underlying intangible assets, acquired pursuant to transfer of Undertakings of Odisha Cement Limited ('ODCL') (renamed to Dalmia Bharat Limited) to DCBL by way of slump exchange had been recognised in accordance with Scheme approved by NCLT. Said goodwill and goodwill having underlying intangible assets is being amortised in accordance with approved Scheme over a period of 5 years and 10 years respectively.

(ii) Mining rights

a) DCBL has carried out fair valuation of mining rights of the mines of ACL (amalgamated with DCBL from appointed date January 1, 2015 in accordance with Scheme approved by NCLT). Said mining rights are amortised over their estimated commercial life based on the unit of production method.

b) Mining rights acquired pursuant to transfer of Undertakings of ODCL to DCBL by way of slump exchange has been recognised at fair value in accordance with Scheme approved by NCLT. Said mining rights are amortised over their estimated commercial life based on the unit of production method.

Net carrying value of above mentioned mining rights as on transition date to Ind AS i.e. April 1, 2015 has been considered as deemed cost.

c) Mining rights include amounts paid for securing mining rights and are amortised over their estimated commercial life based on the unit of production method.

(iii) Brands and Raw materials procurement rights (other than limestone)

Brands and Raw materials procurement rights acquired pursuant to transfer of Undertakings of ODCL to DCBL by way of slump exchange have been recognised at fair value in accordance with Scheme approved by NCLT. Said intangible assets have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

Amortisation is provided on a straight-line basis, based on the respective estimate of useful lives as given below:

Type of Intangible Asset	Useful life (in years)
Brands	20 and 27 years
Raw Materials procurement rights (other than limestone)	3.25 and 26.50 years

Net carrying value of brands and raw materials procurement rights as on transition date to Ind AS i.e. April 1, 2015 have been considered as deemed cost.

(iv) Other intangible assets

The Group has measured intangible assets at carrying value as recognised in the financial statements as on transition date i.e. April 1, 2015 which has become its deemed cost.

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less accumulated amortization and accumulated impairment losses, if any.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least

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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 asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit and loss unless such expenditure forms part of carrying value of another asset.

Gains 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 and loss when the asset is derecognised.

The useful life of computer software and intellectual property rights is estimated as 3 years to 6 years and 3 years, respectively and accordingly amortised on a straight line basis over its useful life.

Research and development expenditure

Research costs are expensed as incurred. Development expenditures on an individual project are recognised as an intangible asset when the Group can demonstrate technical and commercial feasibility of making the asset available for use or sale.

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when development is complete and the asset is available for use. It is amortised over the period of expected future benefit.

m. Borrowing costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur.

Borrowing costs consist of interest (calculated using the effective interest rate method), hedge related cost incurred in connection with foreign currency borrowings and other costs that an entity incurred in connection with the borrowing of funds.

Expenses incurred on the issue of debt securities are amortised over the term of the related securities and included within borrowing costs. Premium payable on early redemption of debt securities, in lieu of future finance costs, is written off as borrowing costs as and when paid.

n. Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a 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 over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Right-of-use assets	Lease term (in years)
Leasehold land	10 to 99 years
Buildings	1 to 90 years
Vehicles	1 to 5 years
Other equipments	1 to 2 years

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. Refer to the accounting policies in section (p) Impairment of non-financial assets.

(ii) Lease liabilities

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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.

Lease liabilities and Right-of-use assets have been presented as a separate line in the balance sheet. Lease payments have been classified as cash used in financing activities.

(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.

o. Inventories

Inventories are valued at lower of cost and net realisable value. However, materials and other items held for use in the production of inventories are not written down below cost if the finished products in which they will be incorporated are expected to be sold at or above cost.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

- Raw materials, packing materials, fuels and stores and spares: cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on moving weighted average basis, except in case of limestone inventories included in Raw materials and coal inventories (in one of the unit) included in Stores and spares inventories, where cost is determined on annual weighted average basis.
- Finished goods and work in progress: cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity, but excluding borrowing costs. Cost is determined on weighted average basis.
- Stock in trade: cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on weighted average basis.

Net realisable 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.

p. Impairment of non-financial assets

The Group assesses, at each reporting date, whether there is an indication that an 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. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. 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.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Group bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Group's cash-generating units to which the individual assets are allocated. These budgets and forecast

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calculations generally cover a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth year. To estimate cash flow projections beyond periods covered by the most recent budgets/forecasts, the Group extrapolates cash flow projections in the budget using a steady or declining growth rate for subsequent years, unless an increasing rate can be justified. In any case, this growth rate does not exceed the long-term average growth rate for the products, industries, or countries in which the entity operates, or for the market in which the asset is used.

Impairment losses, including impairment on inventories, are recognised in the statement of profit and loss.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of profit and loss.

Goodwill is tested for impairment annually as at March 31 and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

q. Provisions and contingent liabilities

General

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. The expense relating to a provision is presented in the statement of profit and loss.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Mines reclamation liability

The Group records a provision for mines reclamation cost until the closure of mine. Mines reclamation costs are provided at the present value of expected costs to settle the obligation using estimated cash flows, with a corresponding amount being capitalised at the start of each project. The cash flows are discounted at a current pre-tax rate that reflects the risks specific to the mine reclamation liability. The unwinding of the discount is expensed as incurred and recognised in the statement of profit and loss as 'Finance cost'. The estimated future costs of mine reclamation are reviewed annually and adjusted as appropriate. Changes in the estimated future costs or in the discount rate applied are capitalised in property, plant and equipment and are depreciated over the estimated commercial life of the related asset based on the unit of production method.

Enterprise social commitment

Enterprise social commitment is the amount to be spent on social and economic development of the surrounding area over a period of time where any new project is set up. Such obligation arises out of conditions mentioned in the Environment Clearance Certificate given by the Government for new projects and are generally defined as a percentage of total project cost. The present value of such future cash flows discounted at appropriate and applicable discount rates are capitalised in property, plant and equipment against the obligation created. Actual cash flows that happen over the period are adjusted against the obligation. The obligation is increased over a period of time and the differential is recognised in the statement of profit and loss as 'Finance costs'.

Contingent liabilities

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in extremely rare cases where there is a liability that cannot be recognised because it cannot be measured reliably. The Group does not recognise a contingent liability but discloses its existence in the financial statements.

r. Retirement and other employee benefits

Retirement benefits in the form of contribution to Statutory Provident Fund, Pension Fund, Superannuation Fund and National Pension Scheme are defined contribution schemes.

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The Group has no obligation, other than the contribution payable to the respective funds. The Group recognises contribution payable to these schemes as an expense, when an employee renders the related service. If the contribution payable to the scheme for service received before the balance sheet date exceeds the contribution already paid, the deficit payable to the scheme is recognised as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the balance sheet date, then excess is recognised as an asset to the extent that the pre-payment will lead to, for example, a reduction in future payment or a cash refund.

The Group operates three defined benefit plans for its employees, viz., gratuity, provident fund contribution to Trust(s) and post-retirement medical benefits. The costs of providing benefits under these plans are determined on the basis of actuarial valuation at each year-end. Separate actuarial valuation is carried out for each plan using the projected unit credit method. Re-measurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), are recognised immediately in the balance sheet with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognised in statement of profit or loss on the earlier of:

- The date of the plan amendment or curtailment, and
- The date that the Company recognises related restructuring costs

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Group recognises the following changes in the net defined benefit obligation as an expense in the statement of profit and loss:

- Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements; and
- Net interest expense or income

Current service cost is recognised within employee benefits expenses. Net interest expense or income is recognised within finance costs.

Accumulated leave, which is expected to be utilised within the next 12 months, is treated as short-term employee benefit. The Group measures the expected cost of such absences 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 the actuarial valuation using the projected unit credit method at the year-end. Re-measurement gains/losses are immediately taken to the statement of profit and loss and are not deferred.

s. Share-based payments

Certain employees (Senior Executives) of the Group receive remuneration in the form of share-based payments, whereby employees render services as consideration for equity instruments (equity-settled transactions).

Equity-settled transactions

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model.

Cost is recognised, together with a corresponding increase in Employee stock options outstanding in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The statement of profit and loss expense or credit for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value.

No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met. Where awards include a market or non-vesting condition, the transactions are treated as vested irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

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When the terms of an equity-settled award are modified, the minimum expense recognised is the expense had the terms had not been modified, if the original terms of the award are met. An additional expense is recognised for any modification that increases the total fair value of the share-based payment transaction, or is otherwise beneficial to the employee as measured at the date of modification.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

t. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component, the Group initially measures a financial asset at its fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price determined under Ind AS 115.

In order for a financial asset to be classified and measured at amortised cost, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in below mentioned categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets at fair value through other comprehensive income (FVTOCI) with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss (FVTPL)

Financial assets at amortised cost (debt instruments)

A 'financial asset' is measured at the amortised cost if both the following conditions are met:

a) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and

b) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

This category is the most relevant to the Group. After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in 'Other income' in the statement of profit and loss. The losses arising from impairment are recognised in the statement of profit and loss. The Group's financial assets at amortised cost includes trade receivables, loans and other receivables.

Financial assets at FVTOCI (debt instruments)

A 'financial asset' is classified as at the FVTOCI if both of the following criteria are met:

a) The objective of the business model is achieved both by collecting contractual cash flows and selling the financial assets, and

b) The asset's contractual cash flows represent SPPI.

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognised in the other

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comprehensive income (OCI). However, the Group recognises interest income, impairment losses and reversals and foreign exchange gain or loss in the statement of profit and loss. On de-recognition, cumulative gain or loss previously recognised in OCI is reclassified from the equity to statement of profit and loss.

The Group has not designated any financial asset (debt instruments) as at FVTOCI.

Financial assets designated at fair value through OCI (equity instruments)

On initial recognition of an equity instrument that is not held for trading, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI. The classification is determined on an instrument-by-instrument basis. Equity instruments which are held for trading are classified as at FVTPL.

Subsequently, these financial assets are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income. Gains and losses on these financial assets are never recycled from other comprehensive income to profit or loss, even on sale of investment. However, the Group may transfer the cumulative gain or loss within equity.

Dividends on these investments are recognised as 'Other income' in the statement of profit and loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Group elected to classify irrevocably its listed equity investment included under non-current and current financial assets, and unquoted investment in compulsorily convertible preference shares included under non-current financial assets under this category.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets at FVTPL are carried in the balance sheet at fair value with net changes in fair value recognised in the statement of profit and loss.

Debt instrument, which does not meet the criteria for categorisation as at amortised cost or as FVTOCI, is classified as at FVTPL.

In addition, the Group may elect to designate a debt instrument, which otherwise meets amortised cost or FVTOCI criteria, as at FVTPL. However, such election is allowed only if doing so reduces or eliminates a measurement or recognition inconsistency (referred to as 'accounting mismatch'). The Group has designated investment in listed equity instrument, mutual funds, bonds and derivative instruments as at FVTPL.

Derecognition

A financial asset is primarily derecognised when:

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Impairment of financial assets

In accordance with Ind AS 109, the Group applies expected credit loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

a) Financial assets that are debt instruments, and are measured at amortised cost e.g., loans, debt securities, deposits and bank balance.

b) Trade receivables or any contractual right to receive cash or another financial asset that result from transactions that are within the scope of Ind AS 115.

The Group follows 'simplified approach' for recognition of impairment loss allowance on:

- Trade receivables

The application of simplified approach does not require the Group to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

For recognition of impairment loss on other financial assets and risk exposure, the Group determines that whether there has been a significant increase in the credit risk since initial recognition. The credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However,

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if credit risk of customer has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL.

Lifetime ECL are the expected credit losses resulting from all possible default events over the expected life of a financial instrument. The 12-month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after the reporting date.

ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the entity expects to receive (i.e., all cash shortfalls), discounted at the original EIR. When estimating the cash flows, the Group considers:

- All contractual terms of the financial instrument (including prepayment, extension, call and similar options) over the expected life of the financial instrument. However, in rare cases when the expected life of the financial instrument cannot be estimated reliably, then the entity is required to use the remaining contractual term of the financial instrument.
- Cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

As a practical expedient, the Group uses a provision matrix to determine impairment loss allowance on portfolio of its trade receivables. The provision matrix is based on its historically observed default rates over the expected life of the trade receivables and is adjusted for forward-looking estimates. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

ECL impairment loss allowance (or reversal) recognised during the period is recognised as income/ expense in the statement of profit and loss. This amount is reflected under the head 'Other expenses' in the statement of profit and loss.

The balance sheet presentation for various financial instruments is described below:

- Financial assets measured as at amortised cost and contractual revenue receivables: ECL is presented as an allowance, i.e., as an integral part of the measurement of those assets in the balance sheet. The allowance reduces the net carrying amount. Until the asset meets write-off criteria, the Group does not reduce impairment allowance from the gross carrying amount.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, loans and borrowings including derivative financial instruments.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss (FVTPL) include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by Ind AS 109 'Financial instruments'.

Gains or losses on liabilities held for trading are recognised in the profit or loss.

Loans and borrowings

This is the category most relevant to the Group. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in statement of profit and loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral

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part of the EIR. The EIR amortisation is included as finance costs in the statement of profit and loss.

This category generally applies to borrowings. For more information refer note 14(i).

De-recognition

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 de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit and loss.

Offsetting of financial instruments

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 realise the assets and settle the liabilities simultaneously.

u. Derivative financial instruments and hedge accounting

Initial recognition and subsequent measurement

The Group uses derivative financial instruments, such as foreign exchange option contract, foreign exchange forward contract and interest rate swap contract, to hedge its foreign currency risks and interest rate risks, respectively. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to statement of profit and loss, except for the effective portion of cash flow hedges, which is recognised in OCI and later reclassified to profit or loss when the hedge item affects profit or loss or treated as basis adjustment if a hedged forecast transaction subsequently results in the recognition of a non-financial asset or non-financial liability.

For the purpose of hedge accounting, hedges are classified as:

- Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes the Group's risk management objective and strategy for undertaking hedge, the hedging/ economic relationship, the hedged item or transaction, the nature of the risk being hedged, hedge ratio and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they were designated.

Cash flow hedges

The effective portion of changes in the fair value of the designated portion of derivatives that qualify as cash flow hedges is recognised in OCI and accumulated under the heading of cash flow hedge reserve, while any ineffective portion is recognised immediately in the statement of profit and loss.

The Group uses forward currency contracts as hedges of its exposure to foreign currency risk in forecast transactions and firm commitments.

Amounts previously recognised in OCI and accumulated in other equity relating to (effective portion as described above) are re-classified to the statement of profit and loss in the periods when the hedged item affects profit or loss. When the hedged forecast transaction results in the recognition of a non-financial asset or a non-financial liability, such gains and losses are transferred from equity and included in the initial measurement of the cost of the non-financial asset or non-financial liability.

When a hedging instrument expires or is sold, terminated or exercised without replacement or rollover (as part of the hedging strategy), or if its designation as a hedge is revoked, or when the hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss previously recognised in OCI remains separately in equity until the forecast transaction occurs or the foreign currency firm commitment is met. When a forecast transaction is no longer expected to occur, the gain

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or loss accumulated in other equity is recognised immediately in statement of profit and loss.

v. Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker.

The management evaluates the Group's performance and allocates resources based on analysis of various performance indicators by business segments.

w. Earnings per share

Basic earnings per share is calculated by dividing the net profit or loss attributable to equity holders of Parent Company (after deducting preference dividends and attributable taxes) by the weighted average number of equity shares outstanding during the period.

For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to equity shareholders of Parent Company and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

x. Cash and cash equivalents

Cash and cash equivalent in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

y. Cash dividend

The Group recognises a liability to pay dividend to equity holders of the Parent Company when the distribution is authorised and the distribution is no longer at the discretion of the Group. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in other equity. Interim dividends are recognised as a liability on the date of declaration by the Parent Company's Board of directors.

C. Recent accounting pronouncements

Standards notified but not yet effective

Ministry of Corporate Affairs ('MCA') notifies new standard or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. On March 31, 2023, MCA amended the Companies (Indian Accounting Standards) Rules, 2015 by issuing the Companies (Indian Accounting Standards) Amendment Rules, 2023, as below:

a. **Ind AS 1 - Presentation of Financial Statements -** This amendment requires the entities to disclose their material accounting policies rather than their significant accounting policies.

b. **Ind AS 8 - Accounting Policies, Changes in Accounting Estimates and Errors -** This amendment has introduced a definition of 'accounting estimates' to help entities distinguish changes in accounting policies from changes in accounting estimates.

c. **Ind AS 12 – Income Taxes -** This amendment has narrowed the scope of the initial recognition exemption so that it does not apply to transactions that give rise to equal and offsetting temporary differences.

The effective date for adoption of these amendments is annual periods beginning on or after April 1, 2023.

Notes to Consolidated Financial Statements

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2. PROPERTY, PLANT AND EQUIPMENT

Particulars	Freehold land	Buildings	Plant and equipment	Furniture and fixtures	Vehicles	Office equipment	Mines development	Total
Deemed cost / Cost								
As at April 1, 2021	1,263	1,370	11,054	28	27	73	71	13,886
Additions	166	96	1,311	19	24	23	10	1,649
Disposals *	(0)	(32)	(56)	(5)	(3)	(8)	-	(104)
Transfer from/ (to) assets held for sale	-	(1)	(82)	(0)	-	-	-	(83)
Reclassification	-	6	(7)	(0)	1	0	-	(0)
Exchange difference	-	-	0	-	-	-	-	0
As at March 31, 2022	**1,429**	**1,439**	**12,220**	**42**	**49**	**88**	**81**	**15,348**
Additions	179	140	1,367	10	3	21	56	1,776
Disposals	(0)	(1)	(79)	(0)	(2)	(5)	(0)	(87)
Transfer from/ (to) assets held for sale	51	-	(20)	(0)	(1)	-	-	(30)
Reclassification	-	-	-	-	-	-	(1)	(1)
Exchange difference	-	-	0	-	-	-	-	0
As at March 31, 2023	**1,659**	**1,578**	**13,488**	**52**	**49**	**104**	**136**	**17,066**
Accumulated depreciation								
As at April 1, 2021	43	405	3,503	15	19	45	32	4,062
Charge for the year	8	71	792	3	4	13	1	892
Disposals *	-	(1)	(48)	(1)	(2)	(5)	-	(57)
Transfer from/ (to) assets held for sale	-	(1)	(81)	-	-	-	-	(82)
Reclassification	-	(0)	0	0	(0)	(0)	-	0
As at March 31, 2022	**51**	**474**	**4,166**	**17**	**21**	**53**	**33**	**4,815**
Charge for the year	12	72	819	4	9	15	1	932
Disposals	-	(1)	(76)	-	(2)	(5)	-	(84)
Transfer from/ (to) assets held for sale	-	-	(19)	(0)	(1)	-	-	(20)
Reclassification	-	-	-	-	-	-	(0)	(0)
As at March 31, 2023	**63**	**545**	**4,890**	**21**	**27**	**63**	**34**	**5,643**
Net block								
As at March 31, 2023	**1,596**	**1,033**	**8,598**	**31**	**22**	**41**	**102**	**11,423**
As at March 31, 2022	**1,378**	**965**	**8,055**	**25**	**28**	**35**	**48**	**10,534**

* included property, plant and equipment of discontinued operation, refer note 31(a).

Notes:

(i). The Group has pledged certain assets against borrowings which has been disclosed in note 14(i).

(ii). Refer to note 36 for disclosure of contractual commitments for the acquisition of property, plant and equipment.

(iii). During the year ended March 31, 2023, interest capitalised is ₹ 42 (March 31, 2022: ₹ 52).

(iv). Gross block of property, plant and equipment includes land aggregating to ₹ 36, which are currently under dispute, but the management expects a favourable outcome in this matter.

Notes to Consolidated Financial Statements

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(v). Details of depreciation and amortisation expense:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Depreciation and amortisation expense on:		
Property, plant and equipment (PPE)	932	892
Investment properties	0	0
Goodwill	203	203
Other intangible assets	137	135
Right-of-use assets (refer note 35(a))	43	45
As per PPE, Investment properties, Goodwill, Other intangible assets and Right-of-use assets Schedule	**1,315**	**1,275**
Less:		
Cost allocated to capital work-in-progress (refer note 45)	(3)	(29)
Adjustment against recoupment from deferred capital subsidy (refer note 16(ii))	(7)	(9)
Total	**1,305**	**1,237**
Less: Discontinued operations (refer note 31(a))	-	(2)
As per statement of profit and loss - continuing operations	**1,305**	**1,235**

(vi). The Group has not revalued any of its property, plant and equipment during the year.

3. CAPITAL WORK-IN-PROGRESS (CWIP)

Movement of capital work in progress

Particulars	As at March 31, 2023	As at March 31, 2022
Opening balance	1,034	869
Additions	2,389	1,275
Capitalised	(1,564)	(1,087)
Disposal duing the year	-	1
Transfer to assets held for sale	(0)	(6)
Impairment during the year (refer note (i) below)	(0)	(18)
Closing balance	**1,859**	**1,034**

Notes:

(i). Section 10A(2)(b) of the Mines and Minerals (Development and Regulation) Act, 1957 was amended with effect from March 28, 2021 which states that the right to obtain a prospecting licence followed by a mining lease or a mining lease, as the case may be, shall lapse on the date of commencement of the Mines and Minerals (Development and Regulation) Amendment Act, 2021. The Group had spent ₹ 18 in connection with certain mines located in different parts of the country. The Group has filed certain writ petitions before different High Courts and is of the view that as Grant Order/ Letter of Intent has been granted by the State, the recent amendment to Section 10A(2)(b) may not apply. In one of the writ petitions, where Grant Order was issued by the State, the Karnataka High Court vide its judgment during the current year allowed the petition directing the State Government to execute the mine development and production agreement and mining lease within six weeks. As a matter of prudence, a provision of ₹ 18 recognised during the previous year is being carried as at March 31, 2023.

(ii). Details of expenses capitalised and carried forward as a part of capital work in progress are disclosed in note 45.

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(iii). Capital work-in-progress ageing schedule

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years *	
As at March 31, 2023					
- Projects in progress	1,610	205	11	33	1,859
- Project temporarily suspended	-	-	-	-	-
Total	**1,610**	**205**	**11**	**33**	**1,859**
As at March 31, 2022					
- Projects in progress	949	37	13	35	1,034
- Project temporarily suspended	-	-	-	-	-
Total	**949**	**37**	**13**	**35**	**1,034**

* includes ₹ 32 (March 31, 2022: ₹ 30) related to incubation projects.

Note :

Subsequent to the year end, the management of the Group has decided to defer the setting up of its new grinding unit located at Bihar having capacity of 2.5 MnTPA. As of March 31, 2023, the Group is carrying ₹ 68 under CWIP and advanced ₹ 17 for purchase of assets.

(iv). Completion schedule for capital-work-in progress, whose completion is overdue or has exceeded its cost compared to its original plan

Capital work-in-progress, whose time is overdue

Particulars	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
As at March 31, 2023					
- Projects in progress					
Kapilas, Odisha	1	-	-	-	1
Belguam, Karnataka	0	-	-	-	0
Medinipur, West Bengal	0	-	-	-	0
Total*	**1**	**-**	**-**	**-**	**1**
As at March 31, 2022					
- Projects in progress					
Umrangshu, Assam	9	-	-	-	9
Belguam, Karnataka	3	-	-	-	3
Kapilas, Odisha	2	-	-	-	2
Dalmiapuram, Tamil Nadu	0	-	-	-	0
Delhi	0	-	-	-	0
Rajgangpur, Odisha	0	-	-	-	0
Total*	**14**	**-**	**-**	**-**	**14**

* comprises projects not considered material at an individual level.

There are no projects which has exceeded its cost compared to its original plan as at March 31, 2023 and as at March 31, 2022.

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4(A). INVESTMENT PROPERTIES

4(B). GOODWILL

4(C). OTHER INTANGIBLE ASSETS

Particulars	4(a). Investment properties			4(b). Goodwill			4(c). Other intangible assets						
	Freehold land	Buildings	Total	Goodwill on consolidation	Goodwill	Total	Brands $	Mining rights ^	Raw materials procurement rights #	Mines development	Computer software	Other intellectual property rights	Total
Deemed cost / Cost													
As at April 1, 2021	0	1	1	357	3,087	3,444	1,973	1,169	279	-	28	0	3,449
Additions	-	-	-	-	-	-	-	71	-	7	42	-	120
Disposals *	-	-	-	-	-	-	-	-	-	-	(38)	-	(38)
Reclassification	-	-	-	-	-	-	-	-	-	-	0	-	0
As at March 31, 2022	**0**	**1**	**1**	**357**	**3,087**	**3,444**	**1,973**	**1,240**	**279**	**7**	**32**	**0**	**3,531**
Additions	-	-	-	-	-	-	-	7	-	12	4	-	24
Disposals	-	-	-	-	-	-	-	-	-	-	(5)	-	(5)
As at March 31, 2023	**0**	**1**	**1**	**357**	**3,087**	**3,444**	**1,973**	**1,247**	**279**	**19**	**31**	**0**	**3,550**
Accumulated amortisation and impairment													
As at April 1, 2021	-	0	0	4	2,303	2,307	457	276	90	-	20	0	843
Charge for the year	-	0	0	-	203	203	76	44	8	1	6	0	135
Impairment (refer note below)	-	-	-	0	-	0	-	-	-	-	-	-	-
Disposals *	-	-	-	-	-	-	-	-	-	-	(3)	-	(3)
Reclassification	-	-	-	-	-	-	-	-	-	-	0	-	0
As at March 31, 2022	**-**	**0**	**0**	**4**	**2,506**	**2,510**	**533**	**320**	**98**	**1**	**23**	**0**	**975**
Charge for the year	-	0	0	-	203	203	77	40	9	6	5	0	137
Disposals	-	-	-	-	-	-	-	-	-	-	(5)	-	(5)
As at March 31, 2023	**-**	**0**	**0**	**4**	**2,709**	**2,713**	**610**	**360**	**107**	**7**	**23**	**0**	**1,107**
Net block													
As at March 31, 2023	**0**	**0**	**1**	**353**	**377**	**730**	**1,363**	**887**	**172**	**13**	**8**	**-**	**2,443**
As at March 31, 2022	**0**	**1**	**1**	**353**	**580**	**933**	**1,440**	**920**	**181**	**6**	**9**	**0**	**2,556**

* included property, plant and equipment of discontinued operation, refer note 31(a).

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All amounts stated are in ₹ Crore except wherever stated otherwise

Notes:

4(a). Investment properties

(i) The Group's investment properties consist of freehold land and buildings for capital appreciation. The Group has no restrictions on the realisability of its investment property and no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

(ii) Buildings include ₹ 1 being cost of 36,000 unquoted equity shares (March 31, 2022: 36,000) in a company entitling the right of use and occupancy.

(iii) There is no material expenses incurred for the maintenance of investment properties nor income derived out of the same.

(iv) Fair value of the Group's investment properties are as follows:

Particulars	As at March 31, 2023	As at March 31, 2022
Freehold land	4	4
Buildings	8	7
Total	**12**	**11**

The fair valuation of investment properties are determined based on an annual evaluation performed by an accredited external independent valuer. The fair value of Investment Property has been derived using the Direct Comparison Method based on recent market prices without any significant adjustments being made in observable data. Accordingly, fair value estimates for Investment properties is classified as Level 3.

4(b). Goodwill

(i) ₹ Nil (March 31, 2022: ₹ 0) represent impairment of goodwill recognised on acquisition of step-down subsidiary namely Rajputana Properties Private Limited. The impairment loss was recognised in the statement of profit and loss in note 28 to the financial statements.

(ii) Impairment testing of goodwill

The carrying amount of goodwill acquired pursuant to Scheme of Arrangement and Amalgamation or in business comninations, has been allocated to Cement Cash Generating Unit (CGU) for impairment testing. The Group performs annual impairment test for carrying value of goodwill. The Group considers the relationship between its market capitalisation based on other comparable companies and its book value, among other factors, when reviewing for indicators of impairment.

The recoverable amount has been considered based on the fair value less cost of disposal or value in use, whichever is higher as required to be assessed under Ind-AS 36.

The recoverable amount of the Cement Business Unit (CGU) has been determined based on a value in use calculation using cash flow projections from financial projections approved by senior management of the Group, which are part of overall business plan covering a five-year period. The pre-tax discount rate applied to cash flow projections for impairment testing during the current year is 14.00% to 17.03% (March 31, 2022: 17.28%) and cash flows beyond the five-year period are extrapolated using a 4.00% (March 31, 2022: 4.00%) growth rate which is consistent with the industry forecasts. As a result of the analysis, management did not identify any impairment for this CGU and accordingly, there is no need for impairment of goodwill.

The management believes that any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the carrying amount to exceed the recoverable amount of the cash generating unit.

Key assumptions used for value in use calculations

The calculation of value in use for the CGU is most sensitive to the following assumptions:

EBITDA margins

EBITDA margins are estimated based on the trend of actual EBITDA of cement segment for past 1 year preceding the beginning of the budget period.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Discount rate

Discount rates represent the current market assessment of the risks specific to the CGU, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Group and the CGU and is derived from its weighted average cost of capital (WACC). The WACC takes into account both debt and equity. The cost of equity is derived from the expected return on investment by the Group's investors. The cost of debt is based on the interest-bearing borrowings the Group is obliged to service. CGU specific risk is incorporated by applying individual beta factor. The beta factor is evaluated annually based on publicly available market data. Adjustments to the discount rate are made to factor in the specific amount and timing of the future tax flows in order to reflect a pre-tax discount rate.

Growth rates used to extrapolate cash flows beyond the forecast period

The Group has considered growth rate of 4.00% to extrapolate cash flows beyond the forecast period which is in line with the industry forecasts.

Sensitivity to changes in assumptions

The Group has also performed sensitivity analysis calculations on the projections used and discount rate applied. The Group has concluded that, given the significant headroom that exists, and the results of the sensitivity analysis performed, there is no significant risk that reasonable changes in any key assumptions would cause the carrying value of goodwill to exceed its value in use.

(iii) Amortisation of recognised goodwill

The Parent Company's subsidiary namely Dalmia Cement (Bharat) Limited ('DCBL') has continued to amortise goodwill acquired on account of slump exchange of the assets and liabilities forming part of Undertakings of Odisha Cement Limited ('ODCL') (renamed to Dalmia Bharat Limited) on a going concern basis based on allocation report prepared in accordance with Accounting Standard (AS) - 10, over a period of 10 years from the appointed date, as referred to in Scheme of Arrangement and Amalgamation sanctioned by Hon'ble National Company Law Tribunal (NCLT) which overrides the requirements of Ind AS 38, Intangible Assets. As a result of amortisation, profit before tax from continuing operations for the year ended March 31, 2023 is lower by ₹ 203 (March 31, 2022: ₹ 203).

4(c). Other intangible assets

$ Brands:

Pursuant to Scheme of Arrangement and Amalgamation, the Group had recorded value of 'Brands' acquired from ODCL based on the fair valuation carried out by independent valuer, as at the appointed date January 1, 2015 at an aggregate value of ₹ 1,991 (net book value of ₹ 1,973 as on April 1, 2015 considered as deemed cost).

^ Mining rights include:

(a) Pursuant to Scheme of Arrangement, the Group had carried out fair valuation of mining rights of the mines at Adhunik Cement Limited (amalgamated with DCBL from appointed date January 1, 2015). A sum of ₹ 194 was assigned to these mining rights (net book value of ₹ 193 as on April 1, 2015 considered as deemed cost).

(b) Pursuant to Scheme of Arrangement and Amalgamation, mining rights of the mines forming part of Undertakings of ODCL transfer to DCBL by way of slump exchange from appointed date January 1, 2015. A sum of ₹ 969 was assigned to these mining rights (net book value of ₹ 962 as on April 1, 2015 considered as deemed cost).

Raw materials procurement rights:

Pursuant to Scheme of Arrangement and Amalgamation, the Group had recorded value of 'Raw materials procurement rights' from ODCL based on the the fair valuation carried out by independent valuer as at the appointed date January 1, 2015 at an aggregate value of ₹ 284 (net book value of ₹ 279 as on April 1, 2015 considered as deemed cost).

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

4(d). Intangible assets under development (IAUD)

(i). Intangible assets under development ageing schedule

Particulars	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
As at March 31, 2023					
- Projects in progress	2	-	-	5	7
- Project temporarily suspended	-	-	-	5	5
Total	**2**	**-**	**-**	**10**	**12**
As at March 31, 2022					
- Projects in progress	1	-	-	5	6
- Project temporarily suspended	-	-	-	5	5
Total	**1**	**-**	**-**	**10**	**11**

(ii). There are no projects whose completion is overdue or has exceeded its cost compared to its original plan.

4(e). Biological assets other than bearer plants

Particulars	Livestock	Total
Cost		
As at April 1, 2021	0	0
Additions	0	0
Disposals	-	-
As at March 31, 2022	**0**	**0**
Additions	-	-
Disposals	-	-
As at March 31, 2023	**0**	**0**
Accumulated depreciation		
As at April 1, 2021	-	-
Charge for the year	-	-
Disposals	-	-
As at March 31, 2022	**-**	**-**
Charge for the year	-	-
Disposals	-	-
As at March 31, 2023	**-**	**-**
Net block		
As at March 31, 2023	**0**	**0**
As at March 31, 2022	**0**	**0**

Note : The livestock comprises of milch cattles and the produce is utilised for welfare of the employees. It is measured at cost as the fair value cannot be measured reliably.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

5. INVESTMENTS ACCOUNTED USING EQUITY METHOD

Particulars	As at March 31, 2023	As at March 31, 2022
Investment in equity shares		
(i) Associate - unquoted		
1,87,23,743 (March 31, 2022: 1,87,23,743) Shares of ₹ 10/- each fully paid up in Dalmia Bharat Refractories Limited (refer note 54)	944	377
Less: Reclassified to assets held for sale (refer note (a) below)	(944)	-
	-	**377**
(ii) Joint ventures - unquoted		
18,36,500 (March 31, 2022: 18,36,500) Shares of ₹10/- each fully paid up in Khappa Coal Company Private Limited (refer note (b) below)	2	2
Less : Impairment in the value of investment	(2)	(2)
	-	-
14,69,600 (March 31, 2022: 73,48,000) Shares of ₹10/- each fully paid up in Radhikapur (West) Coal Mining Private Limited (refer note (c) below)	2	8
Total	**2**	**385**
Aggregate amount of unquoted investments	2	385
Aggregate amount of impairment in value of investments	2	2

Notes:

(a) Pursuant to the approval granted by the Board of Directors of DCBL in their meeting held on March 25, 2023, DCBL has entered into a binding agreement for sale of its entire investment in equity shares of Dalmia Bharat Refractories Limited, an associate company of DCBL, at a consideration of ₹ 800 to Sarvapriya Healthcare Solutions Private Limited, a promoter group company. Accordingly, the aforesaid investment is reclassified to 'Assets or disposal group classified as held for sale' as at March 31, 2023. (refer note 11 (b)).

(b) DCBL, in joint venture with Sun Flag Iron & Steel Limited, was allocated Khappa & Extension Coal Block by the Ministry of Coal, Government of India vide their letter dated May 29, 2009 for development of coal mine and use of coal for captive mining. DCBL had invested ₹ 2 in equity shares of Khappa Coal Company Private Limited and given advance against share application money of ₹ 4. Consequent upon decision of Hon'ble Supreme Court of India for cancellation of coal block vide order dated September 24, 2014, Group in earlier years had provided for its exposure in its joint venture viz. Khappa Coal Company Private Limited aggregating to ₹ 6 (March 31, 2022: ₹ 6).

(c) Pursuant to the order of Hon'ble National Company Law Tribunal, Cuttack Bench approving the reduction of capital of joint venture company, which is in excess of its funds requirement, the cost of investment of DCBL has been reduced from ₹ 7 to ₹ 1 during the year ended March 31, 2023. There is no impact in the statement of profit or loss on reduction of such investment.

6. FINANCIAL ASSETS

(i) Non-current investments

Particulars	As at March 31, 2023	As at March 31, 2022
A. Investment in equity shares		
(a) Investment measured at fair value through profit and loss		
Unquoted		
10,000 (March 31, 2022: 10,000) Shares of ₹ 25/- each fully paid up in Shikshak Sahakari Bank Limited	0	0
200 (March 31, 2022: 200) Shares of ₹ 10/- each fully paid up in Vimla Infrastructure (India) Private Limited	0	0
(b) Investments measured at fair value through OCI		
Quoted		
1,48,29,764 (March 31, 2022: 1,48,29,764) Shares of ₹ 2/- each fully paid up in Dalmia Bharat Sugar and Industries Limited	501	711
Sub-total (A)	**501**	**711**

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	As at March 31, 2023	As at March 31, 2022
B. Investment in preference shares		
Investments measured at fair value through OCI*		
Unquoted		
62,621 (March 31, 2022: 62,621) Series A1 Compulsorily Convertible Participative Preference Shares of ₹ 100/- each fully paid up in Freight Commerce Solutions Private Limited	24	26
7,231 (March 31, 2022: 7,231) Series A2 Compulsorily Convertible Participative Preference Shares of ₹ 100/- each fully paid up in Freight Commerce Solutions Private Limited	2	3
Sub-total (B)	**26**	**29**
C. Investment in debentures or bonds		
(a) Investment measured at fair value through profit and loss		
Tax free bonds (quoted)		
2,472 (March 31, 2022 : 2,472) 8.30% NHAI tax free bonds	0	0
Others (unquoted)		
Nil (March 31, 2022: 1,188) Units of ₹ Nil (March 31, 2022: ₹ 23,930/-) each fully paid up in Urban Infrastructure Opportunities Fund	-	1
(b) Others (unquoted) - at amortised cost, unless otherwise stated		
12,00,00,000 (March 31, 2022: 12,00,00,000) 10% unsecured redeemable non-convertible debentures of ₹ 10/- each fully paid up in Hippostores Technology Private Limited (refer note (a) below)	120	120
Less: Reclassified to current investments (refer note 9(i))	(120)	-
	-	**120**
5,900 (March 31, 2022: 5,900) zero coupon optionally redeemable convertible debentures of ₹ 1,00,000/- each in Saroj Sunrise Private Limited - at cost (refer note (b) below)	59	59
12 (March 31, 2022: 12) 8% non convertible secured debentures of ₹ 100/- each fully paid up in Indian Chamber of Commerce	0	0
2 (March 31, 2022: 2) 8% non convertible secured debentures of ₹ 25/- each partly paid up in Indian Chamber of Commerce	0	0
Sub-total (C)	**59**	**180**
D. Investment in mutual funds		
Investment measured at fair value through profit and loss		
Units of debt based schemes of various mutual funds (unquoted)	0	0
Sub-total (D)	**0**	**0**
E. Investment in Others		
Unquoted - at cost		
Property Rights in Holiday Resort	0	0
50 (March 31, 2022: 50) units of ₹ 100/- each fully paid up in Co-operative Society	0	0
Sub-total (E)	**0**	**0**
Sub-total (A+B+C+D+E)	**587**	**920**
Aggregate amount of quoted investments and market value thereof	501	711
Aggregate amount of unquoted investments	86	209
Aggregate amount of impairment in value of investments	-	-

* These investments are designated as FVTOCI as they are not held for trading purpose and are not in similar line of business as the Group, thus disclosing their fair value change in profit or loss will not reflect the purpose of holding.

Notes:

(a) Pursuant to sale of master wholesaler business for all construction and building materials ('Hippo Stores') of DCBL to Hippostores Technology Private Limited ('HTPL'), a promoter group company, on a going concern basis by way of slump sale, the Group had during the previous year, as a part of purchase consideration, received ₹ 120 in unsecured redeemable non-convertible debentures (NCDs) of ₹ 10 each issued by HTPL. These NCDs carry fixed interest @ 10.00% p.a. and have a tenure of 24 months from date of allotment i.e. December 31, 2021 (also, refer note 31(a)).

Notes to Consolidated Financial Statements

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All amounts stated are in ₹ Crore except wherever stated otherwise

(b) DCBL had invested an amount of ₹ 59 in the Optionally Redeemable Convertible Debentures ('OCDs') of Saroj Sunrise Private Limited ('SSPL'). The OCDs are non-interest bearing and are secured by the pledge of equity shares of Calcom Cement India Limited ('Calcom'), step-down subsidiary of the Group, held by SSPL. If certain conditions as stipulated in the Shareholders Agreement for performance by Bawri Group ('BG'), other shareholder of Calcom, are met, these OCDs are convertible into equity shares constituting 0.01% shareholding of SSPL, else DCBL has an option either to get the debentures redeemed for an aggregate amount of ₹ 59 or convert into equity shares constituting 99.99% shareholding of SSPL (also, refer note 37(B)). The investment in zero coupon OCDs are in the nature of equity investment.

(ii) Loans

(Unsecured considered good

Particulars	As at March 31, 2023	As at March 31, 2022
Loans to employees	11	9
	11	**9**

Included in Loans to employees

i. Dues from officer of the Parent Company	0	-

No loans or advances are due by directors of the Parent Company or any of them either severally or jointly with any other person. Further, no loans or advances are due by firms or private companies in which any director is a partner, a director or a member.

(iii) Other financial assets

(Unsecured considered good, unless otherwise stated)

Particulars	As at March 31, 2023	As at March 31, 2022
Security deposits		
Unsecured, considered good	90	72
Unsecured, considered doubtful	1	1
	91	**73**
Less: Impairment allowance (allowance for doubtful deposits)	(1)	(1)
	90	**72**
Subsidies/ incentive receivable (refer note 49 (c))	120	82
Advance against share application money (refer note 5(ii)(b))	4	4
Less: Impairment allowance (allowance for doubtful advances)	(4)	(4)
	-	-
Deposit with banks having remaining maturity of more than twelve months *	7	5
Interest receivable	0	0
Other receivable	1	-
	218	**159**

* includes ₹ 6 (March 31, 2022: ₹ 5), deposits kept with banks against bank guarantees given / are pledged with various authorities as margin money.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

7. OTHER NON-CURRENT ASSETS

(Unsecured considered good, unless otherwise stated)

Particulars	As at March 31, 2023	As at March 31, 2022
Capital advances		
Secured *	52	89
Unsecured, considered good	409	183
Unsecured, considered doubtful	0	0
	461	**272**
Less: Impairment allowance (allowance for doubtful advances)	(0)	(0)
	461	**272**
Advances other than capital advances		
Prepayments	9	7
Deposit and balances with government departments and other authorities		
Unsecured, considered good	86	68
Unsecured, considered doubtful	8	8
	94	**76**
Less: Impairment allowance (allowance for doubtful advances)	(8)	(8)
	86	**68**
	556	**347**

* secured against bank guarantees held.

8. INVENTORIES (AT LOWER OF COST AND NET REALISABLE VALUE)

Particulars	As at March 31, 2023	As at March 31, 2022
Raw materials		
On hand	146	125
In transit	4	4
Work-in-progress	136	129
Finished goods		
On hand	81	115
In transit	27	26
Stock in trade		
On hand	8	1
In transit	1	-
Stores, spares etc.		
On hand	197	156
In transit	3	2
Fuel		
On hand	602	333
In transit	68	7
Packing materials		
On hand	43	47
In transit	0	-
	1,316	**945**

Inventories are hypothecated against the secured borrowings of the Group as disclosed in note 19(i).

The Group has provided for write down to the value of stores and spares/ packing materials (net of reversal) in the statement of profit and loss of ₹ 5 (March 31, 2022: ₹ 2).

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

9. FINANCIAL ASSETS

(i) Current investments

Particulars	As at March 31, 2023	As at March 31, 2022
A. Investment measured at amortised cost		
12,00,00,000 10% unsecured redeemable non-convertible debentures of ₹ 10/- each fully paid up in Hippostores Technology Private Limited (refer note 6(i)(C) above)	120	-
B. Investment measured at fair value through profit and loss		
(a) Corporate bonds (quoted)	171	143
(b) Units of debt based schemes of various mutual funds (unquoted) *	941	1,264
(c) Alternative investment fund (unquoted)	0	1
C. Investment measured at fair value through other comprehensive income		
Equity shares (quoted)		
13,30,96,821 (March 31, 2022: 13,30,96,821 **) shares of ₹ 1/- each in Indian Energy Exchange Limited (refer note below)	1,703	2,991
	2,935	**4,399**
Aggregate amount of quoted investments and market value thereof	1,874	3,134
Aggregate amount of unquoted investments	1,061	1,265
Aggregate amount of impairment in value of investments	-	-

* Mutual fund units amounting to ₹ Nil (March 31, 2022: ₹ 108) were liened with the bank against the issuance of bank guarantee.

** including 8,87,31,214 shares received as bonus shares during the previous year.

Note:

The investment is designated as FVTOCI as it is not held for trading purpose and is not in similar line of business as the Group, thus disclosing its fair value change in profit or loss will not reflect the purpose of holding.

(ii) Trade receivables

Particulars	As at March 31, 2023	As at March 31, 2022
Trade receivables	698	670
Receivables from related parties (refer note 39)	2	3
	700	**673**
Break-up for security details :		
Trade receivables		
Secured, considered good (refer note (a) below)	390	318
Unsecured, considered good	310	355
Trade Receivables which have significant increase in credit risk	-	-
Trade Receivables – credit impaired	32	32
	732	**705**
Less: Impairment allowance (allowance for bad and doubtful receivables):		
Trade Receivables – credit impaired	(32)	(32)
	700	**673**

Notes:

(a) Secured by way of security deposits collected from customers or bank guarantees or letter of credit held against them.

(b) No trade or other receivable are due from directors or other officers of the Parent Company either severally or jointly with any other person. Trade receivables are non-interest bearing and are generally on terms of 0 to 90 days.

(c) Trade receivables are hypothecated against the secured borrowings of the Group as disclosed in note 19(i).

(d) For information on financial risk management objectives and policies, refer note 42.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

(e) Set out below is the movement in the allowance for bad and doubtful trade receivables as follows:

Particulars	As at March 31, 2023	As at March 31, 2022
Opening balance	32	57
Amount provided for during the year (net)	1	(0)
Amount written off during the year	(2)	(25)
Closing balance	**32**	**32**

(f) Trade receivables ageing schedule

As at March 31, 2023

Sl. No.	Particulars	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 months	6 months-1 year	1-2 years	2-3 years	More than 3 years	
i)	**Undisputed trade receivables**							
(a)	– considered good	597	84	8	1	0	2	692
(b)	– which have significant increase in credit risk	-	-	-	-	-	-	-
(c)	– credit impaired	-	0	1	1	3	6	11
ii)	**Disputed trade receivables**							
(a)	– considered good (refer note 37(D))	-	-	-	-	-	8	8
(b)	– which have significant increase in credit risk	-	-	-	-	-	-	-
(c)	– credit impaired	-	-	2	-	-	19	21
	Total	**597**	**84**	**11**	**2**	**3**	**35**	**732**

As at March 31, 2022

Sl. No.	Particulars	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 months	6 months-1 year	1-2 years	2-3 years	More than 3 years	
i)	**Undisputed trade receivables**							
(a)	– considered good	580	76	5	1	0	3	665
(b)	– which have significant increase in credit risk	-	-	-	-	-	-	-
(c)	– credit impaired	-	0	0	2	2	7	11
ii)	**Disputed trade receivables**							
(a)	– considered good (refer note 37(D))	-	-	-	-	-	8	8
(b)	– which have significant increase in credit risk	-	-	-	-	-	-	-
(c)	– credit impaired	-	-	0	-	0	21	21
	Total	**580**	**76**	**5**	**3**	**2**	**39**	**705**

There is no unbilled trade receivable as on March 31, 2023 and March 31, 2022.

(iii) Cash and cash equivalents

Particulars	As at March 31, 2023	As at March 31, 2022
Balances with banks :		
On current accounts	79	116
On cash credit	4	12
On deposit accounts with original maturity of less than three months	149	8
Cheques on hand	2	4
Cash on hand	0	0
	234	**140**

At March 31, 2023, the Group had available ₹ 452 (March 31, 2022: ₹ 452) of undrawn committed borrowing facilities.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

(iv) Bank balances other than (iii) above

Particulars	As at March 31, 2023	As at March 31, 2022
Unclaimed/ unpaid dividend accounts	5	5
Deposits with remaining maturity of less than 12 months */ **	46	15
Other bank balances ***	0	0
	51	**20**

Short-term deposits are made for varying periods of between one day and twelve months, depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates ranging from 3.00% p.a. to 7.35% p.a. (March 31, 2022 : 2.50% p.a. to 7.50% p.a.).

* includes ₹ 31 (March 31, 2022: ₹ 9), deposits kept with banks against bank guarantee given / are pledged with various authorities for margin money.

** includes ₹ 1 (March 31, 2022: ₹1) relating to unclaimed amount with respect to redeemed preference shares.

*** Amount deposited with separate bank account towards cancelled equity shares of erstwhile Murli Industries Limited (now a unit of DCBL, refer note 59(b)) acquired as per approved Resolution Plan.

(v) Loans

(Unsecured considered good, unless otherwise stated)

Particulars	As at March 31, 2023	As at March 31, 2022
Loans and advances to employees		
Unsecured, considered good	8	10
Unsecured, considered doubtful	0	0
	8	**10**
Less: Impairment allowance (allowance for doubtful advances)	(0)	(0)
	8	**10**
Loans to others		
Unsecured, considered good	0	0
Unsecured, considered doubtful	30	30
	30	**30**
Less: Impairment allowance (allowance for doubtful advances) (refer note 29(a))	(30)	(30)
	0	**0**
	8	**10**
Included in Loans to employees		
i. Dues from officer of the Company	0	-

No loans or advances are due by directors of the Parent Company or any of them either severally or jointly with any other person. Further, no loans or advances are due by firms or private companies in which any director is a partner, a director or a member.

(vi) Other financial assets

(Unsecured considered good, unless otherwise stated)

Particulars	As at March 31, 2023	As at March 31, 2022
Security deposits	27	47
Subsidies/ incentive receivable		
Unsecured, considered good (refer note 49 (a) & (b))	582	581
Unsecured, considered doubtful	5	3
	587	**584**
Less: Impairment allowance (allowance for doubtful receivable)	(5)	(3)
	582	**581**

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	As at March 31, 2023	As at March 31, 2022
Interest receivable		
Unsecured, considered good (includes ₹ 3 (March 31, 2022: ₹ 3) from a related party, refer note 39) *	15	16
Unsecured, considered doubtful	0	0
	15	**16**
Less: Impairment allowance (allowance for doubtful receivable)	(0)	(0)
	15	**16**
**Derivative instruments at fair value through OCI ** **		
Cash flow hedges		
Foreign currency forward contracts	1	-
Derivative instruments at fair value through profit or loss * **		
Derivatives not designated as hedges		
Foreign currency forward / option contracts	-	1
Other receivable		
Unsecured, considered good	34	31
Unsecured, considered doubtful	0	0
	34	**31**
Less: Impairment allowance (allowance for doubtful receivable)	(0)	(0)
	34	**31**
	659	**676**

* includes ₹ 8 (March 31, 2022: ₹ 6) on corporate bonds classified in current investments in note 9(i) above.

** Derivative instruments at fair value through OCI reflect the positive change in fair value of foreign currency forward contracts, designated as cash flow hedges to hedge highly probable forecast purchases in US dollars (USD) and EURO.

*** Derivative instruments at fair value through profit or loss reflect the positive change in fair value of those foreign currency option contracts that are not designated in hedge relationships, but were, nevertheless, intended to reduce the level of foreign currency risk for payments of funds borrowed and expected purchases.

10. OTHER CURRENT ASSETS

(Unsecured and considered good, unless otherwise stated)

Particulars	As at March 31, 2023	As at March 31, 2022
Advances other than capital advances		
Advances to suppliers		
Secured (refer note below)	25	25
Unsecured, considered good	272	312
Unsecured, considered doubtful	10	12
	307	**349**
Less: Impairment allowance (allowance for doubtful advances)	(10)	(12)
	297	**337**
Prepayments	35	23
Deposits and balances with government departments and other authorities		
Unsecured, considered good	225	134
Unsecured, considered doubtful	2	1
	227	**135**
Less: Impairment allowance (allowance for doubtful advances)	(2)	(1)
	225	**134**
Other receivable	0	0
	557	**494**

Note:

Secured by way of a first ranking exclusive charge over the Hypothecated Property as prescribed in Deed of Hypothecation dated March 17, 2017. Also, refer note 37(D).

Notes to Consolidated Financial Statements

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All amounts stated are in ₹ Crore except wherever stated otherwise

11. ASSETS OR DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE

Particulars	As at March 31, 2023	As at March 31, 2022
(a) Disposal groups classified as held for sale (refer note (i) below)	83	148
(b) Investment in associate using equity method (refer note 5(i) above)	944	-
Less: Impairment loss (refer note 54)	(144)	-
	800	-
(c) Other assets classified as held for sale (refer note (ii) below)	7	7
	890	**155**

Notes:

(i) Represents property, plant and equipment of Paper and Solvent Extraction Undertakings of erstwhile Murli Industries Limited ('MIL') (now, a unit of DCBL, refer note 59(b)) (together referred to as "disposal groups"), as these are considered non core business to the Group and management is committed to sell these disposal groups. Other financial information related to disposal groups are as under:

(a) During the year ended March 31, 2023, the Group has executed agreements for sale of its Paper undertaking on an "as is where is basis" in accordance with the terms and conditions set out in the agreements, at a consideration of ₹ 72 and further, received a sum of ₹ 5 as an advance towards the aforesaid sale. The Group has recognised an impairment loss of ₹ 8 during the year ended March 31, 2023 in the statement of profit and loss under the head 'discontinued operation', and (ii) reclassified freehold land aggregating to ₹ 51 from assets held for sale to property, plant and equipment as the Group is intended to use the land for its business purpose (refer note 2).

(b) During the year ended March 31, 2022, the management of MIL reconciled certain parcels of land of Paper Undertaking with the government records and identified additional land parcels which were purchased in earlier years, relating to such disposal group. The title deeds of such land parcels were not available at the time of finalisation of Resolution Plan, and accordingly, no values were assigned to such land parcels at the time of acquisition of MIL. The fair value of such land parcels based on independent valuer report as at March 31, 2022 was ₹ 69.

Further, the recoverable value of assets of Paper and Solvent undertakings being classified as held for sale, excluding additional lands of Paper undertaking specified above, was lower by ₹ 68.

The Group had recognised net gain of such fair value of additional land parcels and impairment of disposal groups amounting to ₹ 1 in the statement of profit and loss during the year ended March 31, 2022 under the head 'discontinued operations'.

(c) There are no liabilities associated with disposal groups held for sale as at March 31, 2023 and March 31, 2022.

(ii) Certain property, plant and equipment classified as held for sale during the reporting period were measured at lower of its carrying amount and fair value less costs to sell at the time of reclassification, resulting in recognition of a write down of ₹ 0 (March 31, 2022: ₹ 0) in the statement of profit and loss. The fair value of the plant and equipment was determined using the market comparison approach.

12. SHARE CAPITAL

Particulars	As at March 31, 2023	As at March 31, 2022
Authorised share capital:		
1,59,55,00,000 (March 31, 2022: 1,59,55,00,000) Equity Shares of ₹ 2/- each	319	319
1,00,000 (March 31, 2022: 1,00,000) Preference Shares of ₹ 100/- each	1	1
5,00,00,000 (March 31, 2022: 5,00,00,000) Preference Shares of ₹ 10/- each	50	50
	370	**370**
Issued, subscribed and fully paid up :		
18,74,80,361 (March 31, 2022: 18,73,68,673) Equity Shares of ₹ 2/- each	37	37
	37	**37**

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

a. Reconciliation of equity shares outstanding at the beginning and at the end of the reporting year:

Particulars	As at March 31, 2023		As at March 31, 2022	
	No. of shares	Amount	No. of shares	Amount
At the beginning of the year	18,73,68,673	37	18,71,17,513	37
Change in equity share capital:				
Shares issued on exercise of employee stock options plan (refer note 34)	1,11,688	0	2,51,160	0
At the end of the year	**18,74,80,361**	**37**	**18,73,68,673**	**37**

b. Terms/ rights attached to equity shares

The Parent Company has only one class of equity shares having a face value of ₹ 2 per share. Each equity shareholder is entitled to one vote per share. The Parent Company declares and pays dividends in Indian Rupees. The dividend proposed by the Board of Directors is subject to the approval of shareholders in the ensuing Annual General Meeting, except in case of interim dividend which is paid as and when declared by the Board of Directors.

In the event of liquidation of the Parent Company, the holders of equity shares will be entitled to receive remaining assets of the Parent Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

c. Aggregate number of shares issued for consideration other than cash:

Particulars	As at March 31, 2023	As at March 31, 2022
	No. of shares	No. of shares
Equity shares of ₹ 2 each fully paid up issued during the year 2018-19 to the shareholders of erstwhile Dalmia Bharat Limited and OCL India Limited pursuant to Scheme of Arrangement and Amalgamation *	19,27,27,553	19,27,27,553

* Out of above, 61,66,540 equity shares were bought back during the year 2020-21.

d. Details of shareholders holding more than 5% shares in the Parent Company :

Particulars	As at March 31, 2023		As at March 31, 2022	
	No. of shares	% holding	No. of shares	% holding
Mayuka Investment Limited	3,89,30,654	20.77%	-	-
Shree Nirman Limited	1,55,22,020	8.28%	-	-
Sita Investment Company Limited	1,38,88,260	7.41%	1,38,88,260	7.41%
Ankita Pratisthan Limited	1,28,82,940	6.87%	-	-
Rama Investment Company Private Limited	90,63,790	4.83%	7,98,46,410	42.61%

As per records of the Parent Company, including its register of shareholders/ members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownerships of shares.

e. Shares reserved for issue under options plan

Information related to DBL ESOP 2018, including details of options granted, exercised and lapsed during the financial year and options outstanding at the end of the reporting period, is set out in note 34.

Notes to Consolidated Financial Statements

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All amounts stated are in ₹ Crore except wherever stated otherwise

f. Details of shares held by promoters:

S. No.	Promoters' Name	As at March 31, 2023			As at March 31, 2022		
		No. of shares of ₹ 2/- each	% of total shares	% change during the year	No. of shares of ₹ 2/- each	% of total shares	% change during the year
1.	Mayuka Investment Limited	3,89,30,654	20.77%	100.00%	-	-	-
2.	Shree Nirman Limited	1,55,22,020	8.28%	100.00%	-	-	-
3.	Sita Investment Company Limited	1,38,88,260	7.41%	-	1,38,88,260	7.41%	-
4.	Ankita Pratisthan Limited	1,28,82,940	6.87%	100.00%	-	-	-
5.	Rama Investment Company Private Limited	90,63,790	4.83%	(88.65%)	7,98,46,410	42.61%	-
6.	Keshav Power Limited	34,73,106	1.85%	13206.92%	26,100	0.01%	-
7.	Dalmia Bharat Sugar and Industries Limited *	31,97,578	1.71%	69.62%	18,85,134	1.01%	-
8.	J.H. Dalmia Trust	25,91,495	1.38%	-	25,91,495	1.38%	0.00%
9.	Kavita Dalmia Parivar Trust	25,91,493	1.38%	-	25,91,493	1.38%	-
10.	MAJ Textiles Private Limited	12,90,773	0.69%	-	12,90,773	0.69%	-
11.	Dalmia Bharat Refractories Limited	6,98,952	0.37%	-	6,98,952	0.37%	-
12.	Shri Brahma Creation Trust	3,59,710	0.19%	-	3,59,710	0.19%	-
13.	Alirox Abrasives Limited	2,40,720	0.13%	-	2,40,720	0.13%	-
14.	Shri Yadu Hari Dalmia C/o Y. H. Dalmia (HUF)	10	0.00%	-	10	0.00%	-
15.	Mrs. Bela Dalmia	10	0.00%	-	10	0.00%	-
16.	Himgiri Commercial Limited	10	0.00%	-	10	0.00%	-
17.	Valley Agro Industries Limited	10	0.00%	-	10	0.00%	-
18.	Ms. Shrutipriya Dalmia C/o Shrutipriya Dalmia Trust	10	0.00%	-	10	0.00%	-
19.	Mrs. Anupama Dalmia	2	0.00%	-	2	0.00%	-
20.	Mrs. Kavita Dalmia	2	0.00%	100.00%	1	0.00%	-
21.	Mr. Gautam Dalmia	1	0.00%	-	1	0.00%	-
22.	Mrs. Sukeshi Dalmia	1	0.00%	-	1	0.00%	-
23.	Mrs. Vaidehi Dalmia	-	0.00%	(100.00%)	1	0.00%	-
24.	Ms. Sumana Dalmia	1	0.00%	-	1	0.00%	-
25.	Himshikhar Investment Limited *	-	0.00%	(100.00%)	13,12,444	0.70%	-
	Total	**10,47,31,548**	**55.86%**		**10,47,31,548**	**55.88%**	

* 13,12,444 equity shares which were held by Himshikhar Investment Limited under "Promoter Group" category has been transferred to Dalmia Bharat Sugar and Industries Limited on September 8, 2022 as per Scheme of Amalgamation approved by National Company Law Tribunal vide its order dated June 10, 2022, effective July 1, 2022.

13. OTHER EQUITY *

Particulars	As at March 31, 2023	As at March 31, 2022
Securities premium	7,345	7,322
Capital reserve	1,006	1,006
General reserve	2	2
Capital redemption reserve	1	1
Debenture redemption reserve	-	0
Retained earnings	5,693	4,825
Share based payment reserve	12	21
Cash flow hedge reserve	2	-
Exchange difference on translation of foreign operations	7	2
Equity instruments through other comprehensive income	1,523	2,845
	15,591	**16,024**

* For movement during the year, refer Statement of Changes in Equity.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	As at March 31, 2023	As at March 31, 2022
Distribution made and proposed		
Cash dividends on equity shares paid :		
Final dividend for the year ended on March 31, 2022: ₹ 5.00 per share (March 31, 2021: ₹ 1.33 per share)	94	25
Interim dividend for the year ended on March 31, 2023: ₹ 4.00 per share (March 31, 2022: ₹ 4.00 per share) #	75	75
	169	**100**
Proposed dividend on equity shares:		
Final dividend for the year ended on March 31, 2023: ₹ 5.00 per share (March 31, 2022: ₹ 5.00 per share)	94	94
	94	**94**

Proposed dividend on equity shares is subject to approval at the Annual General Meeting and is not recognised as a liability as at March 31, 2023 and March 31, 2022.

On November 2, 2022, the Board of Directors of the Parent Company declared an interim dividend of ₹ 75 for the financial year 2022-23, which has been paid during the year 2022-23.

Description of nature and purpose of each reserve

(a) **Securities premium-** The amount received in excess of face value of the equity shares is recognised in Securities premium. In case of equity-settled share based payment transactions, the difference between fair value on grant date and nominal value of share is accounted as securities premium. The reserve is utilised in accordance with the specific provision of the Companies Act, 2013.

(b) **Capital reserve-** Capital reserve mainly includes reserve created pursuant to Scheme(s) of Arrangement and Amalgamation and acquisition of subsidiaries.

(c) **General reserve-** The Group has transferred a portion of the net profit of the Group before declaring dividend to general reserve pursuant to the earlier provisions of Companies Act, 1956. Mandatory transfer to general reserve is not required under the Companies Act, 2013.

(d) **Capital redemption reserve-** Represents the nominal value of equity share capital bought back pursuant to Section 69 of the Companies Act, 2013 and nominal value of preference share capital redeemed in earlier years.

(e) **Debenture redemption reserve (DRR)-** The Group has issued redeemable non-convertible debentures. Accordingly, the Companies (Share capital and Debentures) Rules, 2014 (as amended), require the Group to create DRR out of profits available for payment of dividend. DRR is required to be created for an amount which is equal to 10% of the value of debentures issued by subsidiaries of the Group.

(f) **Retained earnings-** Retained earnings are the profits that the Group has earned till date, less any transfers to debenture redemption reserve, dividends or other distributions paid to shareholders.

(g) **Share based payment reserve-** Share based payment reserve is used to recognise the grant date fair value of options issued to employees under Employee stock option plan. Refer note 34 for further details.

(h) **Cash flow hedge reserve-** Represents the effective portion of the fair value of foreign currency forward contracts, designated as cash flow hedge. Amounts recognised in the effective portion of cash flow hedges is reclassified to the statement of profit and loss when the hedged item affects profit or loss.

(i) **Exchange difference on translation of foreign operations-** are recognised in other comprehensive income as described in accounting policy and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit or loss when the net investment is disposed off.

(j) **Equity instruments through other comprehensive income-** The Group has elected to recognise changes in the fair value of investments in equity instruments and preference shares in other comprehensive income. These changes are accumulated within the 'Equity instruments through Other Comprehensive Income' within equity. The Group transfers amounts from this reserve to retained earnings when the relevant investments are derecognised.

Notes to Consolidated Financial Statements

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14. FINANCIAL LIABILITIES

(i) Borrowings

	Particulars	As at March 31, 2023	As at March 31, 2022
Secured			
A.	**Redeemable non-convertible debentures (refer sub note 1 below)**	8	16
	Less: Shown in current maturities of long term borrowings	(8)	(8)
		-	**8**
B.	**Term loans:**		
i.	From banks (refer sub note 2 below)		
	a. Foreign currency loan	-	38
	b. Indian rupee loan	3,214	2,223
	Less: Shown in current maturities of long term borrowings	(159)	(484)
		3,055	**1,777**
ii	From others (refer sub note 3 below)	59	77
C.	**Deferred payment liabilities (refer sub note 4 below)**	96	56
	Less: Shown in current maturities of long term borrowings	-	(1)
		96	**55**
	Total (I)	**3,210**	**1,917**
Unsecured			
D.	**Loan from a related party (refer sub note 5 below)**	-	5
	Total (II)	**-**	**5**
	Total non current borrowings (I+II)	**3,210**	**1,922**
	Current maturities of long term borrowings - Secured	167	493
	Current maturities of long term borrowings - Unsecured	-	-
	Total current maturities of long term borrowings disclosed in note 19(i)	**167**	**493**

1) Debentures referred to in A above to the extent of:

i) ₹ 8 (March 31, 2022: ₹ 16) are secured by creating mortgage on land at Chimur, district Chandrapur, Maharashtra in favour of Debenture Trustees namely IDBI Trusteeship Services Limited, Mumbai besides mortgage on all other immovable properties in respect of acquisiton of Dalmia DSP Limited ('Dalmia DSP') (now, a unit of DCBL, refer note 59(a)) acquired under Insolvency and Bankruptcy Code, 2016 (IBC). As per Resolution Plan approved by National Company Law Tribunal in respect of Dalmia DSP, the holders of NCD shall be paid an amount of ₹ 80 towards full and final settlement of all dues including any default interest or any other charges. 50% of the settlement amount was paid within 30 days from the effective date and balance shall be paid in five equal annual instalments starting from July 10, 2019.

2) Term loans from banks referred to in B (i) above to the extent of :

i) ₹ 236 (March 31, 2022: ₹ 256) carrying interest rate at 1 month Treasury Bill (T-bill) plus 1.54% p.a. (present 8.16% p.a.) are secured by way of first pari-passu charge on property, plant and equipment (movable and immovable) of the cement plant of DCBL located at Belgaum, Karnakata, both present and future. It is repayable in unequal 60 structured quarterly instalments starting from March 2017 till December 2031.

ii) ₹ 158 (March 31, 2022: ₹ 170) carrying interest rate at 1 month T-bill plus 1.54% p.a. (present 8.16% p.a.) are secured by way of first pari-passu charge on property, plant and equipment (movable and immovable) of the cement plant of DCBL located at Belgaum, Karnakata, both present and future. It is repayable in unequal 60 structured quarterly instalments starting from March 2017 till December 2031.

iii) ₹ Nil (March 31, 2022: ₹ 5) carried interest at 6 months LIBOR plus 2.05% p.a. were secured by way of exclusive charge on Roller Press acquired through this loan for projects at Belgaum unit of DCBL. The loan was availed in foreign currency and was repayable in 16 half yearly instalments of USD 637,110 each starting from October 2014 till May 2022. The loan is fully repaid during the year.

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iv) ₹ 193 (March 31, 2022: ₹ 212) carrying interest at 1 month T-bill plus 1.54% p.a. (present 8.16% p.a.) are secured by way of first pari-passu charge on property, plant and equipment (movable and immovable) of the cement units of DCBL situated at Rajgangpur Cement Works (Odisha), Kapilas Cement Manufacturing Works (Cuttack), Bengal Cement Works (Midnapore, West Bengal) (both present and future). The loan is repayable in unequal 48 structured quarterly instalments commencing from March 2019 till December 2030.

v) ₹ Nil (March 31, 2022: ₹ 33) carried interest rate at 6 months LIBOR plus 1.94% p.a. were secured by way of first pari-passu charge on property, plant and equipment (movable and immovable) of the cement units of DCBL situated at Rajgangpur Cement Works (Odisha), Kapilas Cement Manufacturing Works (Cuttack and Jajpur), Bengal Cement Works (Midnapore, West Bengal) (both present and future). The loan was repayable in 8 half yearly instalment of USD 2,142,857.10 each starting from December 15, 2019 and one instalment on USD 2,285,714.80 on December 15, 2022. The loan is fully repaid during the year.

vi) ₹ 162 (March 31, 2022: ₹ 179) carrying interest at 1 month T-bill plus 1.54% p.a. (present 8.16% p.a.) are secured by first pari-passu charge on all movable and immovable fixed assets (both present and future) of the cement unit of DCBL located at Jharkhand Cement Works, Bokaro. The loan is repayable in unequal 54 structured quarterly instalments commencing from November 2016 till February 2030.

vii) ₹ 316 (March 31, 2022: ₹ 348) are secured by way of first pari-passu charge on property, plant and equipment (movable and immovable) including mining rights of cement unit of DCBL located at Belgaum, Karnataka, both present and future at 1 month T-bill plus 1.54% p.a. (present 8.16% p.a.). The loan is repayable in unequal 38 structured quarterly instalments commencing from December 31, 2020 till March 2030.

viii) ₹ 187 (March 31, 2022: ₹ 202) are secured by way of first pari-passu charge on property, plant and equipment (movable and immovable) including mining land of cement units of DCBL located at Ariyalur and Kadapa, both present & future at 1 month T-bill plus 1.54% p.a. (present 8.16% p.a.). The loan is repayable in unequal 38 structured quarterly instalments commencing from December 31, 2020 till March 2030.

ix) ₹ Nil (March 31, 2022: ₹ 228) carried interest at repo rate plus 0.60% p.a. was secured by first pari-passu charge on all the land (including mining land) and immovable fixed assets pertaining to cement assets of DCBL located at Ariyalur and Kadappa, both present and future. The loan was repayable in 5 unequal structured quarterly instalments commencing from December 2021. The loan is fully repaid during the year.

x) ₹ Nil (March 31, 2022: ₹ 98) carried interest at repo rate plus 0.60% p.a. was secured by first pari-passu charge on all the land (including mining land) and immovable fixed assets pertaining to cement assets of DCBL located at Ariyalur and Kadappa, both present and future. The loan was repayable in 5 unequal structured quarterly instalments commencing from December 2021. The loan is fully repaid during the year.

xi) ₹ 673 (March 31, 2022: ₹ 530) (including additional disbursement during the current year) carrying interest rate at 3 month T-bill rate plus 1.55% p.a. (present 7.97% p.a.), are secured by way of first pari-passu charge on property, plant and equipment (movable and immovable) including mining land of the cement plant of DCBL at Rajgangpur (Orissa) both present and future. It is repayable in unequal 44 quarterly instalments commencing from December 2022 till September 2033.

xii) ₹ 494 (March 31, 2022: ₹ Nil) carrying interest rate at 3 month T-bill rate plus 1.24% p.a. (present 7.71% p.a.), are secured by way of first pari-passu charge on property, plant and equipment (movable and immovable) of the cement plant of DCBL located at Rajganagpur, Orissa both present and future. The loan is repayable in unequal 40 structured quarterly instalments commencing from October 2022 till July 2032.

xiii) ₹ 795 (March 31, 2022: ₹ Nil) are secured by way of first pari-passu charge on property, plant and equipment (movable and immovable) of cement units of DCBL located at Ariyalur and Kadapa, both present and future at 3 month T-bill plus 1.40% p.a. (present 8.18%). The loan is repayable in unequal 32 structured quarterly instalments commencing from February 2025 till November 2032.

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3) Term loans from others referred to in B (ii) above to the extent of:

i) Term loan in form of government grant of ₹ Nil (March 31, 2022: ₹ 23) carried interest @ 0.10% p.a., was secured by way of first pari-passu charge on movable and immovable properties of cement unit of DCBL located at Dalmiapuram and was repayable in five unequal instalments starting from April 2019 till April 2023. The aforesaid loan was existing at the date of transition to Ind AS i.e. April 1, 2015 and thus carried at historical cost by applying the exemption of Ind AS 101. The loan is repaid during the year.

ii) Term loan in form of government grant of ₹ 59 (March 31, 2022: ₹ 54) carrying interest @ 0.10% p.a. are secured by way of second charge on pari-passu basis on property , plant and equipment (created/ proposed to be created) of cement units of DCBL located at Dalmiapuram and Ariyalur. The loan is repayable in yearly instalments from April 2025 till April 2029. Loan was received post transition to Ind AS and accounted at fair value with a difference being recognised as government grant (refer note 16(iii)).

4) Deferred payment liabilities referred to in C above to the extent of:

i) ₹ 19 (March 31, 2022: ₹ 17) interest free loan from Government of Karnataka in relation to Industrial Policy of the state towards VAT incentive for the period March 28, 2015 to June 30, 2017 on sale of goods produced from Belagavi plant of DCBL and sold within the state of Karnataka. The loan is secured by way of a bank guarantee issued by DCBL and is repayable in four annual instalments which commences with an initial moratorium period of 10 years from the date of disbursement of each instalment. Loan received post transition to Ind AS are recognised at fair value with a difference between the gross proceeds and fair value of the loan being recognised as government grant (refer note 16(iii)).

ii) ₹ 77 (March 31, 2022: ₹ 38) interest free loan (including additional disbursement during the current year) from Government of Karnataka in relation to Industrial Policy of the state towards SGST incentive for the period July 2017 to January 2023 on sale of goods produced from Belagavi plant of DCBL and sold within the state of Karnataka. The loan is secured by way of a bank guarantee issued by DCBL and is repayable in four annual instalments which commences with an initial moratorium period of 10 years from the date of disbursement of each instalment. Loan received post transition to Ind AS are recognised at fair value with a difference between the gross proceeds and fair value of the loan being recognised as government grant (refer note 16(iii)).

iii) ₹ Nil (March 31, 2022: ₹ 1) interest free central excise loan from Government of India disbursed through IFCI Limited was secured by creating mortgage on immovable properties of Dalmia DSP (now, a unit of DCBL, refer note 59(a)). As per Resolution Plan approved by NCLT, an amount equal 50% of total loan shall be paid within 30 days from the effective date(i.e, July 10, 2018) and balance 50% amount shall be paid in 5 equal annual instalments starting from July 10, 2019. The loan is fully repaid during the year.

5) Loan from a related party referred to in D above carried interest rate of 5.50% p.a. and was repayable in November 2023 with renewal option. The loan is fully repaid during the year (refer note 39).

(ii) Other financial liabilities

Particulars	As at March 31, 2023	As at March 31, 2022
Liability for capital expenditure	2	3
Other payable *	0	0
	2	**3**

* Amount payable towards cancelled equity shares of erstwhile Murli Industries Limited (now, a unit of DCBL, refer note 59(b)) as per approved Resolution Plan.

15. PROVISIONS

Particulars	As at March 31, 2023	As at March 31, 2022
For mines reclamation liability (refer note 44)	111	64
For gratuity (refer note 33)	101	89
For leave encashment	11	20
For post retirement medical benefit (refer note 33)	6	5
For contingencies (refer note 44)	3	3
For enterprise social commitment (refer note 44)	1	-
For others (refer note 44)	3	-
	236	**181**

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16. GOVERNMENT GRANTS

Particulars	As at March 31, 2023	As at March 31, 2022
(i) Deferred export promotion capital goods (refer sub note (a) below)		
At the beginning of the year	4	4
Accrual during the year	-	-
Released to the statement of profit and loss	-	-
At the end of the year	**4**	**4**
(ii) Deferred capital investment subsidy (refer sub note (b) below)		
At the beginning of the year	37	45
Released to the statement of profit and loss (refer note 2(v))	(7)	(9)
Accrual during the year	-	1
At the end of the year	**30**	**37**
(iii) Deferred government grant (refer sub note (c) below)		
At the beginning of the year	84	75
Accrual during the year	60	19
Released to the statement of profit and loss	(12)	(10)
At the end of the year	**132**	**84**
	166	**125**
Non current	140	102
Current	26	23

Notes:

(a) The Group had received grant to compensate the import cost of assets, and is subject to an export obligation as prescribed in the EPCG scheme. The recognition of such grant is linked to fulfilment of the associated export obligations. At the year end, the portion of grant for which the export obligation has not been met is retained in deferred revenue under “Government grants”.

(b) The Group has received grant towards capital investment 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. The grant is recognised in statement of profit and loss on a systematic basis over the useful life of the assets.

(c) The benefit of a government loan at below current market rate of interest is treated as a government grant. The loan is recognised and measured in accordance with Ind AS 109. The benefit of the below market rate of interest/ interest free loans is measured as the difference between the initial carrying value of the loan determined in accordance with Ind AS 109 (at fair value) and the proceeds received. Government grant is recognised in the statement of profit and loss on a systematic basis over the period of the loan during which the entity recognises as interest expense, the related costs for which the grants are intended to compensate.

17. INCOME TAXES

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
(i) The major components of income tax expense for the years ended March 31, 2023 and March 31, 2022 are:		
Profit or loss section:		
(a) Continuing operations		
A. Current income tax :		
Current income tax charge	32	25
Sub-total (A)	**32**	**25**
B. Deferred tax :		
Relation to origination of temporary differences	248	283
MAT credit entitlement	(9)	(4)
Sub-total (B)	**239**	**279**

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All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
C. Tax adjustments for earlier years :		
Current tax	(6)	3
Deferred tax :		
Remeasurement of deferred tax on account of new tax regime (net) *	17	6
Others (net of MAT credit reversal) *	(40)	2
Sub-total (C)	**(29)**	**11**
Total income tax expense for continuing operations (A+B+C) (i)	**242**	**315**
(b) Discontinued operation		
Current income tax :		
Current income tax charge	-	-
Deferred tax :		
Relation to origination of temporary differences	(0)	2
Total income tax expense/ (credit) for discontinued operations (refer note 31) (ii)	**(0)**	**2**
Net income tax expense reported in the statement of profit and loss (i+ii)	**242**	**317**
Other comprehensive income (OCI) section (including discontinued operation):		
Current income tax :		
Gain on sale of equity instruments through other comprehensive income	-	(42)
Subtotal (a)	**-**	**(42)**
Deferred tax :		
Net (gain)/ loss on re-measurement of defined benefit plans	(0)	1
Net (gain)/ loss on equity instruments through other comprehensive income	167	(192)
Net movement on effective portion of cash flow hedge	(0)	-
Subtotal (b)	**167**	**(191)**
Total income tax credit/ (expense) reported in OCI (a+b)	**167**	**(233)**

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
(ii) Reconciliation of tax expense and the accounting profit multiplied by India's domestic tax rate for March 31, 2023 and March 31, 2022:		
Accounting profit before tax from continuing operations	1,325	1,152
Accounting profit/ (loss) before tax from discontinued operation	(4)	10
Accounting profit before tax	**1,321**	**1,162**
Income tax expense at tax rates applicable to individual entities	375	383
Adjustment of tax relating to earlier years:		
Remeasurement of deferred tax on account of new tax regime (net)*	17	6
Others (net of MAT credit reversal)*	(46)	5
Capital gain on the expected sale of investment which is subject to lower tax rate	(52)	-
Income set off against deduction under Section 80M	(43)	(72)
Temporary difference reversing within tax holiday period	(11)	3
Utilisation of unrecognised carried forward losses	(4)	-
Recognition of previously unrecognised deferred tax assets	(1)	-
Elimination of allowances for loan to subsidiaries on consolidation	-	(10)

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Elimination of income, taxable in subsidiaries, on consolidation	2	10
Realisation of brought forward long term capital loss not recognised in the books due to prudence	-	(7)
Unrecognised tax assets on losses of current year	4	6
Others	1	(7)
Income tax expense reported in statement of profit and loss	**242**	**317**
Income tax expense from continuing operations	242	315
Income tax expense/ (credit) attributable to discontinued operations	(0)	2

*** Remeasurement of deferred tax on account of new tax regime (net)**

(a) During the year ended March 31, 2023, the Parent Company's step-down subsidiary namely Calcom Cement India Limited has elected to exercise the option of reduced tax rate permitted under Section 115BAA as per Income Tax Act, 1961. Consequently, net deferred tax charge of ₹ 17 has been recognized in tax expense as included under 'Tax adjustments for earlier years' on account of re-measurement of net deferred tax assets as at April 1, 2022. Further, MAT credit balance of ₹ 38 as at April 1, 2022 has been reversed and recognised as tax expense.

(b) During the previous year, the Parent Company had elected to exercise the option of reduced tax rate permitted under Section 115BAA as per Income Tax Act, 1961. Consequently, net deferred tax charge of ₹ 6 was recognised in tax expense as included under 'Tax adjustments for earlier years' on account of expensing of MAT credit balance and offset by tax credit on account of re-measurement of net deferred tax liabilities as at April 1, 2021.

(iii) Deferred tax:

Deferred tax relates to the following:

Particulars	Balance sheet		Statement of profit or loss	
	As at March 31, 2023	As at March 31, 2022	Year ended March 31, 2023	Year ended March 31, 2022
Deferred tax liabilities				
Property, plant and equipment (including goodwill and other intangible assets)	1,872	1,914	(42)	(113)
Right of use assets and lease liabilities differences	17	7	10	7
Revaluation of FVTOCI investments to fair value	162	331	-	-
Effect of cash flow hedge through OCI	1	-	-	-
Fair value measurement of investment in associate	51	-	51	-
Others	63	33	31	(28)
Total deferred tax liabilities	**2,166**	**2,285**	**50**	**(134)**
Deferred tax assets				
Expenditure debited in statement of profit and loss but allowable for tax purposes in subsequent years	69	48	(21)	(3)
Carry forward of tax losses/ unabsorbed depreciation	424	576	152	279
Impairment allowance (for doubtful debts, advances and deposit)	26	24	(2)	(13)
Others *	14	22	8	158
Total deferred tax assets	**533**	**670**	**137**	**421**
Deferred tax charge			**187**	**287**
Deferred tax liabilities (net)	**1,633**	**1,615**		
MAT credit entitlement	23	51		
Deferred tax liabilities (net)	**1,610**	**1,564**		

* includes ₹ 0 (March 31, 2022: ₹ 1) related to re-measurement on defined benefit plans.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	As at March 31, 2023	As at March 31, 2022
Reflected in the balance sheet as follows :		
Deferred tax (assets)	(24)	(23)
Deferred tax liabilities	1,634	1,587
Net deferred tax liabilties	**1,610**	**1,564**
Reconciliation of deferred tax liabilities (net):		
Opening balance as at the beginning of the year	1,564	1,084
Tax expense during the year recognised in profit or loss	187	287
Tax expense/(credit) during the year recognised in OCI	(167)	191
Reversal of MAT credit entitlement (net)	27	2
Closing balance as at the end of the year	**1,610**	**1,564**

The Group offsets tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority.

The Group has unabsorbed depreciation and tax losses, that are available for offsetting against future taxable profits of the companies in which the unabsorbed depreciation or losses arose.

The management at the end of each reporting period, asseses Group's ability to recognise deferred tax assets on tax losses and unabsorbed depreciation carried forward, taking into account forecasts of future taxable profits and the law and jurisdiction of the taxable items and the assumptions on which these projections are based.The management based on the future profitability projections, is confident that there would be sufficient taxable profits in the future which will enable the Group to utilise the above MAT credit entitlement and carried forward tax losses and unabsorbed depreciation.

Unrecognised deferred tax assets

Deferred tax assets was not recognised in respect of the following items, because it was not probable that future taxable profit would be available against which the Group can use the benefits therefrom:

Particulars	As at March 31, 2023		As at March 31, 2022	
	Gross amount	Tax effect	Gross amount	Tax effect
Unused tax losses	123	31	127	32
Unabsorbed depreciation	65	16	71	18
Total	**188**	**47**	**198**	**50**

The expiry schedule of the above unrecognised losses is as follows:

Expiry date	As at March 31, 2023	As at March 31, 2022
Within one to three years	0	1
Within three to five years	31	7
Above five years	0	24
Unlimited	16	18
Total	**47**	**50**

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

18. OTHER NON CURRENT LIABILITIES

Particulars	As at March 31, 2023	As at March 31, 2022
Statutory dues *	28	57
	28	**57**

* Above dues are payable as per the terms of approved Resolution Plan in respect of erstwhile Dalmia DSP Limited and Murli Industries Limited (now a unit of DCBL, refer note 59).

19. FINANCIAL LIABILITIES

(i) Borrowings

Particulars	As at March 31, 2023	As at March 31, 2022
Secured		
(a) Current maturities of long term borrowings (refer note 14(i))	167	493
(b) Foreign currency loan from banks:		
Buyer's credit (refer sub note 1 below)	-	192
Total (I)	**167**	**685**
Unsecured		
(c) Commercial papers (refer sub note 2 below)	-	496
(d) Loan from banks (refer sub note 3 below)	352	2
(e) From others (refer sub note 4 below)	13	14
Total (II)	**365**	**512**
Total short term borrowings (I+II)	**532**	**1,197**

1) Foreign currency loan from banks referred to in (b) above to the extent of:

₹ Nil (March 31, 2022: ₹ 192) was secured by first pari- pasu charge through hypothecation on inventories and trade receivables in the favour of working capital lenders and carried interest rate at 6 months/ 12 months EURIBOR/LIBOR plus 0.25% p.a. to 0.35% p.a.

2) Commercial papers referred to in (c) above were payable in three months and carried interest rate in the range of 4.17% p.a. to 4.35% p.a.

3) Loan from banks referred to in (d) above to the extent of:

i) ₹ 2 (March 31, 2022: ₹ 2) payable as per approved Resolution Plan by erstwhile Murli Industries Limited (refer note 59(b)), is yet to be paid due to documents pending to be received from related bank, required by the authorised dealer for making the remittance.

ii) ₹ 350 (March 31, 2022: ₹ Nil) is payable in three months and carry interest rate in the range of 7.40% p.a. to 7.58% p.a.

4) Loan from others referred to in (e) above to the extent of:

i) ₹ 7 (March 31, 2022: ₹ 7) from bodies corporate are repayable on demand and carry interest @ 18.00% p.a. (March 31, 2022: 18.00% p.a.).

ii) ₹ 6 (March 31, 2022: ₹ 7) payable by erstwhile Dalmia DSP Limited (refer note 59(a)), to unsecured financial creditors towards full and final settlement of their claims as per Resolution Plan approved by NCLT. The amount shall be paid within 30 days from the effective date subject to grant of incentive from State Government of Bihar as specified in the Resolution Plan. During the previous year, the State Government of Bihar had sanctioned the incentive package, however as per the terms of sanction, the loan is repayable in the same proportion in which the incentive package shall be released by the government.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

(ii) Trade payables

Particulars	As at March 31, 2023	As at March 31, 2022
Total outstanding dues of micro enterprises and small enterprises (refer note 38)	90	37
Total outstanding dues of creditors other than micro enterprises and small enterprises *	1,045	813
	1,135	**850**

* includes due to related parties ₹ 1 (March 31, 2022: ₹ 6) (refer note 39)

For maturity profile of trade payables and other financial liabilities, refer note 42.

Trade payables ageing schedule as on March 31, 2023

Sl. No.	Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment				Total
				Less than 1 year	1-2 years	2-3 years	More than 3 years	
i)	**Undisputed trade payables:**							
(a)	Micro enterprises and small enterprises	3	86	1	0	-	-	90
(b)	Others	217	601	204	7	3	1	1033
ii)	**Disputed trade payables:**							
(a)	Micro enterprises and small enterprises	-	-	-	-	-	-	-
(b)	Others	1	3	4	1	0	3	12
	Total	**221**	**690**	**209**	**8**	**3**	**4**	**1,135**

Trade payables ageing schedule as on March 31, 2022

Sl. No.	Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment				Total
				Less than 1 year	1-2 years	2-3 years	More than 3 years	
i)	**Undisputed trade payables:**							
(a)	Micro enterprises and small enterprises	-	36	1	0	-	-	37
(b)	Others	186	501	106	7	3	0	803
ii)	**Disputed trade payables:**							
(a)	Micro enterprises and small enterprises	-	0	0	0	0	0	0
(b)	Others	5	3	0	0	1	1	10
	Total	**191**	**540**	**107**	**7**	**4**	**1**	**850**

(iii) Other financial liabilities

Particulars	As at March 31, 2023	As at March 31, 2022
Interest accrued but not due on borrowings		
Related party (refer note 39)	-	0
Others	21	12
Interest accrued and due on borrowings (refer note (ii) below)	21	21
Security deposits received	677	680
Rebate to customers	438	388
Liability for capital expenditure		
Acceptances	0	5
Other than acceptances (including dues of micro enterprises and small enterprises of ₹ 10 (March 31, 2022: ₹ 9) (refer note 38)	278	263
Accrued employee liabilities (including due to related parties ₹ 3 (March 31, 2022: ₹ 0) (refer note 39))	55	50

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	As at March 31, 2023	As at March 31, 2022
Financial liabilities at fair value through OCI *		
Cash flow hedges		
Foreign currency forward contracts	0	-
Derivatives not designated as hedges **		
Foreign currency forward contracts	0	3
Directors' commission payable (refer note 39)	2	2
Unclaimed/ unpaid dividend #	5	5
Unclaimed redeemed preference shares #	1	1
Contingent consideration (refer note (i) below)	30	30
Other interest payable	1	13
Other liabilities	3	3
	1,532	**1,476**

* Financial liabilities at fair value through OCI reflect the change in fair value of foreign currency forward contracts, designated as cash flow hedges to hedge highly probable future purchases in US dollars (USD) and EURO.

** While the Group entered into other foreign currency forward contracts with the intention of reducing the foreign exchange risk for payment of borrowed funds and expected purchases, these other contracts are not designated in hedge relationships and are measured at fair value through profit or loss.

There is no amount required to be credited to Investor Education and Protection Fund by the Group.

Notes:

(i) A sum of ₹ 30 was payable to Bawri Group upon fulfilment of certain project conditions as part of Shareholder's Agreement. As the project conditions were not fulfilled, the liability to pay ₹ 30 has been disputed by DCBL (also refer note 37(B)).

(ii) Considering that project conditions have not been fulfilled by Bawri Group and the terms & conditions of the agreement, the borrowings have not become due and payable.

20. PROVISIONS

Particulars	As at March 31, 2023	As at March 31, 2022
For gratuity (refer note 33)	49	49
For leave encashment	18	10
For post retirement medical benefit (refer note 33)	1	0
For enterprise social commitment (refer note 44)	14	25
For export promotion capital goods (refer note 44)	2	2
For other employee benefits	0	0
	84	**86**

21. OTHER CURRENT LIABILITIES

Particulars	As at March 31, 2023	As at March 31, 2022
Liability towards dealer incentive *	158	86
Advances received from customers	198	195
Advance received against slump sale transaction (refer note 11(a)(i))	5	-
Other liabilities		
Statutory dues **	431	408
Others	64	75
	856	**764**

* Liability towards dealer incentive relates to in-kind discount granted to the customers as part of sales transaction and has been estimated with reference to the relative standalone selling price of the products for which they could be redeemed.

** Includes ₹ 2 (March 31, 2022 : ₹ 1) payable to related parties (refer note 39).

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

22. REVENUE FROM OPERATIONS

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Revenue from contracts with customers		
Sale of products	13,223	11,036
Sale of services	14	24
Total sale of products and services	**13,237**	**11,060**
Other operating revenue		
Subsidies on sale of finished goods (refer note 50)	233	176
Scrap sale	36	27
Others	34	23
Total other operating revenue	**303**	**226**
	13,540	**11,286**

Notes:

a. Revenue from contracts with customers disaggregated based on nature of product or services:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Sale of products		
Cement and its related products	13,212	11,003
Power	11	33
Total sale of products	**13,223**	**11,036**
Sale of services		
Management service charges	14	24
Total sale of services	**14**	**24**
Total revenue from contracts with customers	**13,237**	**11,060**
Reconciliation of revenue as per contract price and as recognised in statement of profit and loss:		
Revenue as per contract price	15,243	12,815
Less: Discounts and incentives	(2,006)	(1,755)
Revenue from contracts with customers	**13,237**	**11,060**
Set out below is the revenue from contracts with customers and reconciliation to profit and loss account		
Total revenue from contracts with customers	13,237	11,060
Add: Items not included in disaggregated revenue:		
Other operating revenue	303	226
Revenue as per the statement of profit and loss	**13,540**	**11,286**

b. Contract balances

The following table provides information about contract liabilities and receivables from contracts with customers:

Particulars	As at March 31, 2023	As at March 31, 2022
Contract liabilities*:		
Advances received from customers (refer note 21)	198	195
Rebate to customers (refer note 19(iii))	438	388
Receivables:		
Trade receivables (refer note 9(ii))	700	673

* The contract liabilities outstanding at the beginning of the year have been recognised as revenue during the year ended March 31, 2023.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

23. OTHER INCOME

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Interest income	38	29
Interest income from other financial assets at amortised cost	15	17
Unwinding of interest income on financial instruments	14	12
Dividend income - on equity shares	19	29
Gains/ (losses) on financial instruments measured at fair value through profit or loss (net):		
Profit on sale of investments (net)	51	94
On change of fair value of investments measured at FVTPL	(19)	(54)
Liabilities no longer required written back	8	19
Profit on disposal of property, plant and equipment (net)	3	6
Foreign exchange gain (net)	2	5
Miscellaneous income	7	3
	138	**160**

24. COST OF RAW MATERIALS CONSUMED

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Opening stock	129	108
Add: Purchases	1,927	1,551
	2,056	**1,659**
Less: Closing stock	(150)	(129)
Cost of raw materials consumed (refer note 45 and 46)	**1,906**	**1,530**

25. CHANGES IN INVENTORIES OF FINISHED GOODS, STOCK IN TRADE AND WORK-IN-PROGRESS

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Finished goods		
Closing stock	108	141
Opening stock	141	88
	33	**(53)**
Stock in trade		
Closing stock	9	1
Opening stock	1	13
Less: Transferred pursuant to sale (refer note 31(a))	-	(11)
	(8)	**1**
Work-in-progress		
Closing stock	136	129
Opening stock	129	87
	(7)	**(42)**
	18	**(94)**
Add: Trial run production transferred to capital work-in-progress (refer note 45)	5	29
Net (increase)/ decrease in inventories	**23**	**(65)**

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

26. EMPLOYEE BENEFITS EXPENSE *

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Salaries, wages and bonus **	665	646
Contribution to provident fund and other funds	36	34
Gratuity expense (refer note 33)	12	7
Post retirement medical benefit (refer note 33)	0	0
Employee stock option scheme (refer note 34)	14	21
Workmen and staff welfare expenses	44	36
	771	**744**

* Also, refer note 45.

** included charge of ₹ Nil (March 31, 2022: ₹ 6) towards Voluntary Separation Scheme introduced in erstwhile Dalmia DSP Limited (now, a unit of DCBL (refer note 59(a)).

27. FINANCE COSTS

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
(a) Interest cost:		
On borrowings - at amortised cost	228	171
On deposits from dealers and others	27	26
On lease liabilities (refer note 35(a))	9	7
On unwinding of discount on provision and other liabilities	16	13
On net interest on defined benefit obligations (refer note 33)	12	9
On others (including interest on income tax of ₹ 0 (March 31, 2022: ₹ 0))	3	1
	295	**227**
Less: Capitalisation of interest cost (refer note 45)	(67)	(39)
Total interest cost (I)	**228**	**188**
(b) Other borrowing costs		
Other finance costs	3	6
Exchange differences on foreign currency borrowings (net) *	3	8
Total other borrowing costs (II)	**6**	**14**
Total finance costs (I + II)	**234**	**202**

* include settlement (gain)/ loss and fair value (gain)/ loss on derivative contracts relating to borrowings.

28. OTHER EXPENSES

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Packing expenses	512	487
Consumption of stores and spare parts *	80	43
Repairs and maintenance :		
- Plant and machinery (refer note 46) *	259	215
- Buildings	15	12
- Others	67	55
Rent *	32	22
Rates and taxes *	18	19
Insurance (net of subsidy ₹ 0 (March 31, 2022: ₹ 0)) *	20	17
Depot expenses	231	184
Professional charges *	109	120
Advertisement and sales promotion	189	146
Travelling and conveyance *	60	36

Notes to Consolidated Financial Statements

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All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Bad debts/ advances/ other assets written off (net)	2	5
Provision for impairment allowance for doubtful receivables, advances and deposits (net)	1	5
Impairment of goodwill on consolidation and CWIP (net)	-	16
Corporate social responsibility expense	18	13
Directors' sitting fees (refer note 39)	1	1
Miscellaneous expenses */**	377	323
	1,991	**1,719**

* Also, refer note 45.

** net of reversal of provision for contingencies of ₹ Nil (March 31, 2022: ₹ 6)

29. EXCEPTIONAL ITEMS (NET)

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Impairment loss on investment in associate measured at fair value (refer note 54)	(144)	-
Impairment loss on loan given to others (refer note (a) below)	-	(30)
Unclaimed balances written back (refer note (b) below)	-	28
	(144)	**(2)**

Notes:

(a) The Parent Company had extended unsecured loan of ₹ 30 to a non-related party for general corporate purpose in the earlier years. The management basis the risk of recoverability of loan had considered impairment loss of ₹ 30 and the same was considered as an exceptional item in the financial statements for the year ended March 31, 2022.

(b) Gain on reversal of earlier years liabilities of ₹ 28, not payable as per Resolution Plan approved by Hon'ble National Company Law Tribunal in respect of erstwile Dalmia DSP Limited, (now, a unit of DCBL), refer note 59(a) acquired under Insolvency and Bankruptcy Code, 2016.

30. EARNINGS PER SHARE (EPS)

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
(a) Net profit attributable to equity shareholders from continuing operations (₹)	1,039	808
(b) Net profit/ (loss) attributable to equity shareholders from discontinued operations (₹)	(4)	8
(c) Net profit attributable to equity shareholders (₹) [(a)+(b)]	1,035	816
(d) Total number of equity shares outstanding at the end of the year	18,74,80,361	18,73,68,673
(e) Weighted average number of equity shares outstanding during the year	18,74,39,002	18,71,56,857
(f) Effect of potential equity shares on employee stock options outstanding	85,496	1,97,065
(g) Weighted average number of equity shares for diluted EPS [(e)+(f)]	18,75,24,498	18,73,53,922
(h) Face value of equity shares (in ₹)	2.00	2.00
Continuing operations		
(i) Basic earnings per share (in ₹) (a)/(e)	55.44	43.15
(j) Diluted earnings per share (in ₹) (a)/(g)	55.41	43.10
Discontinued operations		
(k) Basic earnings per share (in ₹) (b)/(e)	(0.22)	0.45
(l) Diluted earnings per share (in ₹) (b)/(g)	(0.22)	0.45
Continuing and discontinued operations		
(m) Basic earnings per share (in ₹) (c)/(e)	55.22	43.60
(n) Diluted earnings per share (in ₹) (c)/(g)	55.19	43.55

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

31. DISCONTINUED OPERATIONS

(a) Divestment of Hippo Stores business

(i) Description

The Board of Directors of DCBL in their meeting held on October 26, 2021, had approved divestment of master wholesaler business for all construction and building materials (Hippo Stores) to Hippostores Technology Private Limited, a promoter group company on a going concern basis by way of slump sale. Consequent to the approval received from the Board of Directors, DCBL had concluded sale of Hippo Stores business on December 31, 2021 for a consideration of ₹ 155 pursuant to the Business Transfer Agreement executed on December 24, 2021. The Group had received ₹ 35 in cash and balance consideration of ₹ 120 in the form of 10% unsecured redeemable non-convertible debentures.

In accordance with requirements of Ind AS 105 “Non-current assets held for sale and discontinued operations”, the relevant financial information of the said business was presented under discontinued operation in the statement of profit and loss upto the date of such transfer.

(ii) Financial performance and cash flow information:

The financial performance and cash flow information presented for the period ended December 31, 2021 (March 31, 2022 column), is as below:

Particulars	Year ended March 31, 2022
Financial performance:	
Revenue including other income	42
Total expenses	96
(Loss) before tax for the period from discontinued operation (a)	**(54)**
Gain before tax on disposal of discontinued operation (b)	63
Net profit before tax from discontinued operation (c=a+b)	**9**
Tax expense:	
Tax (credit) on discontinued operation	(28)
Tax expense related to disposal of discontinued operation	30
Total tax expense (d)	**2**
Net profit for the period from discontinued operation (c-d)	**7**
Cash flow disclosure	
Net cash flow (used in) operating activities	(57)
Net cash flow (used in) investing activities	(8)
Net cash flow from financing activities	66

(iii) Details of disposal of discontinued operation:

Particulars	Year ended March 31, 2022
Consideration received	155
Carrying amount of net assets transferred	(92)
Gain before tax on disposal of discontinued operation	63
Tax expense on gain	(30)
Gain on disposal of discontinued operation	**33**

Notes to Consolidated Financial Statements

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All amounts stated are in ₹ Crore except wherever stated otherwise

(iv) The carrying amount of assets and liabilities as at the date of transfer (December 31, 2021) are as follows:

Particulars	As at December 31, 2021
Property, plant and equipment	34
Other intangible assets	36
Right-of-use assets	69
Inventories	26
Trade receivables	1
Cash and cash equivalents	2
Others assets	18
Total assets (a)	**186**
Trade payables	12
Other liabilities and provisions	82
Total liabilities (b)	**94**
Net assets transferred (a-b)	**92**

(b) Reconciliation of profit/ (loss) recognised in statement of profit and loss for discontinued operations:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Profit/ (loss) before tax from discontinued operations:		
(i) Hippo Stores (refer note 31(a)(ii))	-	9
(ii) Disposal groups classified as held for sale	(4)	1
Total profit/ (loss) before tax	**(4)**	**10**
Tax expense/ (credit) on discontinued operations		
(i) Hippo Stores (refer note 31(a)(ii))	-	2
(ii) Disposal groups classified as held for sale	(0)	-
Total tax expense/ (credit)	**(0)**	**2**
Profit/ (loss) for the year from discontinued operations	**(4)**	**8**

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32. DISCLOSURE OF SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgement, which have the most significant effect on the amounts recognised in the consolidated financial statements:

(i) Determining the lease term of contracts with renewal and termination options - Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g. construction of significant leasehold improvements or significant customisation to the leased asset).

(ii) Litigations and contigencies

In the normal course of business, contingent liabilities may arise from litigation, taxation and other claims against the Group. A provision is recognised when the Group has a present obligation as a result of past events and it is probable that the Group will be required to settle that obligation.

Where it is management's assessment that the outcome cannot be reliably quantified or is uncertain, the claims are disclosed as contingent liabilities unless the likelihood of an adverse outcome is remote. Such liabilities are disclosed in the notes but are not provided for in the financial statements. When considering the classification of legal or tax cases as probable, possible or remote, there is judgement involved. This pertains to the application of the legislation, which in certain cases is based upon management's interpretation of specific applicable law, and the likelihood of settlement. Management uses in-house and external legal professionals to make informed decision.

Although there can be no assurance regarding the final outcome of the legal proceedings, the Group does not expect them to have a materially adverse impact on the Company's financial position or profitability. These are set out in note 37.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

(i) Share-based payments

The Group initially measures the cost of equity-settled transactions with employees using Black-Scholes model to determine the fair value of the liability incurred. Estimating fair value for equity-based payment transactions requires determination of the most appropriate valuation model, which is dependent on the terms and conditions of the grant. This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option, volatility, risk free rate, expected dividend yield, market price and exercise price and making assumptions about them. For equity-settled share-based payment transactions, the liability needs to be disclosed at the carrying amount at end of each reporting period up to the date of settlement. The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in note 34. Change in assumptions for estimating fair value

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of share-based payment transactions is expected to have insignificant impact on income statement.

(ii) Income taxes

Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

To determine the future taxable profits, reference is made to the latest available profit forecasts. The Group is having unabsorbed depreciation, business losses and MAT credit that may be used to offset taxable income.

MAT credit entitlement is recognised to the extent it is probable that taxable profit will be available against which the MAT credit can be utilised. Significant management judgement is required to determine the amount of MAT credit that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies. Further details on taxes are disclosed in note 17.

Uncertainties exist with respect to the interpretation of tax provisions, changes in tax laws, and the amount and timing of future taxable income. Given that differences may arise between the actual results and the assumptions made, or future changes to such assumptions and may necessitate future adjustments to tax income and expense already recorded, the Group establishes provisions, based on reasonable estimates. The amount of such provisions is based on various factors, such as experience of previous tax assessments and differing interpretations of tax provisions by the taxable entity and the tax authority.

(iii) Defined benefit plans

The cost of the defined benefit gratuity plan, post-retirement medical benefits and other defined benefit plan and the present value of the defined benefit obligations 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, expected rate of return on assets, future salary increases and mortality rates. 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 reviewed at each reporting date.

The parameter most subject to change is the discount rate. In determining the appropriate discount rate, the management considers the interest rates of government bonds in currencies consistent with the currencies of the post-employment benefit obligation.

The mortality rate is based on mortality rates from Indian Assures Lives Mortality 2012-14. Those mortality tables tend to change only at interval in response to demographic changes. Future salary increases and gratuity increases are based on expected future inflation rates.

Further details about the defined benefit plans are given in note 33.

(iv) Fair value measurement of financial instruments

When the fair values of financial assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the DCF model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments. See note 40 and 41 for further disclosures.

(v) Provision for mines reclamation

The Group has recognised a provision for mines reclamation based on its best estimates. In determining the fair value of the provision, assumptions and estimates are made in relation to the expected future inflation rates, discount rate, expected cost of reclamation of mines, expected balance of reserves available in mines and the expected life of mines.The Group calculates the provision using the Discounted Cash Flow (DCF) based on discount rate of 7.36% p.a. to 7.61% p.a. (March 31, 2022: 6.09% p.a. to 6.76% p.a.) and the expected timing of those costs. Details of such provision are disclosed in note 44.

Change in estimate

During the current year, Group reviewed the assumptions used in determining the fair value of provision, and accordingly revised the estimate for provision for mines reclamation resulting in increase in provision by ₹ 44 (March 31, 2022 : ₹ Nil).

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(vi) Provision for enterprise social commitment

The Group has recognised a provision for enterprise social commitment based on its best estimates. In determining the fair value of the provision, assumptions and estimates are made in relation to the expected discount rate, expected cost of social commitment. The Group calculates the provision using the Discounted Cash Flow (DCF) based on discount rate of 5.71% p.a to 8.00% p.a. (March 31, 2022: 5.39% p.a to 5.71% p.a.). Details of such provision are disclosed in note 44.

(vii) Revenue from contracts with customers – Non-cash incentives given to customers

The Group estimates the fair value of non-cash incentives awarded by applying market rate offered by vendors to the Group. The assumption for determining fair value of non-cash incentives is based on the market rate of such schemes. As at March 31, 2023, the estimated liability towards non-cash incentive is ₹ 158 (March 31, 2022: ₹ 86). Change in assumptions for estimating fair value of non-cash incentives does not have any significant impact on income statement.

(viii) Property, plant and equipment

The Group uses its technical expertise along with historical and industry trends for determining the economic life of an asset/component of an asset. The useful lives are reviewed by management periodically and revised, if appropriate. In case of a revision, the unamortised depreciable amount is charged over the remaining useful life of the assets.

(ix) Impairment of property, plant and equipment (including capital work-in-progress)

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a DCF model. The cash flows are derived based on remaining useful life of the respective assets. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

The Group has recognised impairment losses of ₹ 0 (March 31, 2022: ₹ 18) for the expenses incurred and carried under capital work-in-progress. Refer note 3 for further details.

(x) Subsidies receivable

The Group is entitled to various subsidies from Government in the form of government grant and recognize amount receivable and it is reasonably certain that the ultimate collection will be made from government as subsidy receivable when the Group is entitled to receive it to match them with expenses incurred for which they are intended to compensate. The Group records subsidy receivable by discounting it to its present value. The Group uses assumptions in respect of discount rate and estimated time for receipt of funds from government. The Group reviews its assumptions periodically, including at each financial year end.

(xi) Impairment of financial assets

The impairment provisions for financial assets disclosed in note 6 & 9 are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

33. GRATUITY AND OTHER POST EMPLOYMENT BENEFIT PLANS

(a) Gratuity

The Group has a defined benefit gratuity plan. The gratuity is governed by the Payment of Gratuity Act, 1972. Under the Act, employee who has completed five years of service is entitled to gratuity on departure at 15 days salary (last drawn salary) for each completed year of service. The Scheme is funded through Gratuity Fund Trust with an insurance company in the form of a qualifying insurance policy, except in case of employees of certain units of DCBL and other step down subsidiaries of the Group. The Trust is responsible for the administration of the plan assets and for the determination of investment strategy. The Group makes provision of such gratuity asset/ liability in the books of account on the basis of actuarial valuation carried out by an independent actuary.

(b) Provident fund ('PF')

The Group contributes provident fund liability of certain employees of the Parent Company and DCBL to "Dalmia Cement Provident Fund", and in case of employees and workers of one of the unit of DCBL to (i) Board of Trustees Provident Fund for the Employees of Kalyanpur Cements Limited and (ii) Board of Trustees Provident Fund for the Supervisory Staffs of Kalyanpur Lime & Cement Works Limited. As per the applicable accounting standard, provident funds set up by the employers, which require

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interest shortfall to be met by the employer, needs to be treated as defined benefit plan. The actuarial valuation of Provident Fund was carried out in accordance with the guidance note issued by Actuarial Society of India for measurement of provident fund liabilities and a provision has been recognised in respect of future anticipated shortfall with regard to interest rate obligation as at the balance sheet date.

(c) Post-retirement medical benefits plan ('PRMB')

The Group provides post-retirement medical benefits to its certain retired employees. The plan is not funded by the Group.

The following tables summarize the components of defined benefit costs recognised in the statement of profit and loss and amounts recognised in the balance sheet for the above mentioned plans.

Statement of profit and loss

Components of defined benefit costs

Particulars	Gratuity		PF		PRMB	
	Year ended March 31, 2023	Year ended March 31, 2022	Year ended March 31, 2023	Year ended March 31, 2022	Year ended March 31, 2023	Year ended March 31, 2022
Service cost	13	9	15	17	0	-
Less: Allocated to CWIP during the year (refer note 45)	(1)	(2)	(3)	(2)	-	-
Less: Amount recognised in statement of profit and loss - discontinued operation	-	(0)	-	(1)	-	-
Amount recognised in statement of profit and loss - continuing operations	**12**	**7**	**13**	**14**	**0**	**-**
Interest expense	9	8	3	1	0	0
Less: Allocated to CWIP during the year	(0)	(0)	-	-	-	-
Less: Amount recognised in statement of profit and loss - discontinued operation	-	(0)	-	-	-	-
Amount recognised in statement of profit and loss - continuing operations	**9**	**8**	**3**	**1**	**0**	**0**

Change in the defined benefit obligation and fair value of plan assets as at March 31, 2023

Particulars	Gratuity			PF			PRMB		
	Defined benefit obligation	Fair value of plan assets	Net obligation	Defined benefit obligation	Fair value of plan assets	Net obligation	Defined benefit obligation	Fair value of plan assets	Net obligation
	(A)	(B)	(A-B)	(A)	(B)	(A-B)	(A)	(B)	(A-B)
April 1, 2022 (1)	156	18	138	471	445	26	5	-	5
Service cost (2)	13	-	13	15	-	15	0	-	0
Interest expense (3)	10	1	9	33	30	3	0	-	0
Sub-total included in profit or loss (2+3)=(4)	**23**	**1**	**22**	**48**	**30**	**18**	**0**	**-**	**0**
Re-measurements									
Return on plan assets (excluding amounts included in net interest expense) (5)	-	1	(1)	-	5	(5)	-	-	-
(Gain)/loss from changes in demographic assumptions (6)	(0)	-	(0)	(2)	-	(2)	1	-	1
(Gain)/loss from changes in financial assumptions (7)	(5)	-	(5)	4	-	4	(0)	-	(0)
Experience (gains)/losses (8)	1	-	1	3	-	3	1	-	1
Sub-total (5+6+7+8)=(9)	**(4)**	**1**	**(5)**	**5**	**5**	**0**	**2**	**-**	**2**
Expense/ (income) included in OCI out of (9) above	**(4)**	**1**	**(5)**	**5**	**5**	**0**	**2**	**-**	**2**

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Particulars	Gratuity			PF			PRMB		
	Defined benefit obligation	Fair value of plan assets	Net obligation	Defined benefit obligation	Fair value of plan assets	Net obligation	Defined benefit obligation	Fair value of plan assets	Net obligation
	(A)	(B)	(A-B)	(A)	(B)	(A-B)	(A)	(B)	(A-B)
Contributions by employer (10)	-	1	(1)	-	16	(16)	-	-	-
Contribution by plan participation/ employees (11)	-	-	-	25	25	-	-	-	-
Settlements/ (Transfer in) (12)	(0)	-	(0)	35	44	(9)	-	-	-
Benefits paid (13)	(8)	(4)	(4)	(94)	(94)	-	(0)	-	(0)
Sub-total (10+11+12+13)=(14)	**(8)**	**(3)**	**(5)**	**(34)**	**(9)**	**(25)**	**(0)**	**-**	**(0)**
March 31, 2023 (1+4+9+14)	**167**	**17**	**150**	**490**	**471**	**19**	**7**	**-**	**7**

Change in the defined benefit obligation and fair value of plan assets as at March 31, 2022

Particulars	Gratuity			PF			PRMB		
	Defined benefit obligation	Fair value of plan assets	Net obligation	Defined benefit obligation	Fair value of plan assets	Net obligation	Defined benefit obligation	Fair value of plan assets	Net obligation
	(A)	(B)	(A-B)	(A)	(B)	(A-B)	(A)	(B)	(A-B)
April 1, 2021 (1)	153	25	128	410	383	27	5	-	5
Service cost (2)	9	-	9	17	-	17	-	-	-
Net interest expense/ (income) (3)	10	2	8	25	24	1	0	-	0
Sub-total included in profit or loss (2+3)=(4)	**19**	**2**	**17**	**42**	**24**	**18**	**0**	**-**	**0**
Re-measurements									
Return on plan assets (excluding amounts included in net interest expense) (5)	-	0	(0)	-	9	(9)	-	-	-
(Gain)/loss from changes in demographic assumptions (6)	(0)	-	(0)	-	-	-	0	-	0
(Gain)/loss from changes in financial assumptions (7)	(3)	-	(3)	(2)	-	(2)	(0)	-	(0)
Experience (gains)/losses (8)	6	-	6	11	-	11	(0)	-	(0)
Sub-total (5+6+7+8)=(9)	**3**	**0**	**3**	**9**	**9**	**(0)**	**(0)**	**-**	**(0)**
Expense/ (income) included in OCI out of (9) above	**3**	**0**	**3**	**9**	**9**	**(0)**	**(0)**	**-**	**(0)**
Contributions by employer (10)	-	-	-	-	19	(19)	-	-	-
Contribution by plan participation/ employees (11)	-	-	-	27	27	-	-	-	-
Settlements/ (Transfer in) (12)	1	2	(1)	6	6	-	-	-	-
Acquisition/ other adjustments (13)	1	-	1	-	-	-	-	-	-
Benefits paid (14)	(21)	(11)	(10)	(23)	(23)	-	(0)	-	(0)
Sub-total (10+11+12+13+14)=(15)	**(19)**	**(9)**	**(10)**	**10**	**29**	**(19)**	**(0)**	**-**	**(0)**
March 31, 2022 (1+4+9+15)	**156**	**18**	**138**	**471**	**445**	**26**	**5**	**-**	**5**

The Group expects to contribute ₹ 152 (March 31, 2022: ₹ 120) and ₹ 17 (March 31, 2022: ₹ 19) to gratuity and PF respectively in 2023-24.

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The major categories of plan assets of the fair value of the total plan assets of Gratuity and PF are as follows:-

Particulars	Gratuity		PF	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Investment pattern in plan assets:				
Insurance Company products	7	8	-	-
Central Government securities	0	0	51	47
State Government securities	7	8	178	166
Special deposit scheme	1	1	18	20
Corporate bonds	1	0	193	180
Cash and cash equivalents	0	0	1	4
Equity shares of listed companies	-	-	23	22
Other investment	1	1	7	6
Total	**17**	**18**	**471**	**445**

The principal assumptions used in determining gratuity and PF for the Group are shown below:

Particulars	Gratuity		PF		PRMB	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Discount rate (%)	7.30 to 7.40	6.65	7.40	6.65	7.45	6.90
Expected rate of return on plan assets (%)	7.30 to 7.40	6.65	7.40	6.65	-	-
Future salary increase (%)	7.00	6.00 to 7.00	-	-	-	-
Guaranteed interest rate (%)	-	-	8.15	8.10	-	-
Medical cost inflation rate (%)	-	-	-	-	5.00	5.00
Normal retirement age (years)	60	58-60	60	58-60	-	-
Attrition/ withdrawal rate	2.00% to 15.21%	3.00% to 20.00%	9.00% to 15.00%	9.00% to 13.00%	-	-
Mortality Table	IALM (2012-14)	IALM (2012-14)	IALM (2012-14)	IALM (2012-14)	90% (of IIALM 2012-15)	90% (of LIC 96-98 mod ult.)

A quantitative sensitivity analysis for significant assumption as at March 31, 2023 and March 31, 2022 is as shown below:

Gratuity Plan:

Assumption	Discount rate				Future salary increases			
Sensitivity Level	1% decrease		1% increase		1% decrease		1% increase	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Impact on defined benefit obligation	7	7	(7)	(6)	(7)	(6)	7	7

Provident Fund:

Assumption	Discount rate				Interest rate guarantee			
Sensitivity Level	1% decrease		1% increase		1% decrease		1% increase	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Impact on defined benefit obligation	1	6	(1)	(3)	(19)	(15)	22	21

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PRMB:

Assumption	Discount rate				Medical cost inflation rate			
Sensitivity Level	1% decrease		1% increase		1% decrease		1% increase	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Impact on defined benefit obligation	1	0	(1)	(0)	(1)	(0)	1	0

The sensitivity analysis above have been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

The following payments are expected contributions to the defined benefit plan in future years (undiscounted):

Particulars	Gratuity		PRMB	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Within the next 12 months (next annual reporting period)	55	56	1	0
Between 2 and 5 years	85	72	2	2
Between 5 and 10 years	62	52	3	2
Beyond 10 years	35	33	8	6
Total expected payments	**237**	**213**	**14**	**10**

The weighted average duration (based on discounted cash flows) of the defined benefit plan obligation for gratuity at the end of the reporting period is 3 -9 years (March 31, 2022: 3 -15 years) and for PRMB is 9-11 years (March 31, 2022: 9 -11 years).

Risk Exposure

Through its defined benefit plans, the Group is exposed to a number of risks, the most significant of which are detailed below:-

Asset Volatility

The plan liabilities are calculated using a discount rate set with reference to government bond yields, if plan assets underperform this yield, this will create a deficit. Most of the plan asset investments is in insurance company products, in government securities and corporate bonds. The investments are expected to earn a return in excess of the discount rate and contribute to the plan deficit.

Asset liability matching risk

The Group ensures that the investment positions are managed within an asset-liability matching (ALM) framework that has been developed to achieve long-term investments that are in line with the obligations under the employee benefit plans. Within this framework, the Group's ALM objective is to match assets to the pension obligations by investing in long-term fixed interest securities with maturities that match the benefit payments as they fall due.

Liquidity Risk

The Group actively monitors how the duration and the expected yield of investments are matching the expected cash outflows arising from the employee benefit obligations. The Group has not changed the processes used to manage its risks from previous periods.

Contribution to Defined Contribution Plans:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Provident fund/ Pension fund	20	18
Superannuation fund	1	1
National Pension Scheme	2	2

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34. SHARE - BASED PAYMENTS

Employee Stock Option Scheme 2018 namely "DBL ESOP 2018" was adopted by the Board of Directors pursuant to the Scheme of Arrangement and Amalgamation sanctioned by Hon'ble National Company Tribunal, Chennai vide its order dated April 20, 2018. Under the DBL ESOP 2018, the Parent Company granted 2 (two) new stock options ('New Options') to the eligible employees of the Group in lieu of every existing 1 (one) stock option held by them under erstwhile DBEL ESOP Scheme 2011 (whether vested or unvested).

Options granted under DBL ESOP 2018 would vest in not less than one year and not more than five years from the date of grant of the options. The Nomination and Remuneration Committee of the Parent Company has approved multiple grants with related vesting conditions. Vesting of the options would be subject to continuous employment and certain performance parameters stipulated by the Nomination and Remuneration Committee. Hence the options would vest with passage of time on meeting the performance parameters.

The fair value of the stock options is estimated at the grant date using the Black- Scholes option pricing model, taking into account the terms and conditions upon which the stock options were granted. However, the above performance condition is only considered in determining the number of instruments that will ultimately vest.

Details of the options granted under DBL ESOP 2018 during the previous year are as under:

Particulars	Grant 5	Grant 6
Date of grant	July 27, 2021	December 1, 2021
No. of options granted	1,50,000	2,640
Vesting period	2 years graded vesting	4 years graded vesting
Exercise period	3 years from vesting date	3 years from vesting date

There are no cash settlement alternatives. The Parent Company does not have a past practice of cash settlement for these stock options. Options granted under the DBL ESOP 2018 will carry no dividend or voting rights. On exercise, each option is convertible into one equity share.

The expense recognised for employee services received during the year is shown in the following table:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Expense arising from equity-settled share-based payment transactions	14	21
Total expense arising from share-based payment transactions	**14**	**21**

Movements during the year

The following table illustrates the number and weighted average exercise prices (WAEP) of, and movements in, share options during the year:

Particulars	As at March 31, 2023		As at March 31, 2022	
	Numbers	WAEP	Numbers	WAEP
Outstanding at the beginning of the year	1,97,280	2.00	3,16,800	158.34
Granted during the year	-	-	1,52,640	2.00
Exercised during the year	(1,11,688)[1]	2.00	(2,51,160)[2]	183.33
Expired/ lapsed during the year	-	-	(21,000)*	191.77
Outstanding at the end of the year	85,592	2.00	1,97,280	2.00
Exercisable at the end of the year	-	-	-	-

* Unvested options expired on retirement of employees.

[1.] The weighted average share price at the date of exercise (August 4, 2022 to February 4, 2023) of the options is ₹ 1,580.63.

[2.] The weighted average share price at the date of exercise (November 5, 2021 to February 7, 2022) of the options was ₹ 1,981.10.

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All amounts stated are in ₹ Crore except wherever stated otherwise

The weighted average remaining contractual life for the share options outstanding as at March 31, 2023 is 3.66 years (March 31, 2022: 4.76 years).

The weighted average fair value of options granted during the year is ₹ Nil (March 31, 2022: ₹ 2,231.87).

The following table list the inputs to the models used for the plan for the year ended March 31, 2023 and March 31, 2022:

Particulars	Grant 4	Grant 5	Grant 6
Dividend yield (%)	0.23	0.06	0.07
Expected volatility (%) *	43.11	41.70	40.90
Risk–free interest rate (%)	4.83	4.49	5.53
Average expected life of options (years)	4.20	2.83	4.20
Weighted average share price (₹) for each	859.83	2,244.13	1,856.48
Weighted average fair values at the measurement date	849.84	2,238.60	1,849.31
Exercise price (₹ per share)	2.00	2.00	2.00
Date of grant	November 05, 2020	July 27,2021	December 1, 2021

* The expected volatility was determined based on historical volatility data.

35. LEASES

a) Group as a lessee

The Group has lease contracts for various land, buildings (godowns, office and residential premises), vehicles and other equipment used in its operations. Generally, the Group is restricted from assigning and subleasing the leased assets.

The Group also has certain leases of godowns and other equipment with lease terms of 12 months or less. The Group applies the 'short-term lease' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

Particulars	Land	Buidlings	Vehicles	Other equipment	Total
Cost					
As at April 1, 2021	73	156	39	2	270
Additions	7	24	20	5	56
Disposals *	(0)	(88)	(12)	(2)	(102)
As at March 31, 2022	**80**	**92**	**47**	**5**	**224**
Additions	28	81	25	-	134
Disposals	-	(31)	(14)	(1)	(46)
Reclassification	1	-	-	-	1
As at March 31, 2023	**109**	**142**	**58**	**4**	**313**
Accumulated depreciation					
As at April 1, 2021	7	59	18	2	86
Charge for the year	4	29	11	1	45
Disposals *	(0)	(11)	(6)	(2)	(19)
As at March 31, 2022	**11**	**77**	**23**	**1**	**112**
Charge for the year	5	26	11	1	43
Disposals	-	(21)	(7)	(1)	(29)
Reclassification	0	-	-	-	0
As at March 31, 2023	**16**	**82**	**27**	**1**	**126**
Net block					
As at March 31, 2023	**93**	**60**	**31**	**3**	**187**
As at March 31, 2022	**69**	**15**	**24**	**4**	**112**

* included right-of-use assets of discontinued operation, refer note 31(a).

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Set out below are the carrying amounts of lease liabilities and the movements during the year:

Particulars	As at March 31, 2023	As at March 31, 2022
As at April 1	57	131
Additions	109	56
Deletions*	(18)	(95)
Accretion of interest*	9	11
Payments	(44)	(46)
As at March 31	**113**	**57**
Non-current liabilties	89	40
Current liabilties	24	17

* included lease liabilities of discontinued operation for the year ended March 31, 2022. Refer note 31(a).

The maturity analysis of lease liabilities are disclosed in note 42.

The effective interest rate for lease liabilities is 8% to 10% (March 31, 2022: 8% to 10%) with maturity between 2024-2111.

The following are the amounts recognised in financial statements during the year (continuing operations):

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Depreciation expense of right-of-use assets	43	45
Interest expense on lease liabilities	9	7
Expense relating to short-term leases	32	22
Total amount recognised	**84**	**74**

Note : The Group has not revalued right of use assets during the year.

Amounts recognised in statement of cash flows:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Total cash outflow for leases	**44**	**46**

b) Group as a lessor

The Group had purchased wagons under "own your wagon scheme" of Railways and leased it to Railways on rent, the wagons were recognised as assets and carried in the books at written down value. It qualifies to be recognised as finance lease arrangement where Railways is the lessee.

Future minimum lease receivables ('MLR') and its present value under finance leases are as follows:

Particulars	As at March 31, 2023		As at March 31, 2022	
	Future Gross MLR	Present value of MLR	Future Gross MLR	Present value of MLR
Unguaranteed residual values	1	1	1	1
Total future minimum lease receivables	**1**	**1**	**1**	**1**
Unearned finance income	-	-	-	-
Total present value of MLR	**1**	**1**	**1**	**1**

There is no income recognised on above assets during the year.

Notes to Consolidated Financial Statements

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All amounts stated are in ₹ Crore except wherever stated otherwise

36. CAPITAL COMMITMENTS

Particulars	As at March 31, 2023	As at March 31, 2022
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	922	1,120

37. CONTINGENT LIABILITIES / LITIGATIONS IN RESPECT OF

A. Not provided for:

i) Claims against the Group not acknowledged as debts

Particulars	Brief description of matter	As at March 31, 2023	As at March 31, 2022
Demands raised/ show cause notices issued by following authorities in dispute (including cases which have been remanded back for re-assessment):			
- Market fee	Levy of market fee on sale of cement within the market notified by Mineral Area Development Authority	137	119
- Rat hole mining matter	Refer note below	116	116
- Stamp duty	Stamp duty on royalty payable on extraction of limestone and dolomite	86	86
- Excise and Service tax	Demand of excise duty disputing valuation of goods, denial of cenvat credit on input and input services	57	54
- Mines and Minerals (Development and Regulation) Act	Demand in respect of limestone	56	56
- Income tax matters	Disallowance of expenses relating to exempt income, non-consideration of subsidy as capital receipt	46	50
- Sales tax/ VAT/ Entry tax/ GST matters	Demand of entry tax on entry of goods, CST by treating stock transfer as inter-state sales, Denial of GST input tax credit	41	48
- Lease rent	Demand of excess annual lease rent on mining lease in addition to surface rent	22	21
- Customs	Relating to coal classification dispute	18	18
- Subsidy/ incentive receivable	Refer note 49(c)	18	18
- Other matters	Other claims related to royalty on coal, electricity duty, vendor claims etc.	66	56

Note

DCBL had received demand of ₹ 116 (₹ 50 on account of royalty, ₹ 36 on account of Meghalaya Environment and Restoration Protection Fund (MERPF) and ₹ 30 on account of VAT/ GST) which was basis the National Green Tribunal ('NGT') order dated January 17, 2020 for alleged illegal coal procurement. Basis certain newspaper reports that certain person where carrying illegal mining operations (Rat Hole mining), NGT had taken suo moto cognizance constituted a Committee to look into the matter. The Committee in its Fifth Report made arbitrary observations with regard to various companies regarding gap in coal used and clinker produced and basis that, estimated the amount of royalty, contribution to MEPRF and GST/ VAT payable by these companies.

DCBL has challenged the Fifth report and the orders passed by NGT before the Hon'ble Supreme Court amongst others, on the grounds that findings of the Committee/ NGT was basis assumptions & presumptions, violations of principles of natural justice as no opportunity of being heard was provided, no show-cause notice was issued, and that there was no illegal purchase of coal by DCBL. The Apex Court vide order dated August 23, 2021, had issued notice to the State of Meghalaya. The Hon'ble Supreme Court in a subsequent hearing orally observed that pending disposal of the matter, State shall not take any coercive steps in the matter.

ii) Income tax department had carried out search operation in the office premises of erstwhile step-down subsidiary Adhunik Cement Limited (now a unit of DCBL) on March 11, 2016 (concluded on May 03, 2016), consequent to which assessment orders under Section 153(A)/143(3) of the Income Tax Act, 1961 have been passed on December 30, 2018 from AY 2011-12 to 2017-18 and there is no additional income tax liability. However, unabsorbed depreciation has been reduced on account of addition of ₹ 42 made in AY 2011-12 and against the same, an appeal was filed before appellate authority.

The Group has not adjusted the above amount while computing income tax/ deferred tax since the Group has been legally opined that above addition may not be tenable.

Notes to Consolidated Financial Statements

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All amounts stated are in ₹ Crore except wherever stated otherwise

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 in (i) and (ii) above and hence no provision is considered necessary against the same.

B. The Parent Company's subsidiary namely Dalmia Cement (Bharat) Limited ('DCBL') entered into various agreements including Shareholders' Agreement ('SHA') dated January 16, 2012 with Bawri Group ('BG'), under which DCBL acquired 76% stake in one of its subsidiaries namely Calcom. Under the SHA, BG was obligated to complete certain conditions and as they failed to meet said conditions, DCBL issued a notice to BG requiring them to transfer their remaining shareholding in Calcom, which was disputed by them. The disputes between the parties were referred to Arbitral Tribunal, which delivered its award on March 20, 2021.

The award passed by the Arbitral Tribunal was challenged by DCBL, Calcom and BG before the Delhi High Court ('High Court'), which vide its judgment dated October 17, 2022 has set aside the award including the claim of BG against DCBL for ₹ 30 with interest thereon and other costs. The deposit of ₹ 37 made by the Group with the High Court has been released during the current year. As regards the claim of the DCBL relating to transfer of shareholding of BG in Calcom, redemption of debentures worth ₹ 59 and other claims, which were earlier disallowed by the Arbitral Tribunal, the Hon'ble High Court has granted liberty for de novo arbitral proceedings.

DCBL has filed petitions before the High Court for appointment of nominee arbitrator of BG (i) for the de novo arbitral proceedings and (ii) with respect to the dispute on Call Option Price.

In a separate proceeding, BG has filed an appeal before the Division Bench of the High Court for setting aside the judgment dated October 17, 2022. Considering the pendency of the appeal, no adjustments have been made in this regard in these financial statements.

C. During the financial year ended March 31, 2019, certain mutual fund units ("Securities") valued at ₹ 344 as on March 31, 2019 ("Securities") were illegally, dishonestly and fraudulently transferred by Allied Financial Services Private Limited ("Allied"), the Depository Participant ("DP") in collusion with IL&FS Securities Services Limited ("ISSL"), the clearing agent of Allied, from demat accounts of Parent Company's erstwhile step-down subsidiaries namely OCL India Limited and Dalmia Cement East Limited (which were merged with DCBL).

Pursuant to the complaints lodged by DCBL, SEBI imposed fine against ISSL and Allied; and the Economic Offences Wing, Delhi Police, charge sheeted ISSL, Allied and their officials for committing various offences under the Indian Penal Code.

Further, pursuant to orders dated March 16, 2021 and April 11, 2022 passed by Hon'ble Supreme Court, the Securities were released to DCBL after furnishing bank guarantee of ₹ 100 and corporate guarantee of ₹ 300 and the matter is to be further heard for final disposal.

The Group is fully confident that there will be no loss to the DCBL and hence, no provision is considered necessary in these financial statements.

D. DCBL had entered into certain agreements with Kanodia Infratech Limited ('KIL'). Certain disputes arose between the parties which were referred to arbitration. DCBL filed its claim and KIL filed its counter claim before the Arbitral Tribunal. The Arbitral Tribunal passed an award dated March 9, 2021 which after setting off the amounts payable to KIL is, inter alia, for payment of ₹ 21 along with interest @ 18% p.a. w.e.f. October 11, 2018 and ₹ 25 along with interest @ 18% p.a. compounded quarterly w.e.f. March 17, 2017 by KIL to DCBL.

The said award was challenged by KIL before the Hon'ble Delhi High Court, which was dismissed by the High Court. Further, KIL has filed an appeal against the said order before High Court, wherein the Division Bench has restrained KIL from transferring or creating any third party rights on the hypothecated assets and has stayed the operation of the award. The said appeal is pending disposal. DCBL has also filed an execution petition before the High Court seeking execution of the award which is pending.

The Group has total receivables of ₹ 47 from KIL as at the balance sheet date, out of which an amount of ₹ 14 have been provided for as impairment allowance in the earlier years. Further, The Group has not accounted for the aforesaid interest as income in the books of accounts as at March 31, 2023.

E. CBI has filed a charge sheet against DCBL & its employees under Section 120(b) read with Section 420 of Indian Penal Code before Special Judge, CBI Cases, Hyderabad, wherein CBI has alleged that DCBL had invested in Bharathi Cement Corporation Private Limited for the benefit of one of the accused as a quid pro quo for grant of prospecting license over certain limestone bearing land in the State of Andhra Pradesh. Pursuant to above charge sheet, Special Judge, CBI Cases, Hyderabad, has taken cognizance and issued summons and the same is currently pending before Special Judge, CBI Cases, Hyderabad, wherein charges have not yet been framed.

In the opinion of the Group, no offence is made out against DCBL and hence no adverse impact is expected to devolve on the management on conclusion of such proceedings.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

F. Guarantees

Particulars	As at March 31, 2023	As at March 31, 2022
(i) Guarantees * given to a bank on behalf of others of ₹ 8 (March 31, 2022: ₹ 7) – to the extent of loan outstanding	5	7
(ii) Corporate guarantee given to a bank for issuance of bank guarantee towards grant of mining lease	12	12

* These are covered by first pari pasu charge created in favour of the Parent Company's bank by way of hypothication of current assets and receivables.

38. DETAILS OF DUES TO MICRO ENTERPRISES AND SMALL ENTERPRISES AS DEFINED UNDER THE MSMED ACT, 2006

Particulars	March 31, 2023	March 31, 2022
The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year:		
- Principal amount due to micro and small enterprises	100	46
- Interest due on above	-	-
The amount of interest paid by the buyer in terms of Section 16 of the MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year	-	-
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under Section 23 of the MSMED Act, 2006	-	-

The above information has been determined to the extent such parties have been identified on the basis of information available with the Group and the same has been relied upon by the auditors.

39. RELATED PARTY DISCLOSURES

A. List of related parties and nature of relationship:

(i) Associate

1 Dalmia Bharat Refractories Limited ('DBRL')

(ii) Joint ventures

1 Khappa Coal Company Private Limited

2 Radhikapur (West) Coal Mining Private Limited,

(iii)Subsidiary of Associate

1. Dalmia OCL Limited (upto January 5, 2023),
2. OCL China Limited,
3. OCL Global Limited,
4. Dalmia Seven Refractories Limited (upto January 5, 2023),
5. Dalmia GSB Refractories GmbH,
6. Dalmia Mining and Services Private Limited (w.e.f. March 10, 2023)

(iv) Key management personnel

1. Mr. Puneet Yadu Dalmia - Managing Director & CEO,
2. Mr. Gautam Dalmia - Managing Director,
3. Mr. Dharmender Tuteja - Chief Financial Officer,
4. Mr. Rajeev Kumar - Company Secretary (w.e.f. June 17, 2022),
5. Dr. Sanjeev Gemawat – Group General Counsel and Company Secretary (upto June 16, 2022).

Notes to Consolidated Financial Statements

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(v) Directors

1. Late Mr. Jai Hari Dalmia - Non- Executive Director (upto July 8, 2021),
2. Mr. Yadu Hari Dalmia - Non- Executive Director,
3. Dr Niddodi Subrao Rajan - Non- Executive Director ,
4. Mr. Pradeep Kumar Khaitan - Independent Director,
5. Mr. Virendra Singh Jain - Independent Director,
6. Mrs. Sudha Pillai - Independent Director

Related parties with whom transactions have taken place during the year:

(vi) Trust relating to retiral benefit plan

1. Dalmia Cement Provident Fund,
2. Dalmia Cement Bharat Executive Superannuation Fund,
3. Orissa Cement Executives Superannuation Fund,
4. Board of Trustees Provident Fund for the Employees of Kalyanpur Cements Limited,
5. Board of Trustees Provident Fund for the Supervisory Staffs of Kalyanpur Lime & Cement Works Limited

(vii) Relatives of key management personnel/ directors

1. Mrs. Bela Dalmia (mother of Mr. Puneet Yadu Dalmia),
2. Mrs. Kavita Dalmia (wife of Mr. Jai Hari Dalmia),
3. Mrs. Anupama Dalmia (wife of Mr. Gautam Dalmia),
4. Ms. Sukeshi Dalmia (daughter of Mr. Gautam Dalmia),
5. Ms. Vaidehi Dalmia (daughter of Mr. Gautam Dalmia),
6. Ms. Sumana Dalmia (daughter of Mr. Gautam Dalmia),
7. Mrs. Sumedha Tuteja (wife of Mr. Dharmender Tuteja),
8. Mrs. Kanita Gemawat (upto June 16, 2022) (wife of Dr. Sanjeev Gemawat)

(viii) Enterprises controlled/ jointly controlled by the key management personnel/ directors

1. Alirox Abrasives Limited,
2. Keshav Power Limited,
3. Dalmia Bharat Foundation,
4. Dalmia Bharat Sugar and Industries Limited,
5. Rama Investment Company Private Limited,
6. Sita Investment Company Limited,
7. Himgiri Commercial Limited,
8. Himshikhar Investment Limited (upto June 30, 2022),
9. Valley Agro Industries Limited,
10. MAJ Textiles Private Limited,
11. Khaitan & Co. LLP,
12. Khaitan & Co. AOR,
13. Hippostores Technology Private Limited,
14. Vinimay Developers Private Limited

(ix) Other related parties over which entity has control/ significant influence

1. Shri Yadu Hari Dalmia C/o Y. H. Dalmia (HUF),
2. Kavita Dalmia Parivar Trust,
3. Shri Brahma Creation Trust,
4. J.H. Dalmia Trust,
5. Ku. Shrutipriya Dalmia C/o Shrutipriya Dalmia Trust

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All amounts stated are in ₹ Crore except wherever stated otherwise

B) The following transactions were carried out with the related parties in the ordinary course of business:

Name of related party	Nature of related party	Dividend paid	Dividend income	Interest expense	Loan repaid	Interest income	Loans and advances given	Loans and advances received back	Remuner-ation *	Directors sitting fees	Directors commission
Radhikapur (West) Coal Mining Private Limited	Joint venture	-	-	0	5	-	-	-	-	-	-
		-	-	(0)	-	-	-	-	-	-	-
Dalmia Bharat Sugar and Industries Limited	KMP/ directors controlled	2	6	-	-	-	-	-	-	-	-
		(1)	(9)	-	-	-	-	-	-	-	-
Dalmia Bharat Refractories Limited	Associate	1	-	-	-	-	-	-	-	-	-
		(0)	-	-	-	(1)	-	(24)	-	-	-
Dalmia Seven Refractories Limited	Subsidiary of associate	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Valley Agro Industries Limited	KMP/ directors controlled	0	-	-	-	-	-	-	-	-	-
		(0)	-	-	-	-	-	-	-	-	-
Alirox Abrasives Limited	KMP/ directors controlled	0	-	-	-	-	-	-	-	-	-
		(0)	-	-	-	-	-	-	-	-	-
Keshav Power Limited	KMP/ directors controlled	0	-	-	-	-	-	-	-	-	-
		(0)	-	-	-	-	-	-	-	-	-
Dalmia Bharat Foundation	KMP/ directors controlled	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Rama Investment Company Private Limited	KMP/ directors controlled	72	-	-	-	-	-	-	-	-	-
		(43)	-	-	-	-	-	-	-	-	-
Sita Investment Company Limited	KMP/ directors controlled	12	-	-	-	-	-	-	-	-	-
		(7)	-	-	-	-	-	-	-	-	-
Khaitan & Co. LLP	KMP/ directors controlled	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Khaitan & Co. AOR	KMP/ directors controlled	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Hippostores Technology Private Limited	KMP/ directors controlled	-	-	-	-	12	-	-	-	-	-
		-	-	-	-	(3)	-	-	-	-	-
Vinimay Developers Private Limited	KMP/ directors controlled	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Others	KMP/ directors controlled	2	-	-	-	-	-	-	-	-	-
		(1)	-	-	-	-	-	-	-	-	-
Dalmia Cement Provident Fund	Trust relating to retiral benefit plan	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Dalmia Cement Bharat Executive Superannuation Fund	Trust relating to retiral benefit plan	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-

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All amounts stated are in ₹ Crore except wherever stated otherwise

Professional fees	Sale of goods and services	Sale of Hippo Stores business (refer note 31(a))	Purchase of goods and services	Purchase of assets	Reimbursement of expense payable	Reimbursement of expense receivable	Employee welfare expenses	Subscription to/ investment in equity share capital	Reduction of Investment in Equity share capital	Investment in compulsory convertible debentures	Rent received	Contribution to post employment benefit plan	CSR expense
-	-	-	-	-	-	-	-	-	6	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	15	-	9	-	0	-	-	-	-	-	-	-	-
-	(19)	-	(4)	-	(0)	(0)	-	-	-	-	(0)	-	-
-	17	-	67	2	0	0	-	-	-	-	1	-	-
-	(11)	-	(24)	-	(0)	(0)	-	(131)	-	(225)	-	-	-
-	-	-	4	-	-	-	-	-	-	-	-	-	-
-	(0)	-	(3)	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	2	-	-	-	-	-	-	-	0	-	16
-	(0)	-	(2)	-	(0)	-	-	-	-	-	-	-	(9)
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	-	-	-	-	-	-	-	-	-	-	-	-	-
(1)	-	-	-	-	-	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-	-	-	-	-	-
(0)	-	-	-	-	-	-	-	-	-	-	-	-	-
-	0	-	-	-	-	-	-	-	-	-	-	-	-
-	(0)	(155)	-	-	-	(0)	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	(1)	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	16	-
-	-	-	-	-	-	-	-	-	-	-	-	(16)	-
-	-	-	-	-	-	-	-	-	-	-	-	0	-
-	-	-	-	-	-	-	-	-	-	-	-	(0)	-

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All amounts stated are in ₹ Crore except wherever stated otherwise

Name of related party	Nature of related party	Dividend paid	Dividend income	Interest expense	Loan repaid	Interest income	Loans and advances given	Loans and advances received back	Remuner-ation *	Directors sitting fees	Directors commission
Orissa Cement Executives Superannuation Fund	Trust relating to retiral benefit plan	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Board of Trustees Provident Fund for the Employees of Kalyanpur Cements Limited	Trust relating to retiral benefit plan	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Board of Trustees Provident Fund for the Supervisory Staffs of Kalyanpur Lime & Cement Works Limited	Trust relating to retiral benefit plan	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
Mr. Puneet Yadu Dalmia	KMP	-	-	-	-	-	-	-	23	-	-
		-	-	-	-	-	-	-	(22)	-	-
Mr. Gautam Dalmia	KMP	0	-	-	-	-	-	-	21	0	-
		(0)	-	-	-	-	-	-	(20)	(0)	-
Mr. Dharmender Tuteja	KMP	-	-	-	-	-	-	-	4	-	-
		-	-	-	-	-	-	-	(2)	-	-
Dr. Sanjeev Gemawat	KMP	-	-	-	-	-	-	-	1	-	-
		-	-	-	-	-	-	-	(2)	-	-
Mr Rajeev Kumar	KMP	-	-	-	-	-	0	-	1	-	-
		-	-	-	-	-	-	-	-	-	-
Mr. Jai Hari Dalmia	Non-Executive Director	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	(4)	-	-
Mr. Yadu Hari Dalmia	Non-Executive Director	-	-	-	-	-	-	-	13	0	-
		-	-	-	-	-	-	-	(13)	(0)	-
Dr. Niddodi Subrao Rajan	Non-Executive Director	-	-	-	-	-	-	-	-	0	0
		-	-	-	-	-	-	-	-	(0)	(0)
Mr. Pradeep Kumar Khaitan	Director	-	-	-	-	-	-	-	-	0	0
		-	-	-	-	-	-	-	-	(0)	(0)
Mr. Virendra Singh Jain	Director	-	-	-	-	-	-	-	-	0	0
		-	-	-	-	-	-	-	-	(0)	(0)
Mrs. Sudha Pillai	Director	-	-	-	-	-	-	-	-	0	0
		-	-	-	-	-	-	-	-	(0)	(0)
Others	Relatives of KMP/ directors	0	-	-	-	-	-	-	-	-	-
		(0)	-	-	-	-	-	-	-	-	-
Others	Other related parties	5	-	-	-	-	-	-	-	-	-
		(3)	-	-	-	-	-	-	-	-	-

All figures in ( ) represent amount for the year ended March 31, 2022.

* KMP are covered under the Group Gratuity Scheme along with other employees of the Group. The gratuity and leave liability is determined for all the employees on an overall basis, based on the actuarial valuation done by an independent actuary. The specific amount of gratuity and leave liability for KMP cannot be ascertained separately, except for the amount actually paid.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Professional fees	Sale of goods and services	Sale of Hippo Stores business (refer note 31(a))	Purchase of goods and services	Purchase of assets	Reimbursement of expense payable	Reimbursement of expense receivable	Employee welfare expenses	Subscription to/ investment in equity share capital	Reduction of Investment in Equity share capital	Investment in compulsory convertible debentures	Rent received	Contribution to post employment benefit plan	CSR expense
-	-	-	-	-	-	-	-	-	-	-	-	0	-
-	-	-	-	-	-	-	-	-	-	-	-	(0)	-
-	-	-	-	-	-	-	-	-	-	-	-	1	-
-	-	-	-	-	-	-	-	-	-	-	-	(1)	-
-	-	-	-	-	-	-	-	-	-	-	-	0	-
-	-	-	-	-	-	-	-	-	-	-	-	(0)	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
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-	-	-	-	-	-	-	-	-	-	-	-	-	-
(1)	-	-	-	-	-	-	-	-	-	-	-	-	-
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-	-	-	-	-	-	-	(0)	-	-	-	-	-	-
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-	-	-	-	-	-	-	-	-	-	-	-	-	-

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

C) Balance outstanding at year end:

Name of related party	Nature of related party	Interest receivable	Interest payable	Borrowings	Loans receivable	Directors' commission payable	Directors' sitting fee payable	Remuneration payable	Other current liabilities	Trade payables	Trade receivables
Radhikapur (West) Coal Mining Private Limited	Joint venture	-	-	-	-	-	-	-	-	-	-
		-	(0)	(5)	-	-	-	-	-	-	-
Dalmia Bharat Sugar and Industries Limited	KMP/ directors controlled	-	-	-	-	-	-	-	-	1	1
		-	-	-	-	-	-	-	-	(1)	(2)
Dalmia Bharat Refractories Limited	Associate	-	-	-	-	-	-	-	-	0	1
		-	-	-	-	-	-	-	-	(5)	(1)
Dalmia Seven Refractories Limited	Subsidiary of associate	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	(0)	-
Dalmia Bharat Foundation	KMP/ directors controlled	-	-	-	-	-	-	-	-	-	0
		-	-	-	-	-	-	-	-	-	(0)
Khaitan & Co. LLP	KMP/ directors controlled	-	-	-	-	-	-	-	-	0	0
		-	-	-	-	-	-	-	-	-	(0)
Khaitan & Co. AOR	KMP/ directors controlled	-	-	-	-	-	-	-	-	0	-
		-	-	-	-	-	-	-	-	-	(0)
Hippostores Technology Private Limited	KMP/ directors controlled	3	-	-	-	-	-	-	-	-	-
		(3)	-	-	-	-	-	-	-	-	(0)
Dalmia Cement Provident Fund	Trust relating to retiral benefit plan	-	-	-	-	-	-	-	1	-	-
		-	-	-	-	-	-	-	(1)	-	-
Dalmia Cement Bharat Executive Superannuation Fund	Trust relating to retiral benefit plan	-	-	-	-	-	-	-	0	-	-
		-	-	-	-	-	-	-	(0)	-	-
Orissa Cement Executives Superannuation Fund	Trust relating to retiral benefit plan	-	-	-	-	-	-	-	0	-	-
		-	-	-	-	-	-	-	(0)	-	-
Board of Trustees Provident Fund for the Employees of Kalyanpur Cements Limited	Trust relating to retiral benefit plan	-	-	-	-	-	-	-	0	-	-
		-	-	-	-	-	-	-	(0)	-	-
Board of Trustees Provident Fund for the Supervisory Staffs of Kalyanpur Lime & Cement Works Limited	Trust relating to retiral benefit plan	-	-	-	-	-	-	-	0	-	-
		-	-	-	-	-	-	-	(0)	-	-
Mr. Puneet Yadu Dalmia	KMP	-	-	-	-	-	-	1	-	-	-
		-	-	-	-	-	-	(0)	-	-	-
Mr. Gautam Dalmia	KMP	-	-	-	-	-	0	1	0	-	-
		-	-	-	-	-	-	-	-	-	-
Mr. Dharmender Tuteja	KMP	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	(0)	-	-	-
Mr. Rajeev Kumar	KMP	-	-	-	0	-	-	0	-	-	-
		-	-	-	-	-	-	-	-	-	-
Mr. Yadu Hari Dalmia	Non- Executive Director	-	-	-	-	-	-	1	-	-	-
		-	-	-	-	-	-	-	-	-	-
Dr. Niddodi Subrao Rajan	Non- Executive Director	-	-	-	-	0	-	-	-	-	-
		-	-	-	-	(0)	-	-	-	-	-
Mrs. Sudha Pillai	Director	-	-	-	-	0	0	-	-	-	-
		-	-	-	-	(0)	-	-	-	-	-
Mr. Pradeep Kumar Khaitan	Director	-	-	-	-	0	-	-	-	-	-
		-	-	-	-	(0)	-	-	-	-	-
Mr. Virendra Singh Jain	Director	-	-	-	-	0	-	-	-	-	-
		-	-	-	-	(0)	-	-	-	-	-
Total		**3**	**-**	**-**	**0**	**1**	**0**	**3**	**2**	**1**	**2**
		(3)	**(0)**	**(5)**	**-**	**(1)**	**-**	**(0)**	**(1)**	**(6)**	**(3)**

All figures in ( ) represent balance outstanding as at March 31, 2022.

Investment with related parties are disclosed in note 5 and 6(i).

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

D) Transactions with key management personnel

Compensation of key management personnel (including directors) of the Parent Company:

Particulars	March 31, 2023	March 31, 2022
Short-term employee benefits	57	54
Post- employment benefits	6	9
Share-based payment transactions	0	0
Total compensation paid to key management personnel *	**63**	**63**

The amounts disclosed in the table are the amounts recognised as an expense during the reporting period relating to key management personnel.

* Remuneration to the key managerial personnel does not include provision made for gratuity and leave benefits as they are determined on actuarial basis for the Group as a whole.

E) Directors' interests in the Employees Stock Option Scheme

No stock options are held by the Directors under the employees stock option scheme as on the reporting dates.

F) The transactions with related parties have been made on terms equivalent to those that prevail in arm's length transactions.

40. FINANCIAL INSTRUMENTS BY CATEGORY

Below, is a comparison by class of the carrying amounts and fair value of the Group's financial instruments, other than those with carrying amounts that are reasonable approximations of fair values:

Particulars	Notes	Carrying value		Fair value	
		As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Financial assets					
Financial assets carried at amortised cost					
Investment in redeemable non-convertible debentures	6(i)	120	120	120	120
Loans to employees	6(ii) & 9(v)	19	19	19	19
Loans to others	9(v)	0	0	0	0
Security deposits	6(iii) & 9(vi)	117	119	117	119
Subsidies/ Incentives receivable	6(iii) & 9(vi)	701	663	701	663
Deposit with banks having remaining maturity of more than twelve months	6(iii)	7	5	7	5
Trade receivables	9(ii)	700	673	700	673
Cash and cash equivalents	9(iii)	234	140	234	140
Bank balances other than above	9(iv)	51	20	51	20
Others	6(iii) & 9(vi)	50	47	50	47
Financial assets carried at fair value through profit or loss					
Foreign currency forward / option contracts	9(vi)	-	1	-	1
Investment in equity shares (unquoted)	6(i)	0	-	0	-
Investment in mutual funds	6(i) & 9(i)	941	1,264	941	1,264
Investment in alternative investment fund	9(i)	0	1	0	1
Investment in tax free bonds (quoted)	6(i)	0	0	0	0
Investment in others (unquoted)	6(i)	-	1	-	1
Investment in corporate bonds	9(i)	171	143	171	143
Financial assets carried at fair value through OCI					
Foreign currency forward contracts in cash flow hedges	9(vi)	1	-	1	-
Investment in equity shares (quoted)	6(i) & 9(i)	2,204	3,702	2,204	3,702
Investment in compulsorily participative convertible preference shares	6(i)	26	29	26	29

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Notes	Carrying value		Fair value	
		As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Financial liabilities					
Financial liabilities carried at amortised cost					
Borrowings (including current maturity of long term borrowings)	14(i) & 19(i)	3,742	3,119	3,742	3,119
Security deposits received	19(iii)	677	680	677	680
Lease liabilities	35(a)	113	57	113	57
Trade payable	19(ii)	1,135	850	1,135	850
Other financial liabilities	14(ii) & 19(iii)	857	796	857	796
Financial liabilities carried at fair value through profit or loss					
Foreign currency forward contracts	19(iii)	0	3	0	3
Financial liabilities carried at fair value through OCI					
Foreign currency forward contracts in cash flow hedges	19(iii)	0	-	0	-

The management assessed that cash and cash equivalents, other bank balances, trade receivables, other current financial assets (except derivative financial instruments), trade payables and other current financial liabilities (except derviative financial liabilties) approximate their carrying amounts largely due to the short-term maturities of these instruments.

The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values :

(a) Long-term fixed-rate and variable-rate receivables/ deposit/ investment are evaluated by the Group based on parameters such as interest rates, risk factors, individual credit worthiness of the customer and the risk characteristics of the financed project. Based on this evaluation, allowances are taken into account for the expected credit losses of these receivables.

(b) The fair value of unquoted instruments, loans from banks and other financial liabilities as well as other non-current financial liabilities are estimated by discounting future cash flows using rates currently available for debt on similar terms, credit risk and remaining maturities.

(c) The fair value of investment in equity shares and corporate bonds are based on quoted market price at the reporting date. Fair value of investment in mutual funds, alternative investment fund and venture capital fund are based on market observable inputs i.e. Net Asset Value at the reporting date.

(d) The fair values of the derivative financial instruments are determined using valuation techniques, which employs the use of market observable inputs. The derivatives are entered into with the banks / counterparties with investment grade credit ratings.

(e) The fair values of the Group's interest-bearing borrowings are determined by using Discounted Cash Flow (DCF) method using discount rate that reflects the issuer's borrowing rate as at the end of the reporting period. The own non-performance risk as at March 31, 2023 was assessed to be insignificant.

Description of significant unobservable inputs to valuation (Level 3):

(a) Discount rate are determined using prevailing bank lending rate

(b) The fair values of financial assets and liabilities are determined using the discounted cash flow analysis

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Reconciliation of fair value measurement of financial assets categorised at level 3:

Particulars	Investment in unquoted equity shares (At FVTPL)	Investment in compulsorily convertible preference shares (At FVTOCI)
As at April 1, 2021	0	24
Re-measurement recognised in profit and loss	(0)	-
Re-measurement recognised in OCI	-	5
Purchases	-	-
Sales	-	-
As at March 31, 2022	**0**	**29**
Re-measurement recognised in profit and loss	0	-
Re-measurement recognised in OCI	-	(3)
Purchases	-	-
Sales	-	-
As at March 31, 2023	**0**	**26**

41. FAIR VALUE HIERARCHY

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities

Level 2: other techniques for which all inputs that have a significant effect on the recorded fair value are observable, either directly or indirectly

Level 3: techniques that use inputs that have a significant effect on the recorded fair value that are not based on observable market data

The following table provides the fair value measurement hierarchy of the Group's assets and liabilities:

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at March 31, 2023:

Particulars	Total	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Assets for which fair values are disclosed (note 40)				
Investment in redeemable non-convertible debentures	120	-	-	120
Loans to employees	19	-	-	19
Loans to others	0	-	-	0
Security deposits	117	-	-	117
Subsidies/ Incentives receivable	701	-	-	701
Deposit with banks having remaining maturity of more than twelve months	7	-	7	-
Trade receivables	700	-	-	700
Cash and cash equivalents	234	-	-	234
Bank balances other than above	51	-	-	51
Others	50	-	-	50

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Total	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Liabilities for which fair values are disclosed (note 40)				
Borrowings (including current maturity of long term borrowings)	3,742	-	3,742	-
Security deposits received	677	-	-	677
Lease liabilities	113	-	-	113
Trade payable	1,135	-	-	1,135
Other financial liabilities	857	-	-	857
Assets measured at fair value				
Foreign currency forward contracts in cash flow hedges	1	-	1	-
Investment in equity shares (quoted)	2,204	2,204	-	-
Investment in mutual funds	941	-	941	-
Investment in alternative investment fund	0	-	0	-
Investment in tax free bonds (quoted)	0	0	-	-
Investment in others (unquoted)	0	-	0	-
Investment in corporate bonds	171	171	-	-
Investment in compulsorily participative convertible preference shares	26	-	-	26
Liabilities measured at fair value				
Foreign currency forward contracts	0	-	0	-

There have been no transfers between Level 1 and Level 2 during the year ended March 31, 2023.

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at March 31, 2022:

Particulars	Total	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Assets for which fair values are disclosed (note 40)				
Investment in redeemable non-convertible debentures	120	-	-	120
Loans to employees	19	-	-	19
Loans to others	0	-	-	0
Security deposits	119	-	-	119
Subsidies/ Incentives receivable	663	-	-	663
Deposit with banks having remaining maturity of more than twelve months	5	-	5	-
Trade receivables	673	-	-	673
Cash and cash equivalents	140	-	-	140
Bank balances other than above	20	-	-	20
Others	47	-	-	47
Liabilities for which fair values are disclosed (note 40)				
Borrowings (including current maturity of long term borrowings)	3,119	-	3,119	-
Security deposits received	680	-	-	680
Lease liabilities	57	-	-	57
Trade payable	850	-	-	850
Other financial liabilities	796	-	-	796

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Total	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Assets measured at fair value				
Foreign currency forward contracts in cash flow hedges	1	-	1	-
Investment in equity shares (quoted)	3,702	3,702	-	-
Investment in mutual funds	1,264	-	1,264	-
Investment in alternative investment fund	1	-	1	-
Investment in tax free bonds (quoted)	0	0	-	-
Investment in others (unquoted)	1	-	1	-
Investment in corporate bonds	143	143	-	-
Investment in compulsorily participative convertible preference shares	29	-	-	29
Liabilities measured at fair value				
Foreign currency forward contracts	3	-	3	-

There have been no transfers between Level 1 and Level 2 during the year ended March 31, 2022.

42. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial liabilities, other than derivatives, comprise borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Group's operations and to provide guarantees to support its operations. The Group's principal financial assets include loans, investments, trade and other receivables, cash and cash equivalents and other financial assets that derive directly from its operations. The Group also enters into derivative transactions.

The Group is exposed to market risk, credit risk and liquidity risk. The Group's senior management oversees the management of these risks and also ensure 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. All derivative activities for risk management purposes are carried out by specialist teams that have the appropriate skills, experience and supervision. It is the Group's policy that no trading in derivatives for speculative purposes will be undertaken.

The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

I. Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and other price risk, such as equity price risk and commodity risk. Financial instruments affected by market risk include investments and deposits, trade receivables, trade payables, loans and borrowings and derivative financial instruments.

The Group manages market risk through a treasury department, which evaluates and exercises independent control over the entire process of market risk management. The treasury department recommends risk management objectives and policies, which are approved by Senior Management and the Audit Committee. The activities of this department include management of cash resources, implementing hedging strategies for foreign currency exposures, borrowing strategies and ensuring compliance with market risk limits and policies.

The analysis exclude the impact of movements in market variables on: the carrying values of gratuity and other post-retirement obligations and provisions.

Interest rate risk

Interest rate risk is the risk that the fair value or 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 regards 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.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on the unhedged portion of loans and borrowings. With all other variables held constant, the Group's profit before tax is affected through the impact on floating rate borrowings, as follows:

Particulars	Increase/ decrease in basis points	Effect on profit before tax
March 31, 2023		
INR	+ 50 BPS	(12)
INR	- 50 BPS	12
March 31, 2022		
INR	+ 50 BPS	(10)
INR	- 50 BPS	10
USD	+ 50 BPS	(1)
USD	- 50 BPS	1
EURO	+ 50 BPS	(0)
EURO	- 50 BPS	0

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating and financing activities and the same are hedged in line with established risk management policies of the Group including use of foreign exchange forward contracts and options.

The Group manages its foreign currency risk by hedging transactions that are expected to occur within a maximum 12 month period for hedges of forecasted purchases.

When a derivative is entered into for the purpose of being a hedge, the Group negotiates the terms of those derivatives to match the terms of the hedged exposure. For hedges of forecast transactions, the derivatives cover the period of exposure from the point the cash flows of the transactions are forecasted up to the point of settlement of the resulting receivable or payable that is denominated in the foreign currency.

Foreign currency sensitivity

The following tables demonstrate the sensitivity to a reasonably possible change in USD and EURO and other exchange rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives.

The Group's exposure to foreign currency changes for currencies other than USD and EURO are not material.

Particulars	Change in foreign currency rate	Effect on profit before tax March 31, 2023	Effect on profit before tax March 31, 2022
USD	+5%	(0)	(12)
	-5%	0	12
EURO and Others	+5%	(0)	(0)
	-5%	0	0

Commodity price risk

Commodity price risk for the Group is mainly related to fluctuations in coal and pet coke prices linked to various external factors, which can affect the production cost of the Group. Since the Energy costs is one of the primary costs drivers, any fluctuation in fuel prices can lead to drop in operating margin. To manage this risk, the Group take steps to optimize the fuel mix and to pursue longer term and fixed contracts, where considered necessary. Additionally, processes and policies related to such risks are reviewed and controlled by senior management and fuel requirement are monitored by the central procurement team.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Equity price risk

The Group is exposed to equity price risks arising from equity investments. Non-current equity investments are held for strategic rather than trading purposes. The Group does not actively trade these investments.

II. Credit risk

Credit risk is the risk that a counter party will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits and other financial instruments. The Group only deals with parties which has good credit rating/ worthiness given by external rating agencies or based on groups internal assessment.

Trade receivables

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed and individual credit limits are defined in accordance with this assessment. Outstanding customer receivables are regularly monitored. Wherever the Company assesses the credit risk as high, the exposure is backed by either bank guarantee / letter of credit or security deposits.

An impairment analysis is performed at each quarter end on an individual basis. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in note 9(ii). The Group has no significant concentration of credit risk with any counter party.

Ageing	Upto 180 days	More than 180 days	Total
As at March 31, 2023			
Gross carrying amount (A)	681	51	732
Expected credit losses (B)	0	32	32
Net carrying amount (A-B)	**681**	**19**	**700**
As at March 31, 2022			
Gross carrying amount (A)	655	50	705
Expected credit losses (B)	0	32	32
Net carrying amount (A-B)	**655**	**18**	**673**

Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. Investments of surplus funds are made only with approved authorities. Credit limits of all authorities are reviewed by the management on regular basis. All balances with banks and financial institutions is subject to low credit risk due to good credit ratings assigned to the Group.

The Group's maximum exposure to credit risk for the components of the balance sheet at March 31, 2023 and March 31, 2022 is the carrying amounts of each class of financial assets.

III. Liquidity risk

Liquidity risk is defined as the risk that the Group will not be able to settle or meet its obligations on time or at reasonable price. The Group's treasury department monitors liquidity on an ongoing basis through rolling cash flow forecasts. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank loans, debentures and cash credit facilities. Approximately 14% of the Group's debt will mature in less than one year at March 31, 2023 (March 31, 2022: 38%) based on the carrying value of borrowings reflected in the financial statements.

The Group assessed the concentration of risk with respect to refinancing its debt and concluded it to below.

Notes to Consolidated Financial Statements

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The table below summarises the maturity profile of the Group's financial liabilities based on contracted undiscounted payments (excluding transaction cost on borrowings).

Ageing	Less than 1 Year	1 to 3 years	3 to 5 years	More than 5 years	Total	Carrying value
As at March 31, 2023						
Borrowings	531	583	735	2,248	4,097	3,742
Lease liabilites	40	53	21	204	318	113
Trade payables	1,135	-	-	-	1,135	1,135
Other financial liabilities (excluding derivatives)	1,532	2	-	-	1,534	1,534
Derivatives	0	-	-	-	0	0
As at March 31, 2022						
Borrowings	1,201	375	501	1,145	3,222	3,119
Lease liabilites	30	35	7	177	249	57
Trade payables	850	-	-	-	850	850
Other financial liabilities (excluding derivatives)	1,473	3	-	-	1,476	1,476
Derivatives	3	-	-	-	3	3

43. CAPITAL MANAGEMENT

For the purpose of the Group's capital management, capital includes issued equity capital, securities premium and all other equity reserves attributable to the equity shareholders and net debt includes interest bearing loans and borrowings and interest accrued and due thereon less current investments, cash and cash equivalents, other bank balances and receivables. The primary objective of the Group's capital management is to safeguard continuity, maintain a strong credit rating and healthy capital ratios in order to support its business and provide adequate return to shareholders through continuing growth.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. The funding requirement is met through a mixture of equity, internal accruals, long term borrowings and short term borrowings. The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt, excluding discontinued operation.

In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements.

Particulars	As at March 31, 2023	As at March 31, 2022
Long term borrowings	3,210	1,922
Short term borrowings	532	1,197
Interest accrued and due on borrowings	21	21
Less : Current investments	(2,935)	(4,399)
Less : Cash and cash equivalents	(234)	(140)
Less : Bank balances other than cash and cash equivalents	(46)	(15)
Less : Interest accrued on above assets	(9)	(7)
Net debt	**539**	**(1,421)**
Total capital	15,628	16,061
Capital and net debt	**16,167**	**14,640**
Gearing ratio	**3.33%**	**N/A**

To maintain or adjust the capital structure, the Group review the fund management at regular intervals and take necessary actions to maintain the requisite capital structure.

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2023 and March 31, 2022.

Notes to Consolidated Financial Statements

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All amounts stated are in ₹ Crore except wherever stated otherwise

44. MOVEMENT OF PROVISION DURING THE YEAR

Particulars	Mines reclamation	Export promotion capital goods	Contingencies	Enterprise social commitment	Others
As at April 1, 2021	57	1	10	38	-
Additions	3	0	-	5	-
Utilised	-	-	(7)	(19)	-
Interest on unwinding	4	-	-	1	-
As at March 31, 2022	**64**	**2**	**3**	**25**	**-**
Additions	45	0	-	2	4
Reversal	(0)	-	-	-	-
Utilised	(1)	-	-	(13)	-
Interest on unwinding	3	-	-	0	-
As at March 31, 2023	**111**	**2**	**3**	**14**	**4**

Mines reclamation

The Group records a provision for mine reclamation cost until the closure of mine. Mine reclamation costs are provided at the present value of expected costs to settle the obligation using estimated cash flows.

Export promotion capital goods (EPCG)

In earlier years, the Group availed export promotion capital goods licenses. The Group will be able to fulfill a portion of the export obligation within the stipulated time and consequently has made adequate provisions in the books of account.

Contingencies

The Group has made provision in respect of probable contingent liabilities. The Group has assessed that the probability of paying this amount is high.

Enterprise social commitment

Enterprise social commitment is the amount to be spent on social and economic development of the surrounding area where new project is being setup. This is generally defined as a certain percentage of the total cost of the project. This has been appropriately discounted wherever necessary.

Provision- Others

Represents provision under the Manufacturing & Other Operations in Warehouse (MOOWR) Scheme, for deferred custom duties.

45. During the year, the Group has incurred directly attributable expenditure related to acquisition/ construction of property, plant and equipment and therefore accounted for the same as pre-operative expenses under capital work-in-progress.

Details of such expenses capitalised and carried forward are given below:

Particulars	As at March 31, 2023	As at March 31, 2022
Brought forward from last year	114	247
Expenditure incurred during the year		
Cost of raw materials consumed	4	44
Employees benefits expense		
a) Salaries, wages and bonus	64	69
b) Contribution to provident and other funds	3	2
c) Gratuity expense	1	2
d) Workmen and staff welfare expenses	2	1
Interest cost */**	67	39
Depreciation and amortisation expense	3	29

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	As at March 31, 2023	As at March 31, 2022
Power and fuel	2	73
Freight charges	-	23
Other expenses		
a) Consumption of stores and spare parts	0	2
b) Repairs and maintenance - Plant and machinery	0	12
c) Rent	3	1
d) Rates and taxes	0	0
e) Insurance	1	1
f) Professional charges	3	8
g) Travelling and conveyance	5	2
h) Enterprise social commitment (refer note 44)	2	7
i) Miscellaneous expenses	9	13
Total expenditure during the year	**169**	**328**
Less : Trial run production transferred from inventory	(5)	(29)
Less : Revenue from operations during trial run	(0)	(91)
Net expenditure	**164**	**208**
Less : Provision for impairment during the year	-	(11)
Less : Capitalised during the year	(84)	(330)
Capitalisation of expenditure (pending for allocation)	**194**	**114**

* Interest comprises ₹ 66 (March 31, 2022: ₹ 37) on general borrowings for qualifying assets, using the weighted average interest rate applicable during the year which is 6.20% p.a. (March 31, 2022: 5.50% p.a. - 5.88% p.a.).

** includes ₹ Nil (March 31, 2022: ₹ 1) of discontinued operation.

46. The Group has debited direct expenses relating to limestone mining, captive power generation etc. to cost of raw material consumed, power and fuel and other expenses as under:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Cost of raw materials consumed	558	507
Power and fuel	96	87
Other expenses:		
Repairs and maintenance - Plant and machinery	96	100
Total	**750**	**694**

These expenses if reclassified on 'nature of expense' basis will be as follows:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Employee benefit expenses	45	40
Power and fuel	75	69
Other expenses :		
Consumption of stores & spare parts	234	215
Repairs and maintenance - Plant and machinery	40	51
Repairs and maintenance - Buildings	4	1
Repairs and maintenance – Others	25	11
Rent	7	3
Rates and taxes (including royalty on limestone)	271	261
Insurance	1	1
Professional charges	1	1
Miscellaneous expenses	61	54
Other operating revenue:		
Sundry sales / income	(14)	(13)
Total	**750**	**694**

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

47. HEDGING ACTIVITIES AND DERIVATIVES

(a) Derivatives not designated as hedging instruments

The Group uses foreign currency denominated borrowings and foreign exchange forward contracts (including option contracts - seagull structure) to manage some of its transaction exposures. The foreign exchange forward contracts and foreign exchange option contracts are not designated as cash flow hedges and are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally from one to eighteen months.

Foreign currency risk

The Group has entered into foreign exchange forward contracts and foreign exchange option contracts with the intention to reduce the foreign exchange risk on repayment of buyer's credit, foreign currency loan and import letter of credit, these contracts are not designated in hedge relationships and are measured at fair value through profit or loss.

The foreign exchange forward contract and option contract balances vary with the level of expected foreign currency payment and changes in foreign exchange rates.

Particulars	As at March 31, 2023		As at March 31, 2022	
	Assets	Liabilities	Assets	Liabilities
Fair value of foreign currency forward/ option contracts measured at fair value through profit or loss	-	0	1	3

(b) Derivatives designated as hedging instruments

Cash flow hedges

Foreign currency risk:

Foreign exchange forward contracts are designated as hedging instruments in cash flow hedges against forecast purchases in US dollar and EURO. These forecast transactions are highly probable since purchase orders have already been issued by the Group and hence expected to be utilised in near term. The foreign exchange contract balances vary with the level of expected foreign currency purchases and changes in foreign exchange forward rates.

Particulars	As at March 31, 2023	
	Assets	Liabilities
Fair value of foreign currency forward contracts designated as hedging instruments	1	0

The critical terms of the foreign currency forward contracts match the terms of the expected highly probable forecast purchase transactions. As a result, no hedge ineffectiveness arises requiring recognition through profit or loss. The cash flow hedges of the forecasted purchase transactions during the year ended March 31, 2023 were assessed to be highly effective and unrealised gain of ₹ 3, with a deferred tax charge of ₹ 0 relating to the hedging instruments, is included in OCI.

Disclosure of effects of Hedge accounting

As at March 31, 2023

Foreign exchange risk on cash flow hedge	Nominal value of hedging instrument		Carrying amount of hedging instrument		Maturity date	Hedge ratio
	Assets	Liabilities	Assets	Liabilities		
Foreign currency forward contracts	136	77	1	0	April 2023 to December 2023	1:1

Cash flow hedge	Change in the value of hedging instrument recognised in OCI	Hedge ineffectiveness recognised in profit or loss	Amount reclassified from cash flow hedge reserve to profit or loss	Line item affected in statement of profit and loss because of the reclassification
	3	-	0	Other income

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All amounts stated are in ₹ Crore except wherever stated otherwise

48. The Parent Company's subsidiary namely DCBL entered into a long term clinker sale agreement with Jaiprakash Associates Limited ('JAL') for supply of clinker which was valid till July 2041. There were issues in terms of irregular and short supply of clinker from JAL and supplies completely stopped from April 2018. Thereafter, JAL unilaterally terminated the clinker sale agreement. DCBL challenged the termination in an arbitration proceedings and sought specific performance of the clinker sale agreement and alternatively sought damages alongwith interest. DCBL also sought liquidated damages and refund of the advance amount paid to JAL.

During the year ended March 31, 2023, the Arbitral Tribunal has given its award in favour of DCBL. JAL has filed an application under Section 34 of the Arbitration and Conciliation Act, 1996 before the Delhi High Court challenging the award. The same is pending for final disposal.

Considering that JAL has challenged the award before the High Court, the Group has not accounted for the aforesaid claim as income in the books of accounts as at March 31, 2023.

49. SUBSIDIES/ INCENTIVE RECEIVABLE

The Group reviews subsidies/ incentive receivables on regular intervals and takes necessary steps (including legal action wherever required) for the recovery of these balances. The Group is confident to realise the value stated good in the financial statements.

(a) DCBL is entitled to Industrial Promotional Assistance (IPA) under The West Bengal State Support for Industries Scheme, 2013 (WBSSIS, 2013) in relation to the cement manufacturing unit– Bengal Cement Works located at Salboni, Paschim Midnapore. The total IPA on net VAT/GST paid and accrued to DCBL till March 31, 2018 amounts to ₹ 250 and is included under the head 'Subsidies/ incentive receivable' in note 9(vi) of the financial statements. The Registration Certificate under WBSSIS -2013 (Part -II) was issued on March 20, 2017. DCBL has submitted all the relevant documents and information within the scheduled time with the authority and is eligible for the receipt of incentive as and when documents were submitted. Based on the Groups's internal assessment and supported by the legal advice, Group has considered the same as good for recovery as at the balance sheet date.

(b) DCBL is entitled to Incentive - VAT re-imbursement under Industrial Policy Resolution – 2007 (IPR-07) of the State of Odisha for seventy five percent (75%) of net VAT paid for a period of ten years from the date of start of commercial production limited to 200% of fixed capital investment. Under this policy, DCBL is certified as a Thrust Sector and has received the approved VAT reimbursement amount upto June 2017. The Policy was amended by a resolution dated August 18, 2020 whereby the cement manufacturing / grinding units were relegated to the exception clause for availment of SGST re-imbursement. The change in policy was challenged by Ultratech Cement Limited before the Hon'ble High Court of Odisha. The High Court vide judgment dated January 4, 2022 has held that the said amendment in the policy would have prospective effect and would not affect the entitlement of the petitioner to the incentives for the period prior to the said amendment. The State of Odisha preferred a Special Leave Petition ('SLP') before the Hon'ble Supreme Court against the said judgment of High Court. The SLP has been dismissed vide order dated October 14, 2022. Pursuant to order passed by the Supreme Court, the judgment dated January 4, 2022 has attained finality. DCBL has made representations to the Department of Industries for processing the reimbursement accrued to DCBL to the tune of ₹ 96, which is included under the head 'Subsidies/ incentive receivable' in note 9(vi) of the financial statements. The matter is being pursued with the authorities and given the favourable judgments of the High Court and Supreme Court, the Group is hopeful of receiving the amount in due course.

(c) In terms of Andhra Pradesh Industrial Investment Promotion Policy, DCBL claimed the Fuel Surcharge Adjustment charges paid to Department of Industries. The said claim was rejected by the said department, which has been challenged by way of a writ petition before the High Court of Andhra Pradesh. The said petition is still pending. The total amount due for recovery as at the balance sheet date is ₹ 18 and is included under the head 'Subsidies/ incentive receivable' in note 6(iii) of the financial statements.

Notes to Consolidated Financial Statements

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All amounts stated are in ₹ Crore except wherever stated otherwise

50. SUBSIDIES ACCRUED UNDER THE STATE INDUSTRIAL POLICY

(i) During the year ended March 31, 2022, the State Government of Bihar has sanctioned incentive package to erstwhile Dalmia DSP Limited (now, a unit of DCBL (refer note 59(a)), towards reimbursement of (i) 80% State Goods and Service Tax (SGST) for a period of 5 years on sale of manufactured goods, (ii) electricity duty for a period of 5 years; and (iii) interest under interest subvention scheme for a period of 3 years, from the date of commencement of commercial production under Bihar Industrial Investment Promotion Policy, 2016.

Consequently, the Group had recognised total incentive income of ₹ 75 (₹ 70 included under 'revenue from operations' (note 22), and ₹ 5 included under 'power and fuel cost') in the statement of profit and loss for the year ended March 31, 2022, out of which ₹ 50 pertains to the period April 1, 2019 to March 31, 2021. Further, incentive under interest subvention scheme of ₹ 2 had been adjusted from the cost of property, plant and equipment (refer note 2).

(ii) During the year ended March 31, 2022, erstwhile Murli Industries Limited ('MIL') (now, a unit of DCBL (refer note 59(b)), received eligibility certificate for the Industrial Promotion Subsidy under the Package Scheme of Incentives, pursuant to which MIL was granted incentives towards reimbursement of (i) 100% State Goods and Service Tax (SGST) for a period of 15 years 3 months and 12 days on sale of manufactured goods, and (ii) electricity duty for a period of 10 years 3 months and 12 days from the date of commercial production, under 2007 package scheme of Incentive notified under Government resolution. Consequently, the Group had recognised incentive income of ₹ 11 included under 'revenue from operations' (note 22) in the statement of profit and loss for the year ended March 31, 2022.

51.

(i) During the year ended March 31, 2023, the Group has commissioned cement capacity of 2.7 MnTPA and clinker capacity of 2.8 MnTPA by debottlenecking at various plants.

(ii) Subsequent to the year end, the Group has started commercial production from its second cement line having capacity of 2.5 MnTPA at Bokaro, Jharkhand known as Bokaro Cement Manufacturing Works.

(iii) The Group's installed cement capacity as on March 31, 2023 stands at 38.6 MnT.

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All amounts stated are in ₹ Crore except wherever stated otherwise

52. THE GROUP COMPRISES OF THE FOLLOWING ENTITIES:

	Name of the Group company	Country of Incorporation	% equity interest as at March 31, 2023	% equity interest as at March 31, 2022
A.	**Subsidiaries**			
1.	Dalmia Cement (Bharat) Limited	India	100.00%	100.00%
2.	Dalmia Power Limited	India	100.00%	100.00%
(a)	**Subsidiaries of Dalmia Power Limited**			
1.	DPVL Ventures LLP (formerly known as TVS Shriram Growth Fund 1B LLP)	India	100.00%	100.00%
(b)	**Subsidiaries of Dalmia Cement (Bharat) Limited**			
1.	Bangaru Kamakshi Amman Agro Farms Private Limited	India	100.00%	100.00%
2.	Calcom Cement India Limited	India	76.00%	76.00%
3.	D.I. Properties Limited	India	100.00%	100.00%
4.	Dalmia Minerals & Properties Limited	India	100.00%	100.00%
5.	Geetee Estates Limited	India	100.00%	100.00%
6.	Golden Hills Resorts Private Limited	India	100.00%	100.00%
7.	Hemshila Properties Limited	India	100.00%	100.00%
8.	Ishita Properties Limited	India	100.00%	100.00%
9.	Rajputana Properties Private Limited	India	100.00%	100.00%
10.	Jayevijay Agro Farms Private Limited	India	100.00%	100.00%
11.	Shri Rangam Properties Limited	India	100.00%	100.00%
12.	Sri Madhusudana Mines & Properties Limited	India	100.00%	100.00%
13.	Sri Shanmugha Mines & Minerals Limited	India	100.00%	100.00%
14.	Sri Swaminatha Mines & Minerals Limited	India	100.00%	100.00%
15.	Sri Subramanya Mines & Minerals Limited	India	100.00%	100.00%
16.	Sri Trivikrama Mines & Properties Limited	India	100.00%	100.00%
17.	Alsthom Industries Limited	India	100.00%	100.00%
18.	Chandrasekara Agro Farms Private Limited	India	100.00%	100.00%
19.	Hopco Industries Limited	India	100.00%	100.00%
20.	Ascension Mercantile Private Limited,	India	100.00%	100.00%
21.	Ascension Multiventures Private Limited,	India	100.00%	100.00%
22.	Dalmia Bharat Green Vision Limited (w.e.f. May 22, 2021)	India	100.00%	100.00%
(c)	**Step-down subsidiaries of Dalmia Cement (Bharat) Limited**			
1.	Cosmos Cements Limited (subsidiary of Dalmia Minerals & Properties Limited)	India	100.00%	100.00%
2.	Sutnga Mines Private Limited (subsidiary of Dalmia Minerals & Properties Limited)	India	100.00%	100.00%
3.	Vinay Cements Limited (subsidiary of Calcom Cement India Limited)	India	97.21%	97.21%
4.	RCL Cements Limited (subsidiary of Vinay Cements Limited)	India	100.00%	100.00%
5.	SCL Cements Limited (subsidiary of Vinay Cements Limited)	India	100.00%	100.00%
B.	**Associate and its subsidiaries**			
1.	Dalmia Bharat Refractories Limited ('DBRL') (Associate of Dalmia Cement (Bharat) Limited) (refer note 54) *	India	42.36%	42.36%
2.	Dalmia OCL Limited (a subsidiary of DBRL) (upto January 5, 2023),	India		
3.	OCL China Limited (a subsidiary of DBRL) ,	China		
4.	OCL Global Limited (a subsidiary of DBRL) ,	Mauritius		
5.	Dalmia Seven Refractories Limited (a subsidiary of DBRL) (upto January 5, 2023),	India		
6.	Dalmia GSB Refractories GmbH (a subsidiary of DBRL)	Germany		
7.	Dalmia Mining and Services Private Limited (a subsidiary of DBRL) (w.e.f. March 10, 2023)	India		
C.	**Joint ventures**			
1.	Radhikapur (West) Coal Mining Private Limited (JV of Dalmia Cement (Bharat) Limited)	India	14.70%	14.70%
2.	Khappa Coal Company Private Limited (JV of Dalmia Cement (Bharat) Limited)	India	36.73%	36.73%

* % of ownership on fully diluted basis for the year ended March 31, 2022.

Notes to Consolidated Financial Statements

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All amounts stated are in ₹ Crore except wherever stated otherwise

53. MATERIAL PARTLY-OWNED SUBSIDIARY

Financial information of subsidiary company that has material non-controlling interest is provided below:

Proportion of equity interest held by non-controlling interests:

Name	Country of incorporation and operation	As at March 31, 2023	As at March 31, 2022
Calcom Cement India Limited	India	76.00%	76.00%

Summarised consolidated statement of profit and loss of Calcom Cement India Limited for the year ended March 31, 2023 and March 31, 2022:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Total income	1,288	1,174
Profit for the year	181	122
Other comprehensive income/ (loss)	(0)	0
Total comprehensive income	**181**	**123**
Attributable to:		
Non-controlling interest	44	29

Summarised consolidated balance sheet of Calcom Cement India Limited as at March 31, 2023 and March 31, 2022:

Particulars	As at March 31, 2023	As at March 31, 2022
Current assets	506	565
Current liabilities	454	830
Net current assets	**52**	**(265)**
Non-current assets	958	729
Non-current liabilities	527	162
Net non-current assets	**431**	**567**
Net assets	**483**	**302**
Attributable to:		
Non-controlling interest	116	72

Summarised consolidated cash flow information of Calcom Cement India Limited as at March 31, 2023 and March 31, 2022:

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Operating activities	372	463
Investing activities	(243)	(341)
Financing activities	(128)	(144)
Net increase/ (decrease) in cash and cash equivalents	**1**	**(22)**

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All amounts stated are in ₹ Crore except wherever stated otherwise

54. INVESTMENT IN AN ASSOCIATE

(a) Group's share in equity

Particulars	As at March 31, 2023	As at March 31, 2022
Investment in associate (unquoted) *		
Dalmia Bharat Refractories Limited	945	377
Less: Dividend received from associate	(1)	-
Total	**944**	**377**

* The following table summarises the financial information of Dalmia Bharat Refractories Limited ('DBRL') as included in its own financial statements. The table also reconciles the summarised financial information to the carrying amount of the Group's interest in Dalmia Bharat Refractories Limited.

Particulars	As at March 31, 2023	As at March 31, 2022
Non-current assets	2,092	691
Current assets	1,005	844
Less:		
Non-current liabilities	70	120
Current liabilities	745	464
Non-controlling interest	6	12
Net assets	**2,276**	**939**
Group share of net assets	42.36%	42.36%
Group's share in equity	964	398
Less: Capital reserve	(1)	(1)
Less: Profit not recognised towards dilutive share {refer note (b) below}	(20)	(20)
Group's carrying amount of investment in associate	**944**	**377**
Less: Impairment loss of investment measured at fair value *	(144)	-
Group's carrying amount net of impairment loss	**800**	**377**

* During the year ended March 31, 2023, DCBL has entered into a binding agreement for sale of its entire investment in equity shares of DBRL at a consideration of ₹ 800 to Sarvapriya Healthcare Solutions Private Limited, a promoter group company. Accordingly, the aforesaid investment is reclassified to 'Assets classified as held for sale' and the difference between the carrying amount of investment and the consideration at the time of reclassification, result in recognition of loss of ₹ 144 and included under the head 'exceptional items' in the statement of profit and loss.

(b) Group's share of profit for the year

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Revenue	346	1,249
Profit after tax	1,307	23
Other comprehensive income	35	0
Total comprehensive income	**1,342**	**23**
Group's share of profit *	42.36%	21.36%
Group's share of profit **	553	5
Group's share of OCI	15	0
Group's share of total comprehensive income	**568**	**5**

* DCBL stake in DBRL without considering the effect of dilution was 21.36% upto March 31, 2022. Accordingly, the Group's share of total comprehensive income of an associate for the year ended March 31, 2022 was restricted to 21.36% i.e. ₹ 5. The cumulative Group's share of total comprehensive income corresponding to dilutive share (i.e. 21.00%) of ₹ 20 has not been recognised as at the reporting dates.

** The Board of Directors of DBRL has approved the transfer of its refractory business to Dalmia OCL Limited ('DOCL'), its wholly owned subsidiary, by way of slump sale, followed by transfer of entire equity share capital of DBRL in DOCL to RHI Magnesita India Limited ('RHIM') in exchange of fresh equity shares issued by RHIM by way of executing a share swap agreement. On completion of aforesaid transaction during the current year, the Group has recognised its proportionate share of profit amounting to ₹ 568 (net of tax) in these financial statements.

Notes:

(a) The associate has capital commitments of ₹ Nil (March 31, 2022 : ₹ 10)

(b) The associate has contingent liabilities of ₹ 12 (March 31, 2022 : ₹ 93)

Notes to Consolidated Financial Statements

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55. SUMMARISED FINANCIAL INFORMATION OF INDIVIDUALLY IMMATERIAL JOINT VENTURES

The Group's interest in below mentioned joint ventures is accounted for using the equity method in the consolidated financial statements. The summarized financial information below represents amounts shown in the joint venturer's financial statements prepared in accordance with Ind AS adjusted by the Group for equity accounting purposes:

(i) Radhikapur (West) Coal Mining Private Limited

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Profit for the year	2	2
Other Comprehensive Income	-	-
Total Comprehensive Income	2	2
Group's share of profit for the year	0	0

Note:

The joint venture has no contingent liabilities or capital commitments as at March 31, 2023 and March 31, 2022.

(ii) Khappa Coal Company Private Limited

The Group has not considered the share of profit/ (loss) in the joint venture, as the Group has fully impaired its investment in the financial statements.

56. ADDITIONAL INFORMATION PURSUANT TO SCHEDULE III OF COMPANIES ACT, 2013, "GENERAL INSTRUCTIONS FOR THE PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS

Name of the entity in the Group	As at and for the year ended March 31, 2023							
	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 % of consolidated OCI	Amount	As % of consolidated total comprehensive income	Amount
A. Parent								
Dalmia Bharat Limited	34.05%	7,849	14.60%	195	24.16%	(185)	1.72%	10
B. Subsidiaries								
Indian								
Dalmia Cement (Bharat) Limited	52.46%	12,094	31.52%	421	39.95%	(307)	20.14%	115
Dalmia Power Limited	5.06%	1,166	3.87%	52	37.71%	(290)	(41.78%)	(238)
Calcom Cement India Limited	2.07%	478	8.44%	113	0.01%	(0)	19.80%	113
Alsthom Industries Limited	0.64%	147	3.70%	49	0.30%	(2)	8.28%	47
DPVL Ventures LLP	0.77%	178	0.30%	4	0.00%	-	0.72%	4
RCL Cements Limited	0.15%	35	0.26%	3	0.00%	-	0.60%	3
SCL Cements Limited	(0.01%)	(2)	(0.01%)	(0)	0.00%	-	(0.02%)	(0)
Vinay Cements Limited	0.23%	53	0.46%	6	0.00%	(0)	1.09%	6
Bangaru Kamakshi Amman Agro Farms Private Limited	0.05%	10	(0.04%)	(1)	0.00%	-	(0.10%)	(1)
Chandrasekara Agro Farms Private Limited	0.02%	4	(0.00%)	(0)	0.00%	-	(0.01%)	(0)
Cosmos Cements Limited	0.14%	33	(0.11%)	(2)	0.00%	-	(0.27%)	(2)
D.I. Properties Limited	0.01%	3	(0.00%)	(0)	0.00%	-	(0.01%)	(0)
Dalmia Minerals & Properties Limited	0.23%	53	0.00%	(0)	0.00%	-	(0.01%)	(0)
Geetee Estates Limited	0.03%	7	0.00%	(0)	0.00%	-	(0.00%)	(0)
Golden Hills Resorts Private Limited	0.00%	0	(0.00%)	(0)	0.00%	-	(0.00%)	(0)
Hemshila Properties Limited	0.03%	7	0.00%	(0)	0.00%	-	(0.00%)	(0)
Ishita Properties Limited	(0.01%)	(1)	0.01%	0	0.00%	-	0.02%	0

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Name of the entity in the Group	As at and for the year ended March 31, 2023							
	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 % of consolidated OCI	Amount	As % of consolidated total comprehensive income	Amount
Jayevijay Agro Farms Private Limited	0.04%	9	(0.04%)	(1)	0.00%	-	(0.09%)	(1)
Rajputana Properties Private Limited	(0.00%)	(0)	(0.08%)	(1)	0.00%	-	(0.18%)	(1)
Shri Rangam Properties Limited	0.05%	11	0.00%	0	0.00%	-	0.01%	0
Sri Madhusudana Mines & Properties Limited	0.03%	7	(0.00%)	(0)	0.00%	-	(0.00%)	(0)
Sri Shanmugha Mines & Minerals Limited	0.04%	9	0.00%	0	0.00%	-	0.00%	0
Sri Subramanya Mines & Minerals Limited	0.03%	6	0.00%	(0)	0.00%	-	(0.00%)	(0)
Sri Swaminatha Mines & Minerals Limited	0.02%	4	0.00%	(0)	0.00%	-	(0.00%)	(0)
Sri Trivikrama Mines & Properties Limited	0.03%	7	0.00%	(0)	0.00%	-	(0.00%)	(0)
Sutnga Mines Private Limited	0.01%	3	0.01%	0	0.00%	-	0.02%	0
Hopco Industries Limited	0.00%	0	0.00%	(0)	0.00%	-	(0.00%)	(0)
Ascension Mercantile Private Limited	0.21%	48	(1.02%)	(14)	0.00%	-	(2.38%)	(14)
Ascension Multiventures Private Limited	0.08%	19	0.08%	1	0.00%	-	0.19%	1
Dalmia Bharat Green Vision Limited	1.50%	346	(0.07%)	(1)	0.00%	(0)	(0.16%)	(1)
C. Associate (Investment as per equity method) *								
Indian								
Dalmia Bharat Refractories Limited	2.55%	587	41.41%	554	(2.14%)	16	100.14%	570
D. Joint ventures (Investment as per equity method) *								
Indian								
Radhikapur (West) Coal Mining Private Limited	0.00%	1	0.02%	0	-	-	0.04%	0
Khappa Coal Company Private Limited	-	-	-	-	-	-	-	-
Non-controlling interests in subsidiaries	(0.50%)	(116)	(3.29%)	(44)	0.01%	(0)	(7.74%)	(44)
Sub-total	**100.00%**	**23,053**	**100.00%**	**1,337**	**100.00%**	**(768)**	**100.00%**	**569**
Less: Consolidation eliminations / adjustments ***		(7,425)		(302)		(545)		(847)
Total		**15,628**		**1,035**		**(1,313)**		**(278)**

* Amounts given in respect of associate and joint venture are the share of the group in the (i) net assets after adjusting the carrying value of Parent Company's subsidiary investment, and (ii) profit or loss, of the associate and joint venture.

** Percentage has been determined before considering elimination/ adjustments arising out of consolidation.

*** Consolidation eliminations/ adjustments include intercompany eliminations, consolidation adjustments and GAAP differences.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Name of the entity in the Group	As at and for the year ended March 31, 2022							
	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 % of consolidated OCI	Amount	As % of consolidated total comprehensive income	Amount
A. Parent								
Dalmia Bharat Limited	35.61%	7,993	14.54%	183	33.84%	383	23.71%	566
B. Subsidiaries								
Indian								
Dalmia Cement (Bharat) Limited	53.55%	12,021	58.02%	728	32.99%	374	46.14%	1,102
Dalmia Power Limited	6.73%	1,511	10.46%	131	32.80%	372	21.06%	503
Calcom Cement India Limited	1.63%	366	7.64%	96	0.01%	0	4.02%	96
Alsthom Industries Limited	0.45%	100	1.77%	22	0.34%	4	1.09%	26
DPVL Ventures LLP	0.79%	178	8.48%	106	0.00%	-	4.46%	106
RCL Cements Limited	0.14%	32	(0.01%)	(0)	0.00%	-	(0.00%)	(0)
SCL Cements Limited	(0.01%)	(1)	(0.00%)	(0)	0.00%	-	(0.00%)	(0)
Vinay Cements Limited	0.21%	47	2.31%	29	0.01%	0	1.22%	29
Bangaru Kamakshi Amman Agro Farms Private Limited	0.05%	11	(0.10%)	(1)	0.00%	-	(0.05%)	(1)
Chandrasekara Agro Farms Private Limited	0.01%	3	(0.00%)	(0)	0.00%	-	(0.00%)	(0)
Cosmos Cements Limited	0.15%	34	(0.03%)	(0)	0.00%	-	(0.01%)	(0)
D.I. Properties Limited	0.01%	3	(0.01%)	(0)	0.00%	-	(0.00%)	(0)
Dalmia Minerals & Properties Limited	0.24%	53	0.00%	(0)	0.00%	-	0.00%	(0)
Geetee Estates Limited	0.03%	7	0.00%	(0)	0.00%	-	0.00%	(0)
Golden Hills Resorts Private Limited	0.00%	0	0.00%	0	0.00%	-	0.00%	0
Hemshila Properties Limited	0.03%	7	0.00%	(0)	0.00%	-	(0.00%)	(0)
Ishita Properties Limited	(0.01%)	(1)	0.01%	0	0.00%	-	0.00%	0
Jayevijay Agro Farms Private Limited	0.02%	4	(0.01%)	(0)	0.00%	-	(0.01%)	(0)
Rajputana Properties Private Limited	(0.05%)	(11)	(0.93%)	(12)	0.00%	-	(0.49%)	(12)
Shri Rangam Properties Limited	0.05%	11	0.00%	0	0.00%	-	0.00%	0
Sri Madhusudana Mines & Properties Limited	0.03%	7	(0.00%)	(0)	0.00%	-	(0.00%)	(0)
Sri Shanmugha Mines & Minerals Limited	0.04%	9	0.00%	0	0.00%	-	0.00%	0
Sri Subramanya Mines & Minerals Limited	0.03%	6	0.00%	(0)	0.00%	-	(0.00%)	(0)
Sri Swaminatha Mines & Minerals Limited	0.02%	3	0.00%	(0)	0.00%	-	(0.00%)	(0)
Sri Trivikrama Mines & Properties Limited	0.03%	7	0.00%	(0)	0.00%	-	(0.00%)	(0)
Sutnga Mines Private Limited	0.01%	2	0.01%	0	0.00%	-	0.01%	0
Hopco Industries Limited	0.00%	0	0.00%	(0)	0.00%	-	(0.00%)	(0)
Ascension Mercantile Private Limited	0.00%	0	(0.00%)	(0)	0.00%	-	(0.00%)	(0)
Ascension Multiventures Private Limited	0.00%	0	(0.00%)	(0)	0.00%	-	(0.00%)	(0)
Dalmia Bharat Green Vision Limited	0.43%	97	(0.26%)	(3)	0.00%	-	(0.14%)	(3)

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Name of the entity in the Group	As at and for the year ended March 31, 2022							
	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 % of consolidated OCI	Amount	As % of consolidated total comprehensive income	Amount
C. Associate (Investment as per equity method) *								
Indian								
Dalmia Bharat Refractories Limited	0.09%	20	0.39%	5	0.00%	0	0.21%	5
D. Joint ventures (Investment as per equity method) *								
Indian								
Radhikapur (West) Coal Mining Private Limited	0.00%	1	0.02%	0	-	-	0.01%	0
Khappa Coal Company Private Limited	-	-	-	-	-	-	-	-
Non-controlling interests in subsidiaries	(0.32%)	(72)	(2.31%)	(29)	(0.00%)	(0)	(1.22%)	(29)
Sub-total	**100.00%**	**22,447**	**100.00%**	**1,255**	**100.00%**	**1,133**	**100.00%**	**2,388**
Less: Consolidation eliminations / adjustments ***		(6,386)		(439)		682		243
Total		**16,061**		**816**		**1,815**		**2,631**

* Amounts given in respect of associate and joint venture are the share of the group in the (i) net assets after adjusting the carrying value of Parent Company's subsidiary investment, and (ii) profit or loss, of the associate and joint venture.

** Percentage has been determined before considering elimination/ adjustments arising out of consolidation.

*** Consolidation eliminations/ adjustments include intercompany eliminations, consolidation adjustments and GAAP differences.

57. SEGMENT INFORMATION

The Group is exclusively engaged in the business of "Cement and cement related products" primarily in India. As per Ind AS 108 "Operating Segments", specified under Section 133 of the Companies Act, 2013, there are no reportable operating or geographical segments applicable to the Group.

Information about major customers

There are no revenues from transactions with a single external customer amounting to 10% or more of an entity's revenues during the current and previous year.

58. RESEARCH AND DEVELOPMENT (R&D) EXPENSES

The details of revenue/capital expenditure incurred by R&D centre during the year are as follows:-

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Revenue expenditure charged to statement of profit and loss		
- Salary and other benefits	1	4
- Raw materials & stores	0	0
- Others	0	0
Sub-total	**2**	**4**
Capital expenditure shown under fixed assets schedule	2	0
Grand Total	**4**	**4**

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

59. BUSINESS COMBINATIONS

(a) Amalgamation of Dalmia DSP Limited with DCBL

The Scheme of Amalgamation of Dalmia DSP Limited ('Dalmia DSP'), a wholly owned subsidiary of DCBL, with DCBL has been approved by the National Company Law Tribunal, Kolkata and Chennai, by order(s) dated February 15, 2022 and June 10, 2022, respectively. Upon filing of the said order(s) by the respective companies with the Registrar of Companies and compliance with the other conditions of the Scheme, same has become effective on July 1, 2022 and has been given effect from the Appointed date, i.e., closing business hours of March 31, 2020.

The aforesaid Scheme has been accounted in accordance with Appendix C of Ind AS 103- Business Combinations, being a common control transaction, and does not impact the accompanying consolidated financial statements of the Group.

(b) Composite Scheme of Arrangement and Amalgamation

The Composite Scheme of Arrangement and Amalgamation for (a) demerger of Paper and Solvent Extraction Undertakings of Murli Industries Limited ('MIL') to Ascension Mercantile Private Limited ('AMPL') and Ascension Multiventures Private Limited ('AMVPL') (wholly owned subsidiaries of DCBL), respectively, followed by (b) amalgamation of MIL having remaining business with DCBL has been approved by the National Company Law Tribunal, Mumbai and Chennai, by order(s) dated May 5, 2022 and June 10, 2022, respectively. Upon filing of the said order(s) by the respective companies with the Registrar of Companies and compliance with the other conditions of the Scheme, same has become effective on July 1, 2022 and has been given effect from the Appointed date, i.e., closing business hours of March 31, 2020.

MIL was originally acquired by DCBL pursuant to the Resolution Plan as approved by the National Company Law Tribunal under the Insolvency and Bankruptcy Code 2016 on September 10, 2020 and accordingly, the identifiable assets acquired and liabilities assumed are recorded at their fair values as determined by an independent valuer as on that date in accordance with Ind AS 103. Consequent to approval of the aforesaid Scheme, the Group adjusted the carrying value of assets and liabilities acquired from acquisition date to the appointed date, in accordance with General Circular No. 09/2019 by Ministry of Corporate Affairs dated August 21, 2019.

Consequently, the figures for the year ended March 31, 2022 have been restated to give impact of the aforesaid Scheme.

(i) The fair value of the identifiable assets acquired and liabilities assumed as on the date of acquisition was as below:

Particulars	Fair value as on acquisition date	Fair value as on appointed date	Change
Non-current assets			
Property, plant and equipment (including CWIP)	400	415	15
Investments	0	0	(0)
	400	**415**	**15**
Current assets			
Inventories	0	0	-
Cash and cash equivalents	35	0	(35)
Other current assets	3	2	(1)
Deferred tax assets (net)	-	564	564
Income tax assets	-	0	0
Assets held for sale	147	152	5
	185	**718**	**533**
Total assets (A)	**585**	**1,133**	**548**
Non-current liabilities			
Borrowings	17	-	(17)
Other non current liabilities	24	24	0
	41	**24**	**(17)**

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Particulars	Fair value as on acquisition date	Fair value as on appointed date	Change
Current liabilities			
Borrowings	314	293	(21)
Trade payables	8	7	(1)
Other financial liabilities	12	12	(0)
	334	**312**	**(22)**
Total liabilities (B)	**375**	**336**	**(39)**
Fair value of identifiable net assets (C=A-B)	**210**	**797**	**587**
Consideration paid	69	69	-
Non-controlling interest	0	0	-
Consideration paid including non-controlling interest (D)	**69**	**69**	**-**
Capital reserve (C-D)	**141**	**728**	**587**

(ii) The impact of above restatement on Profit and Earnings per share, as reported for the previous year figures is as follows:

Particulars	Reported number in March 31, 2022	Restated number in March 31, 2022	Increase/ (decrease)
Profit after tax - continuing operations	1,165	837	(328)
Baisc earnings per share (₹) – continuing operations	60.72	43.15	(17.57)
Diluted earnings per share (₹) – continuing operations	60.65	43.10	(17.55)

(c) Reconciliation of other equity on account of restatement:

Particulars	April 1, 2021
As reported in previous periods	12,773
Adjustments:	
(a) Capital reserve	587
(b) Retained earnings	115
Total adjustments (a+b)	**702**
As restated	**13,475**

60. The Competition Commission of India (‘CCI’) initiated investigations alleging anti-competitive practices by various cement manufacturers. In terms of the investigation, CCI issued notice to DCBL and various other cement manufacturers wherein CCI sought response of the parties on the Investigation Report filed by the Director General (‘DG’).

CCI also issued notice to various officials of DCBL and other cement manufacturers as being responsible for the conduct of business of the respective companies and sought response from them. Accordingly, DCBL and its former/ current employees have filed their objections to the Investigation Report of the DG. The matter is pending disposal. At this stage, the Group believes that this does not have any material impact on the financial statements.

In a separate matter, the CCI also initiated an investigation on a complaint made by ONGC alleging bid rigging with respect to tenders for oil well cement. CCI sought certain information from the DCBL in November 2021. The DCBL challenged the investigation and the notice seeking information before the Hon’ble Gauhati High Court. The matter is reserved for orders.

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

61. During the year ended March 31, 2023, the Group has reclassified previous year figure of ₹ 21 from 'Other current liabilities' to 'Current tax liabilities' to conform with current year presentation.

62. OTHER STATUTORY INFORMATION

(i). The Group does not have any Benami property, where any proceeding has been initiated or pending against the Group for holding any Benami property.

(ii). The Group has not traded or invested in Crypto currency or Virtual Currency during the financial year.

(iii). The Group has not advanced or loaned or invested funds to any other person or entity, 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 Group (Ultimate Beneficiaries); or

(b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(iv). The Group has not received any fund from any person or entity, 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 on behalf of the Ultimate Beneficiaries.

(v). The Group does not have 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).

(vi). The Group has not been declared a wilful defaulter by any bank or financial institution or other lender (as defined under the Companies Act, 2013) or consortium thereof, in accordance with the guidelines on wilful defaulters issued by the Reserve Bank of India.

(vii). Struck off companies

Name of Struck off Company	Nature of transactions	Transactions during the year March 31, 2023	Balance outstanding at the end of the year as at March 31, 2023	Relationship with the Struck off company, if any, to be disclosed
TCH Projects & Suppliers Private Limited	Payables	-	0	Vendor (non-related)
Sonartari Vinimay Private Limited	Payables	-	0	Vendor (non-related)
MHTV24 Private Limited	Payables	-	0	Vendor (non-related)
Toptech Engineering Company (P) Limited	Payables	-	0	Vendor (non-related)
AD Engineering & Fabricators Private Limited	Payables	-	0	Vendor (non-related)
PS Professional Services Private Limited	Payables	-	0	Vendor (non-related)
Be Sure Management Services Private Limited	Payables	0	0	Vendor (non-related)
Shining Activation (Opc) Private Limited	Payables	0	0	Vendor (non-related)
Shrishail Exim Private Limited	Payables	0	0	Customer (non-related)
Venkatadri Cement & Steels Private Limited	Payables	-	0	Customer (non-related)
K.A.S. Housing Private Limited	Payables	-	0	Customer (non-related)
Veracious Infra Private Limited	Payables	-	0	Customer (non-related)
M.R. Infrasource Private Limited	Payables	-	0	Customer (non-related)
SR Real Infra World Private Limited	Payables	-	0	Customer (non-related)

Notes to Consolidated Financial Statements

As at and for the year ended March 31, 2023

All amounts stated are in ₹ Crore except wherever stated otherwise

Name of Struck off Company	Nature of transactions	Transactions during the year March 31, 2022	Balance outstanding at the end of the year as at March 31, 2022	Relationship with the Struck off company, if any, to be disclosed
K. A. S. Housing Private Limited	Payables	0	0	Customer (non-related)
Shrishail Exim Private Limited	Payables	-	0	Customer (non-related)
AD Engineering & Fabricators Private Limited	Payables	0	0	Vendor (non-related)
Pyrotech Electronics Private Limited	Payables	0	0	Not Applicable
Pasko Engineering Private Limited	Payables	0	-	Not Applicable

As per our report of even date

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No. 001076N/N500013

Neeraj Goel
Partner
Membership No.: 99514

Place : New Delhi
Date : April 25, 2023

For and on behalf of the Board of Directors of Dalmia Bharat Limited

Puneet Yadu Dalmia
Managing Director & CEO
DIN: 00022633

Gautam Dalmia
Managing Director
DIN: 00009758

Dharmender Tuteja
Chief Financial Officer
Membership No.: M10569

Rajeev Kumar
Company Secretary
Membership No. F- 5297

GRI Content Index

Statement of Use: This report has been prepared in accordance with the GRI Standards.

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	302-4 Reduction of energy consumption	Business responsibility and sustainability reporting	197

GRI Standard No.	Disclosure	LOCATION	
GRI 303: Water and Effluents 2018	3-3 Management of material topics	Natural capital	72
	303-1 Interactions with water as a shared resource	Natural capital	72
	303-3 Water withdrawal	GCCA sustainability KPIs	390
	303-4 Water discharge	Business responsibility and sustainability reporting	198
	303-5 Water consumption	Business responsibility and sustainability reporting	195
GRI 304: Biodiversity 2016	3-3 Management of material topics	Natural capital	73
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Natural capital	73
GRI 305: Emissions 2016	3-3 Management of material topics	Natural capital	66
	305-1 Direct (Scope 1) GHG emissions	Performance highlights	3
	305-2 Energy indirect (Scope 2) GHG emissions	Performance highlights	3
	305-3 Other indirect (Scope 3) GHG emissions	Performance highlights	3
	305-4 GHG emissions intensity	Performance highlights	3
	305-5 Reduction of GHG emissions	Performance highlights	3
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Natural capital	67
GRI 306: Waste 2020	3-3 Management of material topics	Natural capital	70
	306-1 Waste generation and significant waste-related impacts	Natural capital	70
	306-3 Waste generated	Business responsibility and sustainability reporting	196
	306-4 Waste diverted from disposal	Business responsibility and sustainability reporting	196
	306-5 Waste directed to disposal	Business responsibility and sustainability reporting	196
Social Performance			
GRI 401: Employment 2016	3-3 Management of material topics	Human capital	79
	401-1 New employee hires and employee turnover	Human capital	79
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human capital	79
	401-3 Parental leave	Business responsibility and sustainability reporting	188
GRI 402: Labor/Management Relations 2016	3-3 Management of material topics	Business responsibility and sustainability reporting	188
	402-1 Minimum notice periods regarding operational changes	21 days	-
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	Human capital	84
	403-1 Occupational health and safety management system	Human capital	84
	403-2 Hazard identification, risk assessment, and incident investigation	Human capital	84
	403-3 Occupational health services	We have occupational health and safety/ first aid centres at all our plants.	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Human capital	85
	403-5 Worker training on occupational health and safety	Human capital	85
	403-6 Promotion of worker health	Routine health checkup is being conducted for the workmen.	-
	403-8 Workers covered by an occupational health and safety management system	Management system table	386
	403-9 Work-related injuries	Human capital	85
GRI 404: Training and Education 2016	3-3 Management of material topics	Human capital	80
	404-1 Average hours of training per year per employee	1.41 hours	185
	404-2 Programs for upgrading employee skills and transition assistance programs	Human capital	80
	404-3 Percentage of employees receiving regular performance and career development reviews	100%	-

GRI Standard No.	Disclosure	LOCATION	
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topics	Human capital	78
	405-1 Diversity of governance bodies and employees	Board of directors Human capital	20 78
	405-2 Ratio of basic salary and remuneration of women to men	8.9% is the ratio for permanent employees other than KMPs and BODs.	192
GRI 406: Non-discrimination 2016	3-3 Management of material topics	Human capital	83
	406-1 Incidents of discrimination and corrective actions taken	Human capital	83
GRI 407: Freedom of Association and Collective Bargaining 2016	3-3 Management of material topics	Human capital	83
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human capital	83
GRI 408: Child Labor 2016	3-3 Management of material topics	Human capital	83
	408-1 Operations and suppliers at significant risk for Social and infrastructure capital incidents of child labor	We have a strict policy against child labour in all our plants. Additionally, we ensure that this condition is included in all our procurement contracts with suppliers. We are pleased to report that we have not received any complaints related to child labour during the reporting year.	-
GRI 409: Forced or Compulsory Labor 2016	3-3 Management of material topics	Human capital	83
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	We have a strict policy against forced labour in all our plants. Additionally, we ensure that this condition is included in all our procurement contracts with suppliers. We are pleased to report that we have not received any complaints related to forced labour during the reporting year.	-
GRI 413: Local Communities 2016	3-3 Management of material topics	Social and infrastructure capital	88
	413-1 Operations with local community engagement, impact assessments, and development programs	Social and infrastructure capital	88
GRI 417: Marketing and Labeling 2016	3-3 Management of material topics	Business responsibility and sustainability reporting	183
	417-1 Requirements for product and service information and labeling	The product labelling and product manufacturing is carried out as per the Indian Standards laid out by the Government authorities	-
	417-2 Incidents of non-compliance concerning product and service information and labeling	Business responsibility and sustainability reporting	183
	417-3 Incidents of non-compliance concerning marketing communications	Business responsibility and sustainability reporting	183

Management Systems Implemented at Plants

Certification	DPM	ARY	BLM	KDP	RGP	BCW	KCW	JCW	LCW	GCW	MIL	DDSPL	MGH	USO
ISO 14001	√	√	√	√	√	√	√	√	√	√	√	√	√	In progress
EnMS 50001	√	√	√	√	√	√	√	√	√	√	√	√	-	√
ISO 9001	√	√	√	√	√	√	√	√	√	√	√	√	√	In progress
ISO 45001/OHSAS18000	√	√	√	√	√	√	√	√	√	√	√	√	√	

Mapping to UNGC Principles

We follow the ten principles of United Nations Global Compact (UNGC) pertaining to human rights, labour, environment and anti-corruption. With our policies, strategies and decisions we aim to contribute to UNGC efforts.

Principles	Page numbers
Human Rights	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	83
Principle 2: make sure that they are not complicit in human rights abuses.	
Labour	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	83
Principle 4: the elimination of all forms of forced and compulsory labour;	
Principle 5: the effective abolition of child labour; and	
Principle 6: the elimination of discrimination in respect of employment and occupation.	
Environment	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	64-74
Principle 8: undertake initiatives to promote greater environmental responsibility; and	
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	
Anti-Corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	25

GCCA Sustainability KPIs

Basic Parameters	Unit	FY2022-23	FY2021-22
Clinker production	MillionTons/year	15.0	13.92
Cement production	MillionTons/year	25.5	22.41
Cementitious production	MillionTons/year	25.6	22.61
CO_2 emissions			
Total direct CO_2 emissions – gross (Cement)	Million tCO_2/year	12.41	11.44
Total direct CO_2 emissions – net	Million tCO_2/year	11.85	11.05
Specific CO_2 emissions – gross	kg/t of cementitious material	485	507
Specific CO_2 emissions – net	kg/t of cementitious material	463	489
Improvement Rate (Over 1990)		44%	41%
Emissions			
Overall coverage rate	%	100%	100%
Coverage rate continuous measurement	%	100%	100%
PM Emission Absolute	Tons/year	468	500
PM Emission Specific	g/tonne clinker	31	36
NOx Emission Absolute	Tons/year	11,182	10,833
NOx Emission Specific	g/tonne clinker	745	779
SOx Emission Absolute	Tons/year	3,202	2,812
SOx Emission Specific	g/tonne clinker	213	202

Basic Parameters	Unit	FY2022-23	FY2021-22
Fuels and Raw Material			
Kiln fuels	million Tons/year	1.89	1.75
Total Energy from fuels used in clinker production	TJ	46,714	42,463
Alternative fuels	Tons/year	5,22,986	3,82,470
Energy from alternative fuels	TJ	7,177	5,124
Alternative fuel rate (kiln fuels)	%	15%	12.07%
Biomass fuels	Tons/year	39,698	10,476
Energy from biomass fuels	TJ/year	795	333
Biomass fuel rate (kiln fuels)	%	2%	0.78%
Total raw materials for clinker produced	million tons	22.43	20.87
Total alternative raw material for clinker produced (ARM)	million tons	0.86	0.72
Total Raw Materials for cement produced	million tons	10.57	8.77
Total Alternative Raw Materials for cement produced (ARM)	million tons	10.13	8.36
Total Alternative Raw Materials for cement produced (% ARM) as per GCCA	%	42%	39%
Total Alternative Raw Materials for cement produced (% ARM) as per CSI	%	33%	-
Specific heat consumption for clinker production	MJ/tonne	3,112	3,051
Clinker/cement (equivalent) factor	Number	58.5	61.3
Safety			
Number of fatalities,directly employed	Number	Zero	Zero
Number of fatalities, contractors and sub contractors	Number	Zero	Zero
Number of fatalities, third parties	Number	Zero	Zero
Number of lost time injuries (LTI), directly employed	Number	1	Zero
Number of lost time injuries (LTI), contractors and sub contractors	Number	7	5
LTIFR,directly employed	Number	0.17	-
LTIFR,contractors and sub contractors	Number	0.21	0.16
LTI severity rate, directly employed	Number	-	-
Water			
Total Water withdrawal	million m3/year	4.59	4
Water discharge	million m3/year	-	-
Water Consumption(Total Water withdrawal – Water Discharge)	million m3/year	4.59	4
Amount of Water Consumption per unit of product	Litres/tonne of cementitious material	179.4	180.4
Number of sites	Number	14	14
Number of sites with a water recycling system	Number	14	11
CO_2 Emission			
Scope I Emission (GRI)	million tCO_2/year	13.06	12.55
Scope II Emission (GRI)	million tCO^2/year	0.59	0.45
Scope III Emission (GRI)	million tCO^2/year	1.32	1.06

Heavy metal

Parameters	UoM	DPM	ARY	KDP	BGM	RGP	DDSPL	MGH
Concentration of HF	mg/Nm3	BDL	BDL	BDL	<0.5	<1.0	<1.0	BDL
Concentration of Mercury (Hg)	mg/Nm3	BDL	BDL	BDL	<0.5	<0.003	0.004	BDL
Concentration of HCL	mg/Nm3	BDL	BDL	BDL	<0.0003	<1.0	<1.0	BDL
Concentration of Cd+Ti+Their compounds	mg/Nm3	BDL	BDL	BDL	<0.0003	<0.005	<0.05	BDL
Concentration of Sb+As+Pb+Co+Cu+Mn+Ni+V+their compounds	mg/Nm3	0.01	0.08	BDL	<0.0003	<0.005	<0.05	BDL
Total Dioxins and Furans	ng.TEQ/ Nm3	<0.01	<0.01	<0.01	<0.01	<0.01	0.03	BDL

*BDL: Below Detection Limit; ND: Not Detected

#Frequency: Annually Measurement from accredated 3rd party laboratory.

In Grinding Unit:Not Applicable; Murli: Newly Acquired plant, no co-processing done.

TÜV INDIA
TUV NORD GROUP

Independent Assurance Statement

Introduction and Engagement

Dalmia Bharat Limited (hereafter 'DBL') commissioned TUV India Private Limited (TUVI) to conduct the independent external assurance of non-financial information disclosed in DBL's Integrated Report (hereinafter 'the Report') based on the principles of the IIRC Integrated Reporting Framework, the Global Reporting Initiative (GRI) standards, and the BRSR (Business Responsibility and Sustainability Reporting) framework. Further, DBL applied the Global Cement and Concrete Association KPIs (hereinafter 'the GCCA'). The reporting period runs from 1 April 2022 to 31 March 2023. This engagement comprised "limited assurance" of DBL's sustainability information following the AA1000AS v3 Standard (Type 1, Moderate Level).

Management's Responsibility

DBL has developed the <IR> Report content and is responsible for identifying materiality, and related sustainability issues, establishing, reporting performance management, data management, and quality. The management of DBL is responsible for the information provided in the <IR> Report and the process of collecting, analysing, and reporting the information presented in web-based and printed Reports, including website maintenance and its integrity. The DBL's management is responsible for accurately preparing the <IR> Report following the applied criteria so that it is free of intended or unintended material misstatements. DBL will be responsible for archiving and reproducing the disclosed data for the stakeholders upon request.

Scope and Boundary

In particular, the assurance engagement includes the following:

a. *Review of the disclosures submitted by DBL;*
b. *Quality of information;*
c. *Review of evidence (on sample basis) for identified non-financial indicators.*

Under scope of work TUVI verified below-mentioned disclosures as per GRI Std 2021:

Organizational details, Entities included in the organization's sustainability reporting, Reporting period, frequency and contact point, Restatements of information, External assurance, Governance structure and composition, Disclosures on material topics, Procurement Practices, Materials used by weight or volume, Recycled input material used, Water withdrawal, Water discharge, Water consumption, Waste generated, Waste diverted from disposal, Direct (Scope 1) GHG emissions, Energy indirect (Scope 2) GHG emissions, Other indirect (Scope 3) GHG emissions, Nitrogen oxides (NOx), Sulphur oxides (SOx), and other significant air emissions, Energy consumption within the organization, Energy intensity, Employee hires and turnover, Parental leave, Work related injuries, Occupational health and safety management system, Training hours, Operations with local community engagement, impact assessments, and development programs.

TUVI has verified the below Essential and Leadership Indicators disclosed in the BRSR

Principles	Essential Indicators	Leadership Indicators
Principle 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable	1,2,3,4,5,6,7	1,2
Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe	1,2,3,4	3,4,5
Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains.	1,2,3,4,5,6,7,8,9,10,11,12, 13,14,15	1,2,3,4,5
Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders.	1,2	1,2,3
Principle 5: Businesses should respect and promote human rights.	1,2,3,4,5,6,7,8,9,10	-
Principle 6: Businesses should respect and make efforts to protect and restore the environment	1,2,3,4,5,6,7,8,9,10,11,12	1,2,3,6,7,[illegible]
Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent	1,2	1
Principle 8: Businesses should promote inclusive growth and equitable development.	1,2,3,4	2,6
Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner	1,2,3,4,5,6	1,2,4,5

emissions from cement manufacturing, safety in cement and concrete manufacturing, water in cement manufacturing, co-processing fuels and raw materials in cement manufacturing, quarry rehabilitation and biodiversity management, reducing and controlling emissions of mercury compounds in the Cement Industry.

The onsite verification was conducted at the Kadappa plant (4–6 April 2023). The assurance activities were carried out together with a desk review of data from other locations.

The <IR> Report, BRSR, and GCCA KPIs of Dalmia Bharat cover business operations and information pertaining to 14 manufacturing locations (Dalmiapuram, Ariyalur, Kadappa, Belgaum, Rajgangpur, Kapilas, Medinipur, Bokaro, Meghalaya, Umrangshu, Lanka, Morigaon, Naranda, and Banjari), all its mines, as well as corporate offices.

Limitation

TUVI did not perform any assurance procedures on the prospective information disclosed in the <IR> Report, including targets, expectations, and ambitions. Consequently, TUVI draws no conclusion from the prospective information. During the assurance process, TUVI did not come across any limitations to the agreed scope of the assurance engagement. TUVI is contracted by the DBL and answerable to the DBL's management only. TUVI verified the data on a sample basis; the responsibility for the authenticity of the data entirely lies with DBL. TUVI expressly disclaims any liability or co-responsibility in the case of erroneous data reported or for any decision a person or entity would make based on this assurance statement.

Our Responsibility

TUVI's responsibility in relation to this engagement is to perform ESG assurance and to express a conclusion based on the work performed. Our engagement did not include an assessment of the adequacy or effectiveness of DBL's strategy, management of ESG-related issues, or sufficiency of the <IR> Report against the principles of the IIRC Framework, GRI Standards, GCCA KPIs, BRSR reporting principles, UNGC principles, and AA1000 Assurance Standard v3, other than those mentioned in the scope of the assurance. TUVI's responsibility regarding this verification is in reference to the agreed scope of work, which includes non-financial quantitative and qualitative information (KPIs) disclosed by DBL. The intended users of this assurance statement are the management of 'DBL'. This assurance engagement is based on the assumption that the data and information provided to TUVI by DBL are complete and true.

Verification Methodology

During the assurance engagement, TUVI adopted a risk-based approach, focusing on verification efforts with respect to disclosed KPIs. TUVI has verified the KPIs and assessed the robustness of the underlying data management system, information flows, and controls. In doing so,

1. *TUVI examined and reviewed the documents, data, and other information made available by DBL for all disclosed KPIs (non-financial disclosures).*
2. *TUVI conducted interviews with key representatives, including data owners and decision-makers from different functions of the DBL, during the onsite verification.*
3. *Review the level of adherence to the principles of* the IIRC framework, GRI standards, and BRSR.

Opportunities for Improvement

The following are the opportunities for improvement reported to DBL; however, they are generally consistent with the management's objectives and programmes.

1. DBL may opt for ISO 46001:2019, Water Efficiency Management.
2. DBL has taken a voluntary target to become 20 times water positive by 2025. The organisation may further develop annual water positivity targets and a roadmap to reach 20 times water positivity by 2025.
3. DBL may consider embracing next-generation digital technologies such as the Internet of Things (IoT), blockchain, and artificial intelligence (AI) to automate and streamline plant maintenance and supply chain operations, resulting in increased efficiency and effectiveness.
4. DBL may strengthen ESG supply chain audits, and further customer feedback analysis tools can be developed.

Our Conclusion

In our opinion, based on the scope of this assurance engagement, the "disclosures on ESG performance" and reference information provide a fair representation of the material topics and meet the general content and quality requirements of the GRI Standards.

Disclosures: TUVI is of the opinion that the reported disclosures generally meet the GRI Standards reporting requirements. DBL refers to universal disclosure to report contextual information, while the 'Management Approach' is discussed to report the management approach for each material topic.

Universal Standard: DBL followed GRI 1: Foundation 2021: Requirements and principles for using the GRI Standards; GRI 2: General Disclosures 2021: Disclosures about the reporting organisation. General Disclosures were followed when reporting information about an organisation's reporting practices, activities and workers, governance, strategy, policies, practices, and stakeholder engagement. GRI 3: Material Topics 2021: Disclosures and Guidance about the Organisation's Material Topics GRI3 was selected for the determination of material topics and the disclosure of the material topics.

Topic Specific Standard: 300 series (Environmental topics) and 400 series (Social topics); these Topic-specific Standards were used to report information on the organization's impacts related to environmental and social topics. TUVI is of the opinion that the reported material topics and Topic-specific Standards that DBL used to prepare its <IR> Report are appropriately identified and addressed.

Assurance Conclusion: Based on the procedures we have performed; nothing has come to our attention that causes us to believe that the information subject to the limited assurance engagement was not prepared in all material respects. In the context of Assurance, the following contemporary principles have been observed:

TUVI confirms that DBL has transparently reported major material information pertaining to all its six capitals in line with the <IR> framework, as below:

Financial Capital: *net worth, capex, investment spent, the economic value generated, gross revenue, etc.*

Manufactured Capital: Manufacturing facilities, R & D centres, new and improved products launched, new plants, buildings, infrastructure, etc.

Intellectual Capital: *Knowledge-based intangibles, including intellectual property, R & D activities, patents, designs, registered new product development, etc.*

Human Capital: *DBL's Engineers, technicians, skilling and re-skilling of employees to enhance their competencies, safety performance, capabilities, experience, motivations to innovate, etc.*

Social and Relationship Capital: *DBL's relationship with stakeholders such as customers, business partners, regulators, suppliers, business partners, communities, legislators, policy-makers, and benefits associated with brand and reputation, along with DBL's ability to share information to enhance wellbeing.*

Natural Capital: *Sourcing responsibilities for most renewable and non-renewable environmental resources and processes that provide goods or services. Reporting of circular economy, emissions, water consumption, waste disposal, etc.*

Evaluation of the adherence to AA1000 AccountAbility Principles:

Inclusivity: *Stakeholder identification and engagement is carried out by DBL on a periodic basis to bring out key stakeholder concerns as material topics of significant stakeholders. In our view, the Report meets the requirements.*

Materiality: *The materiality assessment process has been conducted based on the requirement of GRI standards, considering the topics that are internal and external to the DBL range of businesses The Report fairly brings out the aspects and topics and its respective boundaries of the diverse operations of DBL. In our view, the Report meets the requirements.*

Responsiveness: *TUVI believes that the responses to the material aspects are fairly articulated in the report, i.e. disclosures on DBL policies and management systems, including governance. In our view, the Report meets the requirements.*

Impact: *DBL communicates its ESG performance through regular, transparent internal and external reporting throughout the year, aligned with BRSR, GRESB and GRI as part of its policy framework that includes Environmental, ESG, Climate Change Mitigation, Corporate Social Responsibility Policy etc. DBL reports on ESG performance to the Board of Directors, who oversees and monitors the implementation and performance of objectives, as well as progress against goals and targets for addressing ESG-related issues. DBL completed establishing contemporary goals and targets against which performance will be monitored and disclosed periodically.*

Our Assurance Team and Independence

TUVI is an independent, neutral, third-party providing sustainability services, with qualified environmental and social specialists. TUVI states its independence and impartiality and confirms that there is "no conflict of interest" with regard to this assurance engagement. In the reporting year, TUVI did not work with DBL on any engagement that could compromise the independence or impartiality of our findings, conclusions, and recommendations. TUVI was not involved in the preparation of any content or data included in the Report, with the exception of this assurance statement. TUVI maintains complete impartiality towards any individuals interviewed during the assurance engagement.

For and on behalf of TUV India Private Limited

M Borekar

Manojkumar Borekar
Project Manager and Reviewer
Head – Sustainability Assurance Service

AA1000
Licensed Assurance Provider
000-138

Date: 22-05-2023
Place: Mumbai, India Project
Reference No: 8121444511
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Corporate Information

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Chairman & Independent Director

Mr. Yadu Hari Dalmia
Non - Executive Director

Mr. Gautam Dalmia
Managing Director

Mr. Puneet Yadu Dalmia
Managing Director & CEO

Mr. Virendra Singh Jain
Independent Director

Mrs. Sudha Pillai
Independent Director

Dr. Niddodi Subrao Rajan
Non - Executive Director

CHIEF FINANCIAL OFFICER

Mr. Dharmender Tuteja

COMPANY SECRETARY

Rajeev Kumar

AUDITORS

Walker Chandiok & Co LLP

BANKERS

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Axis Bank Limited
Standard Chartered Bank
ICICI Bank Limited
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Indian Bank
Landesbank, Germany

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