FIRST INDIAN CEMENT COMPANY TO ACHIEVE
100 MILLION TONNE SALES

ADITYA BIRLA
UltraTech

Integrated and Sustainability Report 2022 - 23
UltraTech Cement Limited

Mr. Aditya Vikram Birla

14.11.1943 - 01.10.1995

WE LIVE BY HIS VALUES.

INTEGRITY, COMMITMENT, PASSION, SEAMLESSNESS AND SPEED.

PRESENTING

OUR GROUP PURPOSE STATEMENT

TO ENRICH LIVES, BY BUILDING DYNAMIC AND RESPONSIBLE BUSINESSES AND INSTITUTIONS, THAT INSPIRE TRUST.

Chairman’s message

Dear shareholders,

The foundation of our Group rests upon a philosophy of trusteeship, which imagines corporations as institutions that drive collective prosperity. This philosophy has played an integral role in shaping our actions for generations, guiding us in our quest to enrich lives. Over the years, this purpose, though unstated, has been our unwavering anchor.

In FY 2022-23, we formally put in words our Group's Purpose statement. At its heart is the commitment **to enrich lives by building dynamic and responsible businesses and institutions that inspire trust.** Every day, we strive to honour this commitment through our brands, products, services, solutions, actions, relationships, and institutions.

Our Purpose statement stands both timeless and fresh against the backdrop of our extensive history. In a world of increasing opportunity, and also accelerating uncertainty, our Purpose statement is meant to act as a talisman and remain at the core of our business decisions.

Our Purpose offers us a unique lens with which to view the world, to bring perspective to it, and to thrive in it. Guided by this unique perspective, we navigate the evolving global landscape with resilience and foresight. As we turn our attention to the current state of the global economy, it is evident that we are charting a course through a 'new normal'.

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Global economy: Finding a new normal

The global economy continues to pull itself out of the pandemic-triggered shock. It does so amid a complex environment marked by the ongoing conflict in Ukraine, geo-economic fragmentation, soaring interest rates, and looming risks of a banking contagion. Reflecting these concerns, the International Monetary Fund (IMF) expects global economic growth to dip from 3.4% in CY22 to 2.8% in CY23. Developed countries are predicted to experience a more pronounced deceleration, their aggregate growth stumbling to just 1.3% in CY23–the slowest pace in a decade, excluding the pandemic-impacted CY20.

On the brighter side, China's economy marches towards normalisation following the lifting of its Covid-related restrictions.

Both China and India are set to significantly contribute to global economic growth in CY23, providing a much-needed stimulus as developed economies grapple with challenges.

Meanwhile, global supply chain pressures have largely normalised, helping ease commodity prices and peak inflation levels in most economies. Central banks, led by the US Federal Reserve, appear to be nearing the end of their rate-hiking phase, signaling cautious optimism for the global economy and financial markets. However, vigilance remains crucial in the face of potential risk events in this fragile environment.

Chairman's message

India: The shining star

India's economic narrative paints a much brighter picture. With a government-led push to infrastructure investments and pragmatic policies such as the production-linked incentives scheme, private capex has seen a surge. This rise triggers a multi-year boom, providing valuable support to economic growth in the face of softening global demand.

A decadal reshaping of supply chains is underway. As global corporations start to look at countries across Asia as part of their China + 1 strategies, India is well positioned to benefit. Supported by the dynamism of its tech-based 'new economy' enterprises and the expanding digitisation across sectors, India's growth momentum continues to strengthen.

The Reserve Bank of India (RBI) projects India's economy to grow at 6.5% in FY24, demonstrating the nation's resilience amidst subdued global economic conditions. Inflation seems to have peaked globally and in India. Easing inflation, robust foreign exchange reserves, and improving bank assets' quality provide a sizable cushion against potential destabilising events in global markets.

A key component of the rise of any industrial ecosystem is the presence of a confident and skilled workforce. This year, India surpassed China in population, and already has the largest and youngest working age population globally. The lessons learnt from the transformations of other economies through the last few decades point to the importance of this demographic dividend.

In the grand theatre of global economic evolution, India stands not as a mere spectator, but as a charismatic lead.

Aditya Birla Group in Perspective

As India takes centre stage in this grand narrative, the Aditya Birla Group finds itself in a unique position to contribute to this monumental journey. Our enduring success amidst global uncertainties stems from our unyielding commitment to purpose, anchored in principles that are much more than just words.

And therefore, the articulation of Purpose was just the first step. We cultivated a deep understanding of our Purpose across the depth and breadth of the Group, including the last mile.

To transform Purpose from a concept to an embodied experience, approximately 600 of our senior leaders and managers took the initiative to receive training and facilitate introspective dialogues on Purpose. This facilitated their teams to internalise, personalise, and actualise our Purpose in a manner that was both unique and authentically representative of their roles within our dynamic Group.

Driven by purpose, the fiscal year 2022-23 stands testament to the breadth and scope of entrepreneurial ventures we have embarked upon. We are exploring uncharted territories, backing our conviction with capital and talent. Our robust platform serves as a launch pad for new initiatives, allowing us to tap into opportunities across traditional and sunrise sectors.

This year, we've emphasised the implementation of our 3-year HR Strategy, guided by our Purpose Principles. This approach has enabled us to build enduring bonds with our stakeholders, including key employee segments, like early professionals, and attract high-quality talent across traditional and digital businesses.

As we continue to expand, our employer brand has empowered us to attract over 11,000 employees in FY 2022-23 - a diverse pool of new skills and capabilities. Furthermore, our commitment to diversity is evident in the increasing representation of women in our workforce.

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Culture champions have been instrumental in fostering an inclusive and collaborative environment where every employee feels heard, valued, and respected.

Amidst shifting market dynamics, Learning and Leadership Development continues to be a key pillar, helping us equip over 35,000 employees with the skills necessary to drive business outcomes. Over 400 senior leaders, encompassing CEOs, CXOs, and Unit heads, have bolstered their capabilities in fields such as geopolitical analysis, interpretation of complex megatrends, inspirational leadership, and agile leadership methodologies.

Our adaptability was made apparent in our diverse learning approaches, both in terms of design and implementation.

Beyond the traditional classroom environment, we provided learning in various accessible forms-including bite-sized modules, self-paced curricula, and certification courses-thereby benefiting 87% of our management cadre employees. With two-thirds of our workforce under 35, our attention is concentrated on equipping early career employees to fulfill their evolving aspirations and needs.

Through a unique programme titled 'CareerAbility', these employees have engaged in a series of self-guided learning bytes, self-assessments, psychometric evaluations, and leadership-led career guidance sessions. This diverse range of resources has been utilised more than 40,000 times.

Our commitment to the identification and cultivation of talent has remained resolute. We have recognised over 900 pivotal roles within our Group, for which a robust succession pipeline is firmly in place.

An avant-garde journey of learning is presently being undertaken to equip our future C-suite leaders, encompassing roles such as CFOs, CMOs, CIOs, and CHROs, with the skills and insights required for leadership in a rapidly evolving business landscape. This focus has significantly enhanced our internal versus external hiring ratio for leadership positions.

This shift is facilitated by our integrated approach to talent identification, development, and internal mobility.

Over the past three years, we have seen 14% of our employees and 27% of our talent pool members transition into new roles, bringing our vision of 'A World of Opportunities' to life and fostering enduring bonds within our organisation. This represents our steadfast commitment to talent growth and mobility, crucial for building a resilient and adaptive organisation.

Today, your Company proudly stands at the forefront of India's infrastructure development, playing a vital role as a national champion and as a key growth engine of the Aditya Birla Group.

Your Company's performance

Today, your Company proudly stands at the forefront of India's infrastructure development, playing a vital role as a national champion and as a key growth engine of the Aditya Birla Group.

In FY 2022-23, we recorded net revenues of USD$ 7.9 billion (₹63,240 crores) and an EBITDA of USD 1.4 billion (₹11,123 crores). We achieved the distinctive milestone of producing, dispatching, and selling 100 million tons in FY 2022-23, supported by an effective capacity utilisation rate of 84% for the year.

Your Company has embarked on an aggressive capacity expansion path, including both greenfield and brownfield projects, addressing high-growth geographies across the country.

I am pleased to confirm that the capacity expansion programme is progressing on schedule. This year, we commissioned an additional 12.4 MTPA capacity of grey cement and further inaugurated a 2.2 MTPA brownfield cement capacity at Patliputra in April 2023.

Your Company has already kickstarted work on the next growth phase of 22.6 MTPA. Civil construction is in high gear at most sites, with commercial production from these new capacities expected to roll out phase-wise by FY25/FY26. Upon the successful completion of all ongoing expansion projects, your Company's capacity will soar to 160+ MTPA. This growth will solidify our standing as the third-largest cement company globally, outside of China, and the unrivalled leader in India.

The increase in our production capacity aligns with the strengthening of our brand equity in the marketplace. It's gratifying to note that your Company has not only sustained but significantly amplified its brand equity over recent years.

As an integrated building solutions provider offering a broad range of products and services, UltraTech is well-positioned to harness the burgeoning opportunity in India. The strategic actions taken over the past few years and the projects currently underway bear testament to our unwavering commitment to be a strategic partner in India's development journey.

Sustainability

Sustainability is at the core of what we do. It is our stated strategy to integrate sustainability into the value chain of our operations. During the year, your Company has taken significant strides in each of its sustainability focus areas of decarbonisation, energy transition, circular economy, water management and biodiversity management.

Aligned with our ongoing efforts to enhance environmental conservation and energy efficiency, your Company added 43 MW of WHRS capacity during the year. Consequently, our total WHRS capacity stands augmented to 210 MW covering ~16% of our present power needs.

> Your Company doesn't just pride itself on being a purpose-driven entity—it embodies it, living out this ethos in every endeavour, every relationship, and every venture. This commitment to Purpose is what continues to steer us towards an even brighter, more impactful future.

This is expected to increase to ~300 MW by the end of FY24, after completing the ongoing expansions. UltraTech remains focused on accelerating the transition of its operations towards green energy.

UltraTech recently showcased innovation by utilising both sea and inland waterways to transport a bulk cargo carrier loaded with 57,000 metric tonnes (MT) of phosphogypsum. This material, a byproduct of the industry, was safely moved from the Paradip port in Odisha to UltraTech's jetty in the Amreli district's Kovaya in Gujarat. It will be used in our cement manufacturing operations, demonstrating a safe and effective method for disposing of this industry waste.

This initiative, the first of its kind in India, is groundbreaking. We are optimistic that it will inspire other cement companies to adopt similar strategies, thereby contributing to a safe and sustainable method of dealing with the country's phosphogypsum stockpile, a significant environmental concern.

We are encouraged by the recognition our sustainability efforts have received both nationally and globally. Notably, UltraTech was recently ranked first in Sustainability in the Infrastructure and Engineering sector by Sustain Labs Paris (SLP) in partnership with BW Businessworld.

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Furthermore, our commitment to addressing climate change was recognised by the global non-profit organisation, the Carbon Disclosure Project (CDP). In their 2022 disclosure, they awarded us an 'A-' score, placing us in their Leadership category. This accolade reflects our consistent application of best practices and dedicated efforts in addressing climate-related issues.

Conclusion

I hold the conviction that our Purpose broadens our perspective, enabling us to pursue even greater horizons. It serves as the bedrock that propels us towards the future, emboldening us to venture into more significant commitments and pursuits.

As we grow, we expand our capacity to receive by enhancing our absorption of talent, technology, and capital. Indeed, with each stride in growth, we deftly weave in more threads of insights and capabilities, enriching the tapestry of our collective endeavour. This, in turn, enables us to increase our ability to give back, create impact, and enrich lives. This virtuous cycle is at the heart of being a successful purpose-driven organisation.

Your Company doesn't just pride itself on being a purpose-driven entity—it embodies it, living out this ethos in every endeavour, every relationship, and every venture. This commitment to Purpose is what continues to steer us towards an even brighter, more impactful future.

Kumar Mangalam Birla
Chairman

Approach to reporting

Reporting period

1st April, 2022 to 31st March, 2023.

Scope and boundary

The scope and boundary of this Report encompass all the operations of UltraTech Cement Limited, including manufacturing Units, subsidiaries, and bulk terminals located in India, Sri Lanka, and the Middle East.

Environmental and social reporting covers over 75% of our operations, and there have been no changes in our organisation or supply chain from the previous year.

Subsidiaries covered in the Report

- UltraTech Nathdwara Cement Limited
- Harish Cement Limited
- Gotan Limestone Khanij Udyog Private Limited
- Bhagwati Limestone Company Private Limited
- UltraTech Cement Lanka (Pvt.) Limited
- UltraTech Cement Middle East Investments Limited
- PT UltraTech Mining Indonesia (upto 14th June, 2022)
- PT UltraTech Investments Indonesia (upto 14th June, 2022)

Reporting principle

This Report complies with the requirements of the Global Reporting Initiative's (GRI) Standard: Comprehensive. It is structured around our stakeholders' key areas of interest and priorities. As one of the founding members of the Global Cement and Concrete Association (GCCA), we are also reporting our Key Performance Indicators (KPIs) in accordance with their guidelines.

Targeted readers

The purpose of this Report is to communicate our commitment to Environmental, Social, and Governance (ESG) principles, and the corresponding performance to our diverse stakeholders. This includes our employees, contractors, investors, customers, suppliers, community and the government.

Precautionary approach

We adopt a precautionary approach to minimise our operational impact on the environment. We have incorporated state-of-the-art technology for cement manufacturing and mining to curtail our ecological footprint, and we are constantly striving to enhance our efforts in this regard. Furthermore, we have implemented comprehensive Environment, Health, and Safety (EHS) management systems at all our Units to monitor and address any potential issues.

Assurance

This report has been audited by an independent external auditor, Ernst & Young Associates LLP (EY), who conducted a thorough due diligence. Their assurance statement is included in the Report.

Feedback

Your feedback, enquiries and suggestions on any aspect of our sustainability performance are welcome.

Address – UltraTech Cement Limited
B Wing, Ahura Centre, 2nd Floor
Mahakali Caves Road, Andheri (E),
Mumbai, Maharashtra - 400 093
India

Phone – +91 22 6691 7800

Email – utcl.sustainability@adityabirla.com

Website – www.ultratechcement.com

We believe in creating value across the six capitals with robust governance. To achieve this, we have implemented several measures such as cost minimisation, providing training to all internal stakeholders, investing in research, and collaborating with communities. We assess the impact of our actions based on the internal and external feedback we receive on various forums, as well as through assessments and audits. We actively engage with global forums to align our activities and gather valuable input from stakeholders. Third-party assessments and audits play a pivotal role in identifying areas for improvement, guiding us to take proactive actions in meeting expectations.

Capitals	UN SDGs aligned
Financial capital	8 Decent work and economic growth; 13 Climate action
Manufactured capital	9 Industry, innovation and infrastructure; 12 Responsible consumption and production; 13 Climate action; 17 Partnerships for the goals
Intellectual capital	9 Industry, innovation and infrastructure; 16 Peace, justice and strong institutions
Natural capital	6 Clean water and sanitation; 7 Affordable and clean energy; 12 Responsible consumption and production; 13 Climate action; 15 Life on land
Human capital	3 Good health and well-being; 5 Gender equality; 8 Decent work and economic growth; 10 Reduced inequalities
Social and relationship capital	3 Good health and well-being; 4 Quality education; 6 Clean water and sanitation; 10 Reduced inequalities

Contents

Report available online at:

https://www.ultratechcement.com/

Enriching lives

At **UltraTech**, our legacy has been shaped by a deep sense of **Responsibility**, aligned with our core Values. We strive to inspire customers, empower our people and partners, and engage with stakeholders to strengthen **Trust**, drive progress, and build a shared and prosperous future.

Enriching lives is at the core of our Mission. We have built a strong foundation where diverse perspectives converge to create a unified **Purpose** that forms the bedrock of our success. Milestones like becoming the first Indian cement company to achieve 100+ million tonnes in sales become fleeting moments, as we **Build** a **Dynamic Institution** that can withstand the test of time.

We strive to create a sustainable **Business** – promoting diversity and inclusion, fostering collaboration, and providing equal opportunities for all. Through infrastructural and policy support, we have created a safe and empowering environment where everyone can thrive. Our Corporate Social Responsibility initiatives have made a meaningful difference to millions of lives through skill development, education support, women empowerment, portable drinking water, and healthcare initiatives.

Together, anchored in **Trust**, integrity, and accountability, we are cementing a brighter future where opportunities abound, communities flourish and individuals reach their full potential.

Managing Director's message

In a true testament of its resilience, the Indian economy continued to surprise the world with steady growth. This was backed by RBI's monetary measures that kept a tight leash on inflation while balancing growth. One of the key engines of the economy today is the rapid scale-up of infrastructure.

Dear shareholders,

The year gone by has been a period of prolonged uncertainty and volatility globally. The volatility created by the unrelenting war between Russia and Ukraine has been compounded by economic uncertainty, characterised by high inflation and lower growth across developing and underdeveloped economies globally. This global environment is heralding new ways of doing business where only the nimble, agile, and efficient can survive irrespective of their size. Companies are globally moving to a new paradigm of doing business adapting to the ever-changing economic landscape. Indian businesses have quickly pivoted towards adapting this new environment with the tailwind of a relatively faster growing economy.

In a true testament of its resilience, the Indian economy continued to surprise the world with steady growth backed by firm monetary measures by the Reserve Bank of India that has kept a tight leash on inflation while balancing growth. One of the key engines of the economy today is the rapid scale-up of infrastructure. The infrastructure sector is expected to grow at a CAGR of 8.2% by 2027, boosted by some well-timed and thought-through policy measures by the Government of India.

The allocation of investments in infrastructure and productive capacity at ₹10 lakhs crores in the latest Union Budget is a clear reflection of the priority being accorded to this sector by the government.

> Our Company believes that it has the capability to pave the way for the industry, towards a greener future, while delivering sustainable growth. Our Company is fully cognisant of its responsibility and will continue to do its best in driving sustainability across the value chain of operations, while delivering value to all stakeholders.

This is more than 3% of the GDP, an increase of 33% allocation for the third year in a row. As a part of the Pradhan Mantri Awas Yojana-Gramin (PMAY-G), over five million rural houses were built in FY 2022-23. Clearly, India's path to the US$ 5 trillion economy goal is being built on the foundation of a robust infrastructure for the country. As a direct implication of the boost in infrastructure spending, the cement sector experienced an increase in demand, thus resulting in a need to expand capacity. We are well positioned to harness the next phase of economic growth, having embarked on an ambitious capacity expansion drive. On completion, this will take your Company to 160+ MTPA production capacity in the next 2-3 years.

In the financial year gone by, your Company achieved yet another historic milestone registering 100+ million tonnes of grey cement production, dispatch, and sales. It is an incredible achievement as it comes within just five years of your Company achieving a production capacity of 100+ MTPA. This achievement is the result of diligent efforts of all your Company's employees collaborating seamlessly across geographies, functions, and businesses.

Sustainability is a key part of your Company's growth strategy. This year, it set a new benchmark in its contribution to the circular economy when it transported a large consignment of phosphogypsum, using inland and coastal waterways, from Paradip port in Odisha to the jetty of your Company's Gujarat Cement Unit located at Kovaya in Gujarat. Circular economy is one of the key focus areas of your Company's sustainability drive. The cement industry is at the heart of the circular economy framework in India. By using industrial and municipal waste in cement manufacturing, your Company helps to substantially reduce the burden on landfill as well as reduce potential Greenhouse Gas (GHG) emissions from conventional waste disposal methods such as incineration.

It is indeed a matter of pride for all of us that the sustainability efforts at your Company are paying off. Your Company is tracking well on all its key ESG commitments. With net 557 kg CO_2/tonnes of cementitious products in FY 2022-23, your Company's CO_2 net intensity has decreased by 12% against the commitment of 27% reduction by 2032, from the base year of 2017. Your Company has achieved a water positivity of 4.17 and plastic negative of 2.44 times. It has similarly made significant progress on the energy transition journey by increasing the use of Green Energy. Your Company currently has 555 MW of Green Energy capacity, registering an increase of over 25% in WHRS capacity and over 28% in renewable (solar+wind) energy capacity.

The progress on the sustainability agenda has won your Company global recognition. This year, your Company was recognised as a leader in climate change by CDP.

We also have the distinction of being recognised as the only Indian company to rank among the top 10 globally in the Construction Material sector for the second year in a row, by S&P's Global Dow Jones Sustainability World Index (DJSI).

Your Company has always striven towards creating value for all its stakeholders. This has been on the back of cost leadership and continuously enhancing process efficiency. We delivered robust financial results in a difficult operating environment characterised by significant increase in input costs through the year. We achieved a strong operating performance, recording 14% YoY volume growth. The strength of your Company's operations is amply exemplified by the fact that it has generated positive cash flow even after meeting all ongoing capex, working capital and dividend payment requirements, and has still been able to deleverage a bit.

While we reflect on the year gone by, it is also important for us to look ahead on how the world around us is evolving. Cost pressures, strained supply chains, rising environmental concerns and increasing competition will continue to be the new normal. As the largest cement and ready-mix concrete company in India and the third largest cement company globally (excluding China), your Company believes that it has the responsibility to steer the way ahead for the industry, towards a greener future, while delivering sustainable growth. Your Company is fully cognisant of its responsibility and will continue to do its best in driving sustainability across the value chain of operations, while delivering value to all stakeholders.

K. C. Jhanwar
Managing Director

Feature stories snapshot

Expanding **capacities,** Enriching **communities**

Given our scale of operations, both in terms of manufacturing footprint and market reach, UltraTech is well poised to contribute to the Nation's development. Our growth in many ways mirrors the growth of India's infrastructure development.

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Our contribution to **India's new Parliament building**

We are proud to be the trusted partner the new Parliament building, accelerating the plastering process with our innovative Sprayo Plast and achieving high-quality finishing efficiently.

Page no 30

Paving the path to **progress and prosperity**

Introducing the Purvanchal Expressway: a 340.8 kms transformative project connecting Uttar Pradesh villages. Divided into 8 packages, it enhances connectivity, fosters economic growth, and creates opportunities. With a fighter plane runway, we bolster national defense. This project symbolises hope, progress, and drives regional development.

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Responsible innovation for a **sustainable future**

We proudly pioneer sustainable change by repurposing phosphogypsum stockpiles from IFFCO and PPL. Our innovative approach protects the environment, reduces gypsum mining, and showcases cost-effective multimodal supply chains, inspiring other cement companies. We actively contribute to India's circular economy vision for a greener future.

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Leading the way in **plastic waste reduction**

Our inspiring journey towards reducing plastic waste and embracing a circular economy is marked by innovative cement bags made from 50% recycled polypropylene. With a 43% reduction in virgin plastic usage, ambitious targets for sourcing recycled bags, and a commitment to waste reduction, UltraTech leads the way in sustainable practices for a greener future.

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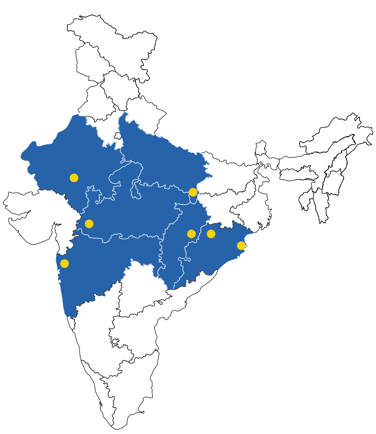
Expanding **capacities,** Enriching **communities**

The significant investment in a core infrastructure sector marks a milestone in our transformative journey of growth. We remain steadfast in our commitment to meeting India's future requirements for housing, roads, and infrastructure.

We commissioned 12.4 MTPA of grey cement capacity during FY 2022-23 and the remaining expansion is expected to go on stream in a phased manner by FY25/FY26. We have recently commissioned a brownfield cement capacity of 2.2 MTPA in Patliputra, Bihar in April 2023. The next phase of growth, with a capacity of 22.6 MTPA, has already begun. We are confident that this substantial investment will have far-reaching effects, creating employment opportunities and driving growth across various regions in India. Upon achieving this expansion, our overall capacity will reach an impressive 160.45 MTPA, solidifying our position as the world's third-largest cement company, excluding China.



1.8 MTPA

GREENFIELD GRINDING CAPACITY AT DHULE, MAHARASHTRA

1.8 MTPA

BROWNFIELD CLINKER BACKED GRINDING CAPACITY AT DHAR, MADHYA PRADESH

1.3 MTPA

CEMENT CAPACITY AT DALLA, UTTAR PRADESH

1.3 MTPA

BROWNFIELD CLINKER BACKED CEMENT CAPACITY AT HIRMI, CHHATTISGARH

2.8 MTPA

GREENFIELD GRINDING CAPACITY AT CUTTACK, ODISHA

1.5 MTPA

BROWNFIELD CEMENT GRINDING CAPACITY AT JHARSUGUDA, ODISHA

1.9 MTPA

GREENFIELD CLINKER BACKED GRINDING CAPACITY AT PALI, RAJASTHAN

About UltraTech

Engineering excellence

We are India's largest and the world's third-largest cement manufacturing Company (excluding China), offering a wide range of products such as Ordinary Portland Cement (OPC), Portland Pozzolana Cement (PPC), Portland Slag Cement (PSC), Composite Cement (CC), and Ready-Mix Concrete (RMC).

Our vision

To be The Leader in building solutions

Our mission

To deliver superior value to our stakeholders on the four pillars of

- Sustainability
- Innovation
- Team Empowerment
- Customer Centricity

Our core strengths

We aspire to lead in the building solutions industry and conduct ourselves with fairness and transparency.

Experienced and reputed management

Integrated operations

Industry-leading brand

Extensive distribution network

Enhance stakeholder value

We are driven by a passion to provide top-quality products and solutions that create sustainable value and offer unparalleled customer experiences.

Profitable growth

Market leader

Strong financials

Premium brand

Socially responsible

Manufacturing Units

24*
WORLD-CLASS INTEGRATED MANUFACTURING UNITS

29**
GRINDING UNITS AND ONE CLINKERISATION UNIT

8#
BULK PACKAGING TERMINALS (SEA + RAIL)

231
READY MIX CONCRETE (RMC) PLANTS ACROSS IN >100 CITIES

Capacities

132.4 MTPA
GREY CEMENT CAPACITY

1.98 MTPA
WHITE CEMENT (ONE UNIT) AND WALL CARE (THREE UNITS) CAPACITY

1,188 MW
THERMAL POWER CAPACITY

555 MW
GREEN POWER CAPACITY (WHRS + WINDMILL + SOLAR)

Market position

2.1 billion
BAGS OF CEMENT PRODUCED EVERY YEAR

100 MMT
CEMENT SALES

* 23 in India and 1 International

** 25 in India and 4 International

7 in India and 1 in Sri Lanka

Operational presence

Eyeing a wide presence

We have established a strong market presence in India and internationally. We have 24 integrated Units, 1 white cement Unit, 3 putty Units, 29 grinding Units, 8 bulk packaging terminals, and 5 jetties across India, UAE, Bahrain, and Sri Lanka.

North India

25.70 MTPA
CAPACITY

20%
PROPORTION OF TOTAL CAPACITY

Global capacities

1.0 MTPA
BAHRAIN

1.5 MTPA
SRI LANKA*

4.4 MTPA
UAE

5.4 MTPA
TOTAL CAPACITY

West India

29.48 MTPA
CAPACITY

23%
PROPORTION OF TOTAL CAPACITY

Network

30,000
DEALERS

89,000+
RETAILERS

3,450
UBS OUTLETS

Nationwide reach

60,000
TRUCK FLEET

30,000+
DESTINATIONS SERVED

1300+
WAREHOUSES

10,000+
DAILY TRUCK MOVEMENT

40+
DAILY RAKE MOVEMENT

290+
RAILHEADS

South India

20.45 MTPA
CAPACITY

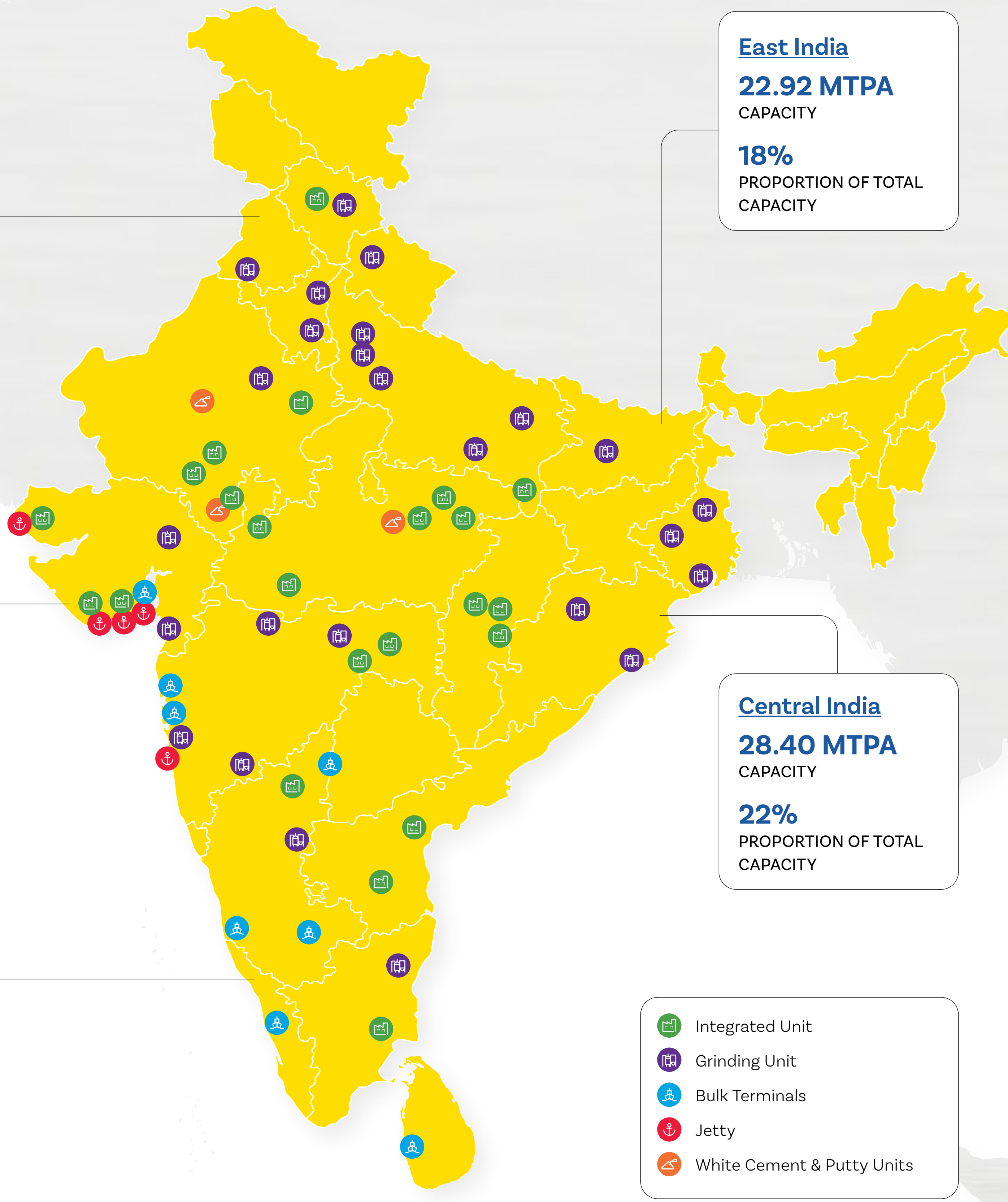
16%
PROPORTION OF TOTAL CAPACITY

*Bulk Terminal

East India

22.92 MTPA
CAPACITY

18%
PROPORTION OF TOTAL CAPACITY



Central India

28.40 MTPA
CAPACITY

22%
PROPORTION OF TOTAL CAPACITY

Note: Map not to scale.

Financial and operational performance

Measuring impact and success

PROFIT AND LOSS

Net Revenue (₹ in crores)

FY 2022-23	63,240
FY 2021-22	52,599
FY 2020-21	44,726
FY 2019-20	42,430
FY 2018-19	41,609

EBITDA (₹ in crores)

FY 2022-23	11,123
FY 2021-22	12,022
FY 2020-21	12,302
FY 2019-20	9,898
FY 2018-19	7,811

EBITDA per tonnes (₹)

FY 2022-23	1,052
FY 2021-22	1,279
FY 2020-21	1,424
FY 2019-20	1,191
FY 2018-19	908

PAT after Minority Interest-Normalised (₹ in crores)

FY 2022-23	5,064
FY 2021-22	5,667
FY 2020-21	5,463
FY 2019-20	3,644
FY 2018-19	2,404

Normalised EPS (₹)

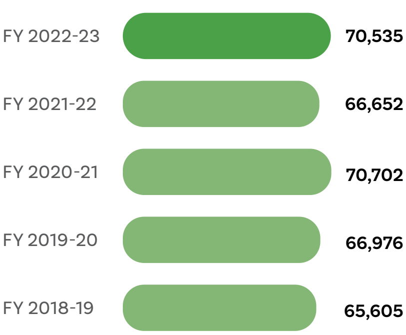
FY 2022-23	175.63
FY 2021-22	196.46
FY 2020-21	189.40
FY 2019-20	126.34
FY 2018-19	84.02

Book Value (₹)

FY 2022-23	1,884
FY 2021-22	1,747
FY 2020-21	1,531
FY 2019-20	1,353
FY 2018-19	1,170

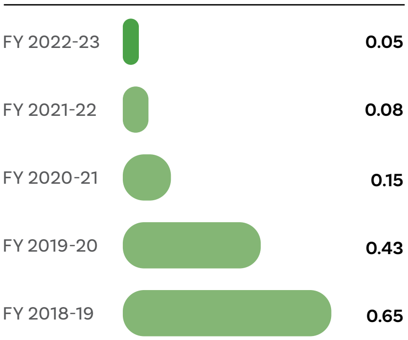
BALANCE SHEET

Capital Employed (₹ in crores)

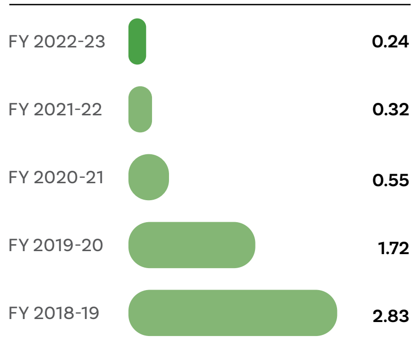


ROE (Excluding Goodwill) (%)

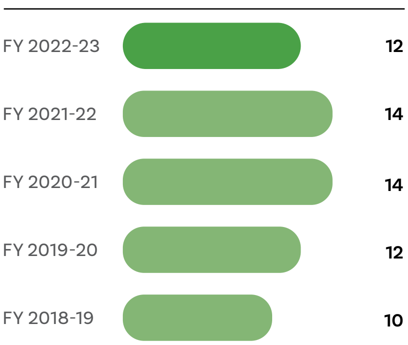
Net Debt/Equity (times)



Net Debt/EBITDA (times)

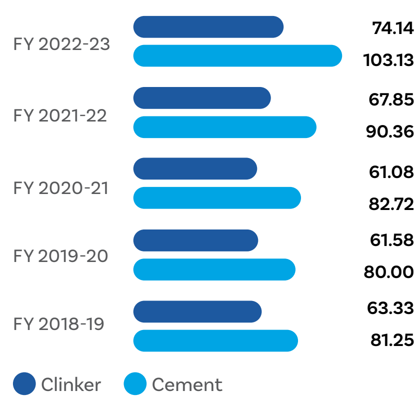


ROCE (%)

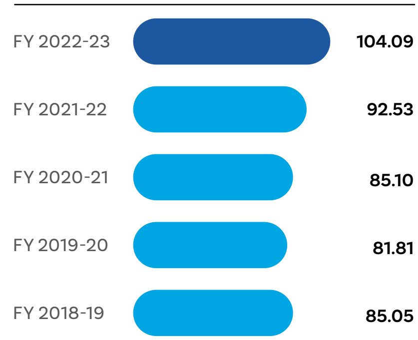


OPERATIONAL

Production (MMT)



Sales Volume - Grey Cement (MMT)



Board of Directors

N

Mr. Kumar Mangalam Birla
Chairman

Expertise

C

Mrs. Rajashree Birla
Non-executive Director

Expertise

A

Mr. K. K. Maheshwari
Vice Chairman and Non-executive Director

Expertise

C S R

Mr. K. C. Jhanwar
Managing Director

Expertise

F R

Mr. Atul Daga
Whole-time Director and Chief Financial Officer

Expertise

Board composition

We have a single tier Board structure with ten members headed by our Chairman, Mr. Kumar Mangalam Birla, who is Non-Executive. Other members of the Board comprise of the Managing Director, the Whole-time Director & CFO, five Independent Directors, and two Non-Executive Directors. For more information on the Board composition, refer to the Report on Corporate Governance forming part of this Report.

UltraTech Cement Board Committees

- A **Audit Committee**
- C **Corporate Social Responsibility Committee**
- F **Finance Committee**
- N **Nomination, Remuneration and Compensation Committee**

A F N

Mr. Arun Adhikari
Independent Director

Expertise

A N F

Mrs. Alka Bharucha
Independent Director

Expertise

C S R

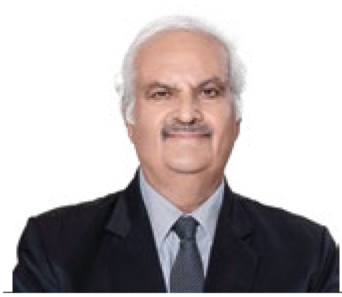
Mrs. Sukanya Kripalu
Independent Director

Expertise

A S

Mr. S. B. Mathur
Independent Director

Expertise



Mr. Sunil Duggal
Independent Director

Expertise

Areas of expertise

- Corporate Governance, Legal & Compliance
- Financial literacy
- General Management
- Human Resource Development
- Industry knowledge
- Innovation, technology & digitisation
- Marketing
- Risk Management
- Strategic expertise
- Sustainability

R **Risk Management and Sustainability Committee**

S **Stakeholders Relationship Committee**

Chairman

Member

Management team

Mr. K. C. Jhanwar
Managing Director

Mr. Atul Daga
Whole-time Director and
Chief Financial Officer

Mr. Vivek Agrawal
Chief Marketing Officer

Mr. E. R. Raj Narayanan
Chief Manufacturing Officer

Mr. Ramesh Mitragotri
Chief Human Resource Officer

Company Secretary
Mr. Sanjeeb Kumar Chatterjee

Awards and recognition

13 of your Company's limestone mines received five-star ratings in 2021-22 from the Indian Bureau of Mines at their 75th anniversary celebrations. This is the highest number of five-star ratings awarded to any company in India across all sectors.

Leader in 'Climate Change' by the Carbon Disclosure Project (CDP), a global non-profit environmental organisation, for its 2022 CDP disclosure. Your Company received an 'A-' score for implementing best practices and for taking concerted action on climate issues, securing a place in the leadership category.

Sustain Labs Paris (SLP) in partnership with BW Businessworld has ranked your Company number one for Sustainability in the Infrastructure and Engineering Sector and 15th out of the Top 200 companies in India.

'TERI-IWA-UNDP Water Sustainability Award 2022' by The Energy and Resources Institute (TERI) in association with the International Water Association (IWA) and the United Nations Development Program (UNDP) for the watershed project that aims to protect and restore community water structures in rural Andhra Pradesh, and uplifting the lives and livelihoods of the local population.

– Andhra Pradesh Cement

Three platinum and one silver award at the 45th Confederation of Indian Industry (CII) National Kaizen competition, organised by the CII Institute of Quality.

– Rawan Cement

The EMVIES Awards, considered the 'Oscars' of media awards, introduced by The Advertising Club, India, honours significant and effective contributions in the field of media by advertisers and their media agency partners.

Top performer in the Cement Sector in India PAT cycle.

– Rawan Cement

National Award for Excellence in Energy Management from CII.

– Reddipalayam Cement

Three awards at 'The EMVIES FY 2022-23'

- Gold – 'Ghar Ek Mauka EK' – (Best Media Sponsorship)
- Silver – 'Ghar Ek Mauka EK' – (Best Integrated Campaign)
- Silver – BGK 2.0 – (Best Digital Strategy)

Shared Service Centre (UKSC) awarded the Best of Shared Services Team of the Year award at the 9th edition Shared Service Summit and Award 2022, organised by UBS Forums.

National Award for Achieving Circular Economy in Indian Cement Industry by NCCBM.

– Reddipalayam Cement

Product portfolio

Realising aspirations

Our Company offers a wide range of cement products and solutions that are designed to meet the needs and preferences of a wide range of consumers. From wide range of cement for industrial applications to specialised products for infrastructure projects and individual home-building, our portfolio is reflective of our commitment to innovation and customer satisfaction.

Conventional

India's largest cement-selling brand

Grey cement products

- Ordinary Portland Cement
- Portland Pozzolona Cement
- Portland Pozzolona Super
- Composite Cement
- Weather Plus
- Portland Slag Cement

#1 in white cement and cement-based putty

White cement products

- White cement
- Wall care putty
- White cement-based product

#1 RMC player in India

Ready-mix concrete solutions

- Tailor-made concrete solutions with 24 speciality concretes, based on application

Contemporary

Largest single brand retail chain across India

- One-stop building solution for different stages of the construction life cycle, catering to the retail customer with 3,450 plus outlets in 500+ districts
- Over 65% of outlets in rural and Tier 3 geographies
- Partner with leading brands to provide quality construction products for individual home builders

Re-engineered products from the house of UltraTech

Building products

Waterproofing

- Liquid waterproofing
- Cementitious Waterproofing

Dry mix mortars

- Plasters mortars
- Adhesives and sealants
- Flooring
- Repair and rehabilitation

Greenvantage products

Greenvantage embodies our commitment to sustainability through a wide range of initiatives, processes, technical expertise, and the development of green pro-certified products within the ready-mix concrete (RMC) and building products sectors. At UltraTech, we actively contribute to sustainability by utilising fly ash, slag, and other industrial waste materials as raw materials and fuel in the production of green cement.

69%

CONTRIBUTION OF GREEN CEMENT TO TOTAL SALES

Green pro-certified specialist products

Waterproofing system

- UltraTech Weather Pro WP+ 200
- UltraTech Seal and Dry flex
- UltraTech Seal and Dry Hi-Flex
- UltraTech Seal and Dry SBR
- UltraTech Seal and Dry 5 plus
- UltraTech Seal and Dry Single Component

Industrial and precision grouts

- UltraTech Powergrout NS - 1
- UltraTech Powergrout NS - 2
- UltraTech Powergrout NS - 3

Plasters and mortars

- UltraTech Readiplast
- UltraTech Readiplast Green
- UltraTech Superstucco
- UltraTech Basekrete
- UltraTech Fixoblock
- UltraTech Powergrout Gun Grade Mortar

Tile and marble binders

- UltraTech Tilefixo VT
- UltraTech Tilefixo CT
- UltraTech Tilefixo NT
- UltraTech Tilefixo YT

Repair and rehabilitation

- UltraTech Microkrete

Flooring screed

- UltraTech Microkrete

New product launches

We recently launched new building products that offer superior performance and environmental benefits. These launches are a testament to our goal to deliver innovative and eco-friendly solutions for our consumers.

UltraTech DURAFACAD

UltraTech CORROPROTECT

Ready-mix concrete

- UltraTech Durafacad
- UltraTech Corroprotect

UltraTech Crack Filler

As committed partners in India's growth journey, we are associated in helping build world-class infrastructure across a wide variety of prestigious projects, be it roads, metros, or railways. Adopting sustainable and green construction practices, right till the last-mile rural IHB, will eventually have a multiplier effect on the circular economy.

Through an integrated win-win approach, we are creating value for channel partners, influencers and suppliers by empowering them and ensuring sustainability in business growth. With this, we are proactively enriching lives across the value chain.

In line with this, we are continually strengthening our portfolio of 'Green' products basis consumer insights and currently offer over 70 Green Pro-certified Concrete and Building Products. We have pledged our support to the GCCA 2050 Cement and Concrete Industry Roadmap for Net Zero Concrete, and are committed to produce carbon-neutral concrete by 2050.

In addition, we are driving a sustainable future through the 'Green Mobility' initiative by deploying CNG & LNG powered trucks across both Primary and Secondary Logistics. Over 300 vehicles have already been put into operation, and this number continues to increase as we expand our fleet.

Vivek Agrawal
Chief Marketing Officer

Our contribution to **India's new Parliament building**

We are on a transformative journey as we embrace the opportunities driven by India's unwavering commitment to infrastructure development. Among the several prestigious projects to our name, our most recent accomplishment is our contribution to the construction of the new Parliament Building. This undertaking stands as a testament to our world-class capabilities and unwavering dedication to nation-building.

We have added one more esteemed name to this list as we were the biggest and largest supplier of cement, RMC and specialist building products for the construction of the new Parliament building. The specialist building products included Basekrete, Readiplast and Sprayo Plast.

A Platinum-rated green building, the new Parliament building's work began in 2019, but the pandemic disrupted the process. Our team was approached to help accelerate the labour-intensive process of plastering. Our R&D and Building Products Division's (BPD) technical teams came up with an innovative idea of machine plastering using our Sprayo Plast, reducing time and manpower. Successful testing and training led to implementation in just three months. Machine plastering reduced time by three-fold and manpower by two-thirds. The use of Sprayo Plast achieved high-quality finishing in a single coat, especially in the basement.

Value creation model

Delivering a positive impact

Capital → Input → Value creation process →

Financial capital

Capital
- Optimisation of asset utilisation and maintenance of free cash flows
- Minimising costs to create greater value for stakeholders

Input
- **₹6,200** crores Net Capex
- **₹59,814** crores Net Fixed Assets (including CWIP and Capital Advances)
- **₹2,707** crores Net Working Capital

Manufactured capital

Capital
- Use of modern technology for cost-effective output to meet stakeholder expectations

Input
- **132.4** MTPA of grey cement production capacity
- **24** Integrated Units
- **29** Grinding Units

Intellectual capital

Capital
- Cutting-edge eco-friendly building materials and technology
- Create awareness about sustainability initiatives

Input
- **₹23.68** crores total R&D expenditure
- **2** patents filed
- **4** initiatives in Product Stewardship and LCA

Natural capital

Capital
- Priority to sustainable use of minerals
- Use of alternative fuels to minimise carbon footprint.
- Water recycling

Input
- **1,05,563** MWh energy from WHRS
- **650** MWh Renewable Energy
- **721** Kcal/kg of clinker-specific energy consumption

Human capital

Capital
- Employing a diverse range of skilled professionals in technical and management roles.
- Offering multiple growth opportunities in a culture that promotes diversity and inclusion.

Input
- **₹2,739** crores total employee salary and wages
- **22,916** total employees
- **2,98,154** total training hours
- **7,50,000** man-hours of safety training (employees and contractors)

Social and relationship capital

Capital
- Valuing our diverse stakeholders and engaging with them closely to strengthen partnerships

Input
- **₹116** crores spent on CSR projects

Value creation process

Raw material mining

Limestone quarrying
Limestone crushing
Storage of raw material

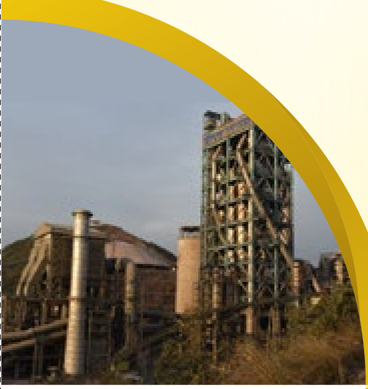
Associate functions

Finance
Human Resource
Technical Services
Logistics
Procurement
Information Technology
Legal

Output → **Outcomes**

Cement and concrete manufacturing

Raw material preparation
Clinkerisation
Grinding
Cement Storage
Transit Mixers
Curing
Finishing



Marketing

Distribution
Sales
Building Solutions

Output	Outcomes
• **₹63,240** crores Net Revenue • **₹11,123** crores EBITDA • **₹175.63** normalised Earnings Per Share • **₹5,064** crores normalised Profit After Tax	• Maximising shareholder value • Consistent growth trajectory
• **84%** capacity utilisation of installed capacity	• Strong manufacturing capabilities • Competitive product portfolio
• **3** new products developed	• Innovated product development • Increased technological interventions
• **5.2%** thermal substitution rate • **20.60%** substitution with recycled and alternative raw materials • **10.84%** water recycled and reused • **12%** reduction in net specific CO_2 emissions Scope 1	• Robust environmental stewardship • Operational excellence with resource conservation
• **10.52%** permanent employee turnover rate • **0.21** per million man hours lost time injury rate (direct) • **1** number of fatality (indirect)	• Diverse and motivated workforce • Upskilled talent pool
• **1.6** million people benefiting from our community development programmes	• Enhanced stakeholder relationship • Positive impact on communities

Stakeholder engagement

Achieving favourable outcomes

At UltraTech Cement, we believe that our responsibility as a leading cement manufacturer goes beyond delivering quality products to our customers. We understand the importance of creating a sustainable future for all and strive to build meaningful connections with our employees, suppliers, customers, regulators, investors, and the communities we operate in.

Approach to stakeholder engagement

We actively seek input and feedback from our stakeholders through various channels, allowing us to understand their perspectives and incorporate their valuable suggestions.

Informative	Descriptive
Disclose key information honestly and in a timely manner	Communicate comprehensively to provide a holistic picture
Interactive	**Collaborative**
Identify stakeholder concerns through regular feedback to get multilateral viewpoints	Encourage active collaborations with stakeholders and set the priorities accordingly
Proactive	**Inclusive**
Identify and address concerns before they escalate	Ensure that every stakeholder consider themselves to be a part of the Company's progress

Key stakeholders

Industry associations, CEO-led organisations, international commitments

Enable us to engage in cutting-edge research and advocate for sustainability.

Importance of relationship

Collaboration on key policy issues

Engagement platforms/types

- Meetings
- Participation in governance bodies
- Website
- Integrated Report
- Sustainability Report
- GCCA Global and GCCA India
- Confederation of Indian Industry
- Indian Green Building Council
- Bureau of Energy Efficiency
- World Business Council for Sustainable Development

Frequency

Annually and as and when required

Value created

Sharing expertise and knowledge with industry peers and stakeholders through conferences, seminars, and workshops to foster innovation and knowledge exchange

Shareholders, lenders and investors

Enable us to understand stakeholder's priorities and address queries and concerns-.

Importance of relationship

Financial capital provider

Engagement platforms/types

- Integrated report and regulatory filings
- General Meetings
- Sustainability Report
- Business Responsibility and Sustainability Report
- DJSI disclosure and other rating indices like CDP, Sustainalytics, MSCI, iMSC.
- One-on-one meetings, investor conferences, investor calls
- Investor Presentation
- Investor meetings

Frequency

Quarterly / Annually and as and when required

Value created

Maintaining strong balance sheet to mitigate downside risks

Government and regulatory authorities

Compliance with all applicable laws is important to us, as responsible citizens. Transparency drives our stakeholder engagement efforts, generating trust in our brand.

Importance of relationship

Ensure compliance and business continuity

Engagement platforms/types

- Integrated report and regulatory filings
- Meetings on government directives and policy development
- Facility inspections
- Regular meetings
- Proactive initiatives in operations

Frequency

Monthly / Quarterly / Annually and as and when required

Value created

Working closely with regulators

Stakeholder engagement

Employees

Our employee engagement is continuous and is core to achieve high performance and continuous improvement.

Importance of relationship

Key to the success of our business. Their efforts are vital for executing our strategies and driving sustained growth.

Engagement platforms/types

- Employee Health Check-ups and monitoring
- Townhalls
- Employee Surveys
- Disha
- CXO connect
- Performance appraisal

Frequency

Periodic

Value created

Encouraging employees to adapt to technological changes and upskill for career growth. Promoting employment equity and gender equality for a more inclusive society.

Customers

We prioritise educating customers to get the best out of our quality products through various engagement channels and Net Promoter Score (NPS) methodology.

Importance of relationship

Opportunity to establish long-term and mutually beneficial partnerships that will enable us to achieve and maintain our position as a market leader.

Engagement platforms/types

- Company website
- Product campaigns
- Satisfaction surveys
- Grievance redressal
- Customer-oriented initiatives
- Feedback surveys
- Dealer meets
- Customer engagement

Frequency

Periodic

Value created

Developing innovative products and solutions that meet the specific needs of our clients. Providing high-quality products and solutions.

Suppliers and contractors

We prioritise responsibility in our dealings with suppliers and contractors, following our code of conduct for enduring business relationships.

Importance of relationship

Empower us to optimise our value chain, compete on cost, and sustainability, and surpass customer expectations through operational leverage.

Engagement platforms/types

- Contract procedures and project timelines
- Facility inspections
- Review meetings
- Vendor interaction meets
- Feedback forms
- Annual performance report
- Annual stakeholder meets
- Supplier grievance mechanism
- Supplier assessment and training ESG criteria
- Supplier and vendor meet

Frequency

Periodic

Value created

Encouraging and supporting their efforts towards sustainability and responsible sourcing practices.

Community

We prioritise the local communities surrounding our facilities, providing livelihood opportunities and partnering with them for CSR initiatives. Our approach involves need assessment, development, and handover of projects.

Importance of relationship

Foster a positive working environment that promotes social support, harmony, and peace.

Engagement platforms/types

- Community need assessments
- Disaster management workshops
- Community visits
- Satisfaction surveys
- Meetings with community representatives
- Impact assessment studies
- Grievance redressal
- Community development interventions
- Mason training

Frequency

Periodic

Value created

Making a positive impact through partnerships and corporate social investment activities.

Media and NGOs

To comprehend their viewpoint on our business and industry performance. Additionally, we share our management's perspectives on key issues to encourage healthy discussions.

Importance of relationship

Engage with society and stakeholders to communicate our vision and initiatives.

Engagement platforms/types

- One-on-one interactions
- Direct contact during activities
- Social surveys

Frequency

Periodic

Value created

Partnering with NGOs on community development projects. Engaging with media outlets to increase awareness of sustainability issues and promote responsible business practices.

Paving the path to **progress and prosperity**

We are thrilled to share the remarkable journey of the Purvanchal Expressway, a 340.8 kms-long, 6-lane wide access-controlled expressway in the state of Uttar Pradesh, India. This ambitious project aims to connect Chand Saray Village near Gosainganj in Lucknow district with Haydaria village on NH-31 in Ghazipur District, opening doors to new possibilities and fostering development across the region.

With a project cost of ₹22,494.66 crores, the Purvanchal Expressway has been divided into 8 packages for efficient implementation. The expressway traverses through 8 significant districts, including Lucknow, Barabanki, Amethi, Sultanpur, Ayodhya, Ambedkar Nagar, Azamgarh, Mau, and Ghazipur. This extensive network aims to improve connectivity, reduce travel time, and boost economic growth in these regions.

One remarkable feature of this project is the construction of a 3.2 km-long runway near Kurebhar village in Sultanpur District, alongside the Purvanchal Expressway. This strategic move allows for the landing of approximately 30 fighter planes from five major airbases, bolstering our nation's defense capabilities and enhancing emergency response capabilities.

The runway has been built using high-quality M45 grade concrete, with a length of 3.2 kms, a width of 34 metres, a thickness of 330 mm, and panel sizes of 6.7 x 7.6 metres.

With its vast expanse and potential, the Purvanchal Expressway holds the promise of transforming the lives of millions, promoting socio-economic development, and propelling Uttar Pradesh towards a brighter future. As we witness the culmination of this incredible journey, we eagerly anticipate the positive impact it will have on the lives of people and the progress of the entire region.

8

DISTRICTS COVERED BY THE EXPRESSWAY

340.8 kms

LENGTH OF THE PURVANCHAL EXPRESSWAY

Materiality assessment

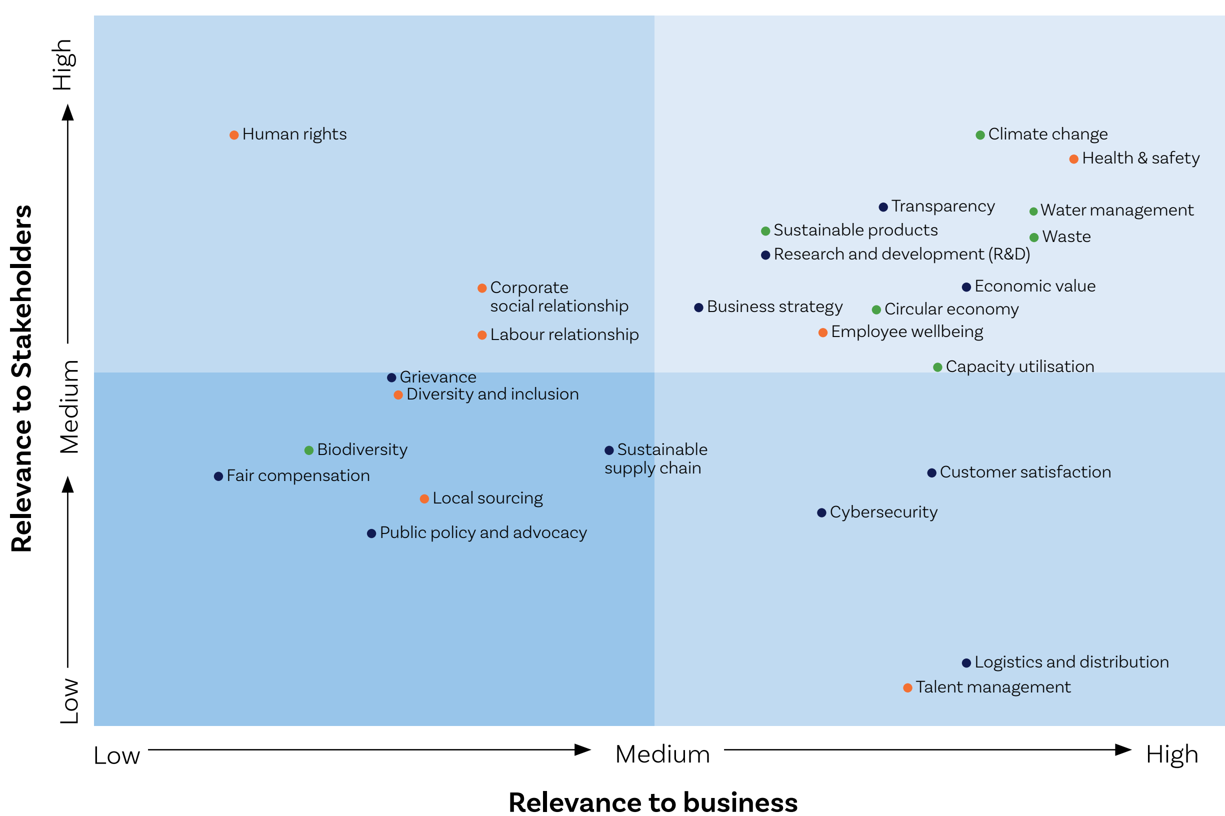
Topics that matter

We have been consistently striving to improve and prioritise our ESG goals based on the results of the materiality exercise conducted. The exercise has provided insights into emerging trends, business risks, and opportunities, and incorporated feedback from diverse stakeholders such as customers, investors, suppliers, media, industry associations, government and regulatory bodies, employees, and community representatives.

Assessment process

We conduct an annual materiality assessment to determine the significance of various factors. This assessment is integrated into our Enterprise Risk Management (ERM) process, ensuring that materiality is considered throughout our operations. The results of the materiality assessment are derived through consultation with the senior management, ensuring their involvement and alignment with our strategic priorities.

Materiality matrix



Material topics identified

Environment

High
- Climate change
- Circular economy
- Sustainable products
- Water management
- Waste

Medium
- Capacity utilisation

Low
- Biodiversity

Capitals

Social

High
- Health and safety
- Employee well-being

Medium
- Diversity and inclusion
- Human rights
- Talent management
- Corporate Social Responsibility
- Labour relationship

Low
- Local sourcing

Capitals

Governance

High
- Economic value
- Business strategy
- Transparency
- Research and development

Medium
- Grievance
- Cybersecurity
- Customer satisfaction
- Logistics and distribution

Low
- Public Policy
- Fair compensation
- Sustainable supply chain

Capitals

Capitals

Financial | Manufactured | Intellectual | Human | Social and Relationship | Natural

Materiality assessment

Business case

Health and safety

Business impact

We prioritise the safety and well-being of all individuals connected to our business, as we consider human life to be of utmost value. Therefore, ensuring the safety of people involved in our operations remains the central focus of our Company.

Cause of impact on value chain

We recognise our employees as our most valuable asset. Any safety incident that poses a risk of physical or psychological harm not only affects the well-being of our employees but also hampers their productivity.

Business strategy

We have a 'Zero Tolerance' Policy for safety breaches, and we thoroughly assess vendors based on stringent safety criteria before onboarding them. Health and Safety are deeply ingrained in our governance structure, with both Board-level and Unit-level committees overseeing safety leading and lagging indicators.

Furthermore, we are making substantial investments in digitalisation to enhance safety measures. Our AI-based chatbot, USHA, provides company-wide safety training online, and we utilise wearables integrated with IT-enabled systems to conduct safety audits remotely.

Our target

Target for zero fatality by 2024.

Our progress

86% reduction in fatality from last year.

Circular economy

Business impact

We believe that embracing the circular economy has the potential to enhance our overall margins by reducing fuel and material costs.

Cause of impact on value chain

The circular economy presents a significant four-fold opportunity for our Company in the cement industry. Firstly, by utilising waste and byproducts from other industries as alternative fuel and raw materials, we can reduce our dependence on non-renewable resources like limestone and fossil-based fuel. Secondly, this shift towards alternative materials helps us reduce our carbon footprint. Thirdly, these waste materials are available at a lower cost compared to conventional materials. Finally, by actively supporting other industries and local urban bodies in implementing sustainable waste management solutions, we can enhance our brand image and reputation, showcasing our commitment to environmental responsibility and compliance with regulations.

Business strategy

We are making significant investments in waste pre-processing and co-processing infrastructure, supported by state-of-the-art R&D laboratories, to strengthen our capacity for circular economy practices. We actively use various industrial wastes such as slag, gypsum, fly ash, and more as raw materials, while also incorporating alternative fuels like municipal solid waste, industrial waste, and plastic waste into our operations. Additionally, we are committed to utilising Construction & Demolition waste in our Ready-Mix Concrete plants, further contributing to sustainable resource management.

Our target

Maximise the usage of industrial and other waste.

Our progress

- Substitution of 20.60% conventional raw material through recycled and alternative raw material in cement production.
- Substitution of 5.2% thermal energy from fossil-based fuel through alternative fuel resources.
- Utilisation of 8512 metric tonnes of C&D aggregates in RMC plants.

Climate change

Business impact

We are fully aware of the risks posed by climate change to our operations, supply chain, and EBITDA. While our primary market is currently focused within the country and its neighbouring regions, we recognise that the outlook for exports, along with the global transition to a low-carbon economy and evolving customer preferences, may have an impact on our overall profit margins.

Cause of impact on value chain

As a cement manufacturer, we acknowledge that our industry is inherently carbon intensive due to the nature of our raw materials. This places us in the category of a hard-to-abate sector when it comes to reducing GHG emissions. We recognise the potential risks associated with upcoming global regulations aimed at curbing emissions. Failure to meet our Net Zero target within the specified timeframe could result in reputational damage, loss of brand value, and financial implications for our Company.

Business strategy

We have taken proactive steps to drive sustainability and reduce our environmental impact. This includes adopting voluntary targets for GHG emission reduction, replacing fossil-based electricity with renewable energy sources and implementing Waste Heat Recovery Systems (WHRS) across our manufacturing Units. We are also optimising our product mix by incorporating lower cementitious content, prioritising the use of sustainable materials. Furthermore, we are actively exploring innovative technologies like Carbon Capture, Utilisation, and Storage (CCUS) in collaboration with startups such as CarbonOrO, Coomtech, and Fortera. Additionally, we are considering kiln electrification with Coolbrook to further enhance our carbon reduction efforts.

Our target

- Reduction of net specific Scope 1 emissions by 27% by 2032, from 2017 as base year.
- Substitution of 34% of electricity by green energy by 2024.

Our progress

- 12% reduction in specific net CO_2 emissions till FY 2022-23.
- 19.27% electricity substituted through green energy.
- MoU signed with Coolbrook for implementation of their technology RotoDynamic Heater^{TM}.

Impact on external stakeholders

Enhancing livelihoods through watershed management

In an effort to tackle the issue of water scarcity in the semi-arid and drought prone Rayalaseema region of Andhra Pradesh, our team has adopted the villages of Ayyavaripalli in Anantapur district and Petnikota in Nandyal district. In collaboration with the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), we have implemented an integrated watershed project to address the critical water shortage in the area. With groundwater levels depleting at an alarming rate of 30% annually, we have constructed seven water harvesting structures in Ayyavaripalli village (Kolimigundla Mandal) and Petnikota village (Tadipatri Mandal) to replenish groundwater and ensure a sustainable water supply throughout the year.

Impact of the integrated watershed project

- The project has positively impacted more than 2,000 individuals residing in 500 households across the villages.
- The rainwater harvesting structures constructed in Petnikota and Ayyavaripalli have provided a water storage capacity of approximately 35,000 m^3.
- The rainwater harvesting structures have harvested about 5,00,000 m^3 of water since January 2023.
- Groundwater levels in the watershed areas have increased by 2-4 metres as a result of the rainwater harvesting structures.
- Through watershed interventions, approximately 400 acres of previously barren land have been cultivated in both villages.

Waste diverted from landfill, incineration and open burning

The waste generated in proximity to our operations, including municipal waste and agricultural residues, is collected, and utilised in our kilns' high-temperature process. This approach effectively prevents landfilling and minimises open burning, significantly reducing our environmental impact.

Impact of the waste diverted

- We have successfully diverted 630,000 tonnes of waste from ending up in landfills, being incinerated, or being subjected to open burning.
- Through this initiative, we have aligned our vision with the 'Swachh Bharat Abhiyaan' (Clean India Mission).

Sustainability performance

Our commitment to doing better

Environment

29.29 MMT
ALTERNATIVE FUEL, RAW MATERIALS AND RECYCLED MATERIALS USED FOR CEMENT PRODUCTION

555 MW
GREEN POWER CAPACITY (WHRS + RENEWABLE ENERGY)

4.17 times
WATER POSITIVE

2.44 times
PLASTIC NEGATIVE

81 million m^3
WATER HARVESTED, RECHARGED, RECYCLED AND REUSED

18.50%
INCREASE IN RECYCLED MATERIALS, COMPARED TO THE PREVIOUS YEAR

Read more on page 56

Social

16,79,843
BENEFICIARIES FROM CSR PROJECTS

28%
REDUCTION IN LTIFR

>80%
OF BENEFICIARIES FROM VULNERABLE AND MARGINALISED GROUPS

Read more on page 82

₹116 crores

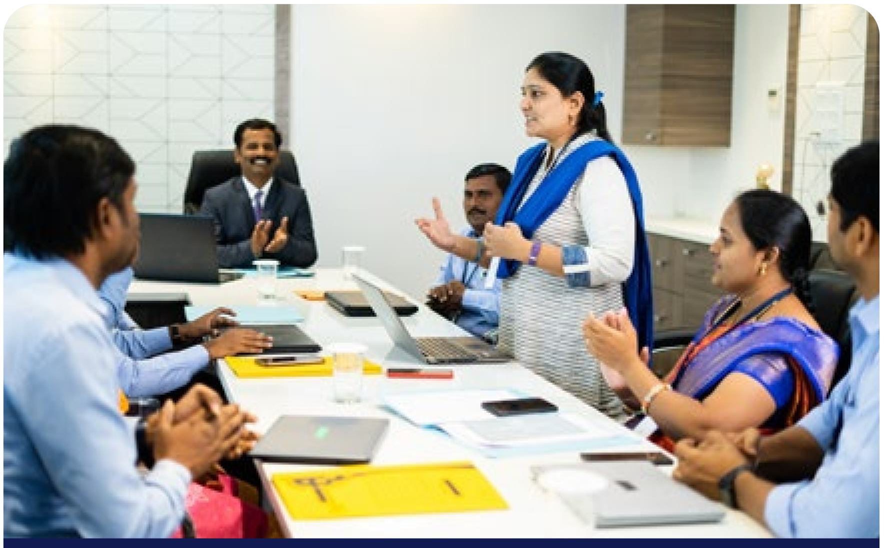
INVESTED THROUGH COMMUNITY DEVELOPMENT EFFORTS

4,27,079

NO. OF HOURS INVESTED IN SAFETY TRAININGS

19

NEW PLANTS WERE ASSESSED ON HUMAN RIGHTS



Governance

80

OUR S&P GLOBAL SCORE

>90%

ATTENDANCE AT BOARD MEETINGS

~10 years

AVERAGE TENURE OF DIRECTORS

5/6

COMMITTEES HEADED BY INDEPENDENT DIRECTORS

50%

INDEPENDENT DIRECTORS

30%

WOMEN DIRECTORS

Read more on page 106

Operating context

Maximising opportunity for growth

We recognise the importance of adaptability in a complex business environment and remain well-positioned to cash in on the growth opportunities in the Indian cement industry, despite the global challenges. Our goal is to help the industry restructure its operations while maintaining our leading position.

Key factors driving opportunities

Urban planning

The government plans to implement urban planning reforms to turn cities and states into sustainable cities for the future. To support this goal, an Urban Infrastructure Development Fund will be established with an annual budget of ₹10,000 crores. This fund will provide the necessary financial support for the development of urban infrastructure and help in the creation of sustainable cities in India.

Affordable housing

The rise in demand for cement is directly linked to the rise in construction activities including houses and buildings in metropolitan, semi-urban, and urban areas, along with the large-scale residential projects under the PM Awas Yojana (PMAY) programme. The allocation for PMAY is being increased by 66% to over ₹79,000 crores to provide continued support for affordable housing, with a particular focus on rural areas.

Sustainability and innovation

The Indian government has allocated funds to support the sustainability and innovation of the cement sector in its FY24 budget. This includes investing in research and development of low-carbon technologies and providing incentives for companies to adopt green practices.

Our endeavours to maximise opportunity

Capacity expansion

The announced expansions will result in our capacity increasing to 155.05 MTPA (in India) by FY25/26 and reinforces the commitment to meeting the country's requirement for housing, road and infrastructure.

Energy

We commissioned an additional 43 MW of Waste Heat Recovery System (WHRS) this year, taking our total WHRS capacity to 210 MW. We also added new 76 MW of renewable power capacity this year, bringing our total renewable power capacity to 345 MW.

Green products

Our clinker conversion ratio stands at 1.41, and we have a trade mix of 67% and green cement at 69%. We also contribute to the environment by using M Sand, which helps conserve sand beds and reduces the amount of water needed in curing. Our products are homogenous with batch-wise consistency, comply with IS&EN standards, increase construction speed, and result in material and cost savings. We also provide skill training for masons and contractors. Our cement products have received Green Pro certification from the Indian Green Building Council, aligning with our commitment to being a certified green company.

Our strategy

Navigating the future

Our strategy planning process is guided by our organisation's Vision, Mission, and Values, as well as input from the Board and Senior Leadership Team. We assess both internal and external factors, identify potential risks and opportunities, and conduct materiality assessments to understand stakeholder needs and drive long-term value creation.

Strategic objectives

SO1
Enhance balance sheet strength

SO2
Low-cost expansion

SO3
Without endangering the environment

Enhancing stakeholder value

Profitable growth

Market leader

Strong financials

Premium brand

Socially responsible

Integration of environmental, social, governance parameters

Key elements of strategy

	Enhance balance sheet strength	Low-cost expansion	Without endangering the environment
Focus areas	• Funding through internal accruals • Strengthening overall ROCE	• Targeted average capex cost of <US$ 76 per tonnes for new expansion	• Reducing dependence on fossil fuel based energy • Focus on sustainable cement and New Products • Scientific, efficient, and sustainable mining
Goals	• Embark on a transformative journey to transition from offering 'Products & Services' to providing comprehensive solutions • Phase 1 of organic expansion is nearing completion, which will contribute to the improvement of ROCE	• Last-mile reach • To leverage brownfield opportunities and maximise ROCE	• 34% substitution of total electricity consumption with green energy by FY24 • Increase share of alternative fuels • Increased revenue through green cement
Key performance indicators	**ROCE** • FY 2022-23: 13.2% • FY 2021-22: 14.9% • FY 2020-21: 15.3%	• Cement capacity 132.4 MTPA	• % substitution with green energy • % TSR from alternative fuels • % of sales through green cement • Awards and Accolades
Progress in FY 2022-23	• ROCE 13.2% (reduced primarily on account of increase in energy cost) • Net debt/EBITDA reduced to 0.24 times in FY 2022-23	• Commissioned 12.4 MTPA during FY 2022-23 and 2.2 MTPA in April, 23.	• 19% substitution of power with green energy • 5.2% TSR from alternative fuels • 69% of sales through green cement
Impacted material topics	• Business strategy, Transparency	• Economic value, capacity utilisation, business strategy	• Climate Change, Sustainable Products, Circular Economy, R&D, Water Management

Capitals

Financial | Manufactured | Intellectual | Human | Social and Relationship | Natural

Risk management

Navigating uncertainties

We monitor the external environment closely and take pre-emptive measures to identify risks and minimise them. We boast a highly robust Risk Governance structure led by the Risk Management and Sustainability Committee, helmed by an Independent Director. The Committee convenes every six months to oversee the Risk Evaluation, Identification, Assessment, and Mitigation processes. This approach ensures effective management of emerging and existing risks.

Risk identification

We have a robust risk identification process in place, where we thoroughly analyse risks, understand their detailed descriptions along with their likelihood and potential impact. We conduct an annual risk review process within our organisation, thereby, ensuring its compliance and effectiveness.

Risk process

Our risk management structure operates independently from our business lines, ensuring objective oversight. We have integrated risk criteria into our product development and approval process, emphasising the importance of risk management as a fundamental component of our operations. We also foster an effective risk culture by encouraging employees to proactively identify and report potential risks. In addition, risk management criteria are incorporated into the HR review process, allowing us to assess individual performance and recognise contributions to risk mitigation. Our Senior Executives and line Managers actively strive to achieve key performance indicators and targets, encompassing both financial and non-financial aspects, and their performance evaluations and compensation reflect their effectiveness in managing risks and meeting set objectives.

Risk training

We prioritise continuous training and education on risk management principles across our Company. We also provide comprehensive training programmes for employees to increase awareness and knowledge of risk identification and mitigation. The training covers a wide range of topics including Code of Conduct, Health & Safety, Social Responsibility, Logistics Safety, Cybersecurity, Environmental Responsibility, and Legal Compliance.

Key business-level risks identified

Probable	Probability of occurrence	Forgery, Infringement of copy rights/trademarks	Availability of critical resources fly ash; slag	Climate and sustainability Information technology Market demand
Occasional		Transporter strikes Safety working on heights	Legal and compliance Inflation and cost of production	Economic environment Government spend on infrastructure Geo-political risks Natural disaster
Remote		Talent management Availability of critical equipment	Financial risk	Changes in regulatory tariff structures
		Amount of damage →		
		Low	Moderate	High

Risk management

	Climate and sustainability	Information technology	Market demand
Mitigation	Optimising our fuel mix helps ensure both, transition to low-carbon technology and manufacturing low-carbon products. Zero liquid discharge plants installed to enable reuse of water; commitment to achieve net zero by 2050, among others.	We have implemented backup procedures and store information at two different locations. We regularly conduct system upgrades to stay up-to-date with the latest security standards, safeguarding against potential vulnerabilities. Our security policies and procedures for critical applications are periodically reviewed and updated, and we actively educate our users on compliance measures to prevent data leaks.	Maintaining engineering expertise, emphasis on quality, enhancement of brand equity and value-added services to mitigate risks associated with market fluctuations.
Risk class	High & probable	High & probable	High & probable
Capital impacted			

Emerging risks

Geo-political risk	Natural disaster
We prioritise local dependence for both raw materials and energy fulfilment. We aim to minimise the impact of rising fuel prices and ensure a stable supply chain for our manufacturing processes. By focusing on sourcing locally, we can reduce our vulnerability to international market fluctuations and geopolitical risks.	We implement comprehensive disaster management plans, robust health and safety protocols, and effective communication protocols during extreme weather events to ensure the safety of our Units and minimise the impact on our workforce. We also take into account annual weather forecasts when making decisions regarding our global supply chain, aiming to mitigate the risks of delays in sourcing fuels and machinery caused by natural calamities. Additionally, we have insurance coverage in place to safeguard our business assets and protect against potential damages or losses of materials in warehouses or during transit due to extreme weather events.
High & occasional	High & occasional

Financial | Manufactured | Intellectual | Human | Social and Relationship | Natural

ESG performance

ESG targets and achievement

We are committed to proactively addressing environmental degradation by integrating sustainability into our business strategy. Our ESG long-term targets are set, and we regularly monitor our progress. Additionally, our executives' compensation is linked to our well-defined sustainability and safety targets, reassuring effective implementation and execution of our ESG strategy.

Climate change, and emissions

27%
Reduction in net specific Scope 1 carbon emission

34%
Electricity to be met through a combination of RE+WHRS by 2024

12%
Reduction of net specific Scope 1 carbon emission

19.27%
Of electrical consumption met through green energy

Water management

5 times
Water positive by 2024

4.17
Times water positive

Biodiversity

Biodiversity assessment
At all our integrated Units by 2024

No Net Loss
by 2050

12
Integrated Units undertaken for comprehensive assessments

100%
Assessment of all Units under EIA

Targets

Achievements in FY 2022-23

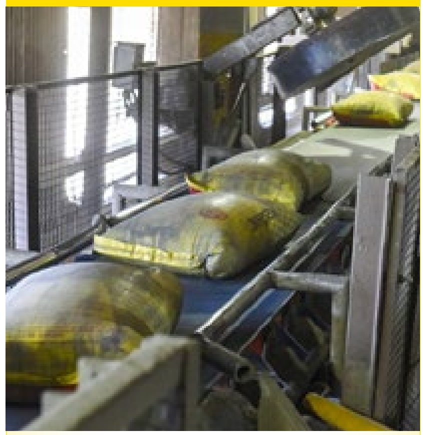
Health & safety

Zero
Fatality

<0.25
Lost Time Injury Frequency Rate (LTIFR)

86%
Reduction in fatality from last year

Sustainable supply chain



New suppliers to be screened for ESG criteria every year

Coverage of 25% Tier 1 suppliers through sustainable supply chain awareness sessions by 2025

100%
Suppliers screened for ESG Criteria

100%
Assessment of critical suppliers

20%
Tier-1 supplier training completed

Product stewardship

Complete IGBC Greenpro certification of all blended cements

Complete Life Cycle Assessment studies

Complete Environment Product Declaration (EPD)

5
Cement products awarded GreenPro certification

4
types of cement received complete Life Cycle Assessments

4
types of cement received Environment Product Declaration

Environment

Highlights for FY 2022-23

12%
REDUCTION IN SPECIFIC NET CO_2

12 Units
COMPLETED BIODIVERSITY ASSESSMENTS

100%
FLY ASH GENERATED AT OWN POWER PLANTS IS USED TO PRODUCE CEMENT

20.60%
RECYCLED MATERIALS UTILISED IN THE MANUFACTURING OF COMPREHENSIVE RANGE OF RAW MATERIALS

650 MWh
RENEWABLE ENERGY CONSUMPTION

2%
REDUCTION IN CLINKER CONTENT IN TOTAL CEMENT PRODUCTION

Material topics impacted

- Climate change
- Water management
- Biodiversity and land use
- Responsible mining
- Circular economy

SDGs aligned

Capital connected

Natural

As an industry leader, we are committed to creating long-term stakeholder value, sustainability, and contributing to the Indian economy. This year, we achieved a remarkable milestone of 100 million tonnes production through the collective effort of our people.

Despite the challenges of a volatile geo-political situation impacting the energy prices and causing supply disruptions and labour shortages, our teams have been able to view these as opportunities to address key areas. Our consistent focus on energy, reliability, process, and talent management resulted in better performance compared to industry peers.

We are committed to the GCCA 2050 Roadmap for Net Zero Concrete. We have improved the utilisation of alternative fuel and increased green energy mix to 20% to support the circular economy.

We are expanding cement production capacity with advanced technology, investing in green energy, optimising existing operations through digitalisation to increase margins and reduce our carbon footprint.

Through partnerships with stakeholders across the ecosystem, we have made advancements in energy, products, and processes. Our focus is on cutting-edge technologies, collaboration with universities, research institutes and as well as the startup ecosystem to accelerate the decarbonisation of our manufacturing process. This year, our efforts received significant recognition, including A- score in the CDP Climate disclosure report, 1st Rank in Infrastructure and Engineering category in ESG Ranking by Sustain Labs Paris, and 6th Rank globally in DJSI ranking for Building Material Sector. Further, efforts are underway to reduce our carbon footprint across the value chain with a goal to mitigate the impact of climate change.

At UltraTech, we prioritise in employee safety, health, diversity, well-being, and continuous learning to create the best workplace environment for all.

E R Raj Narayanan
Chief Manufacturing Officer

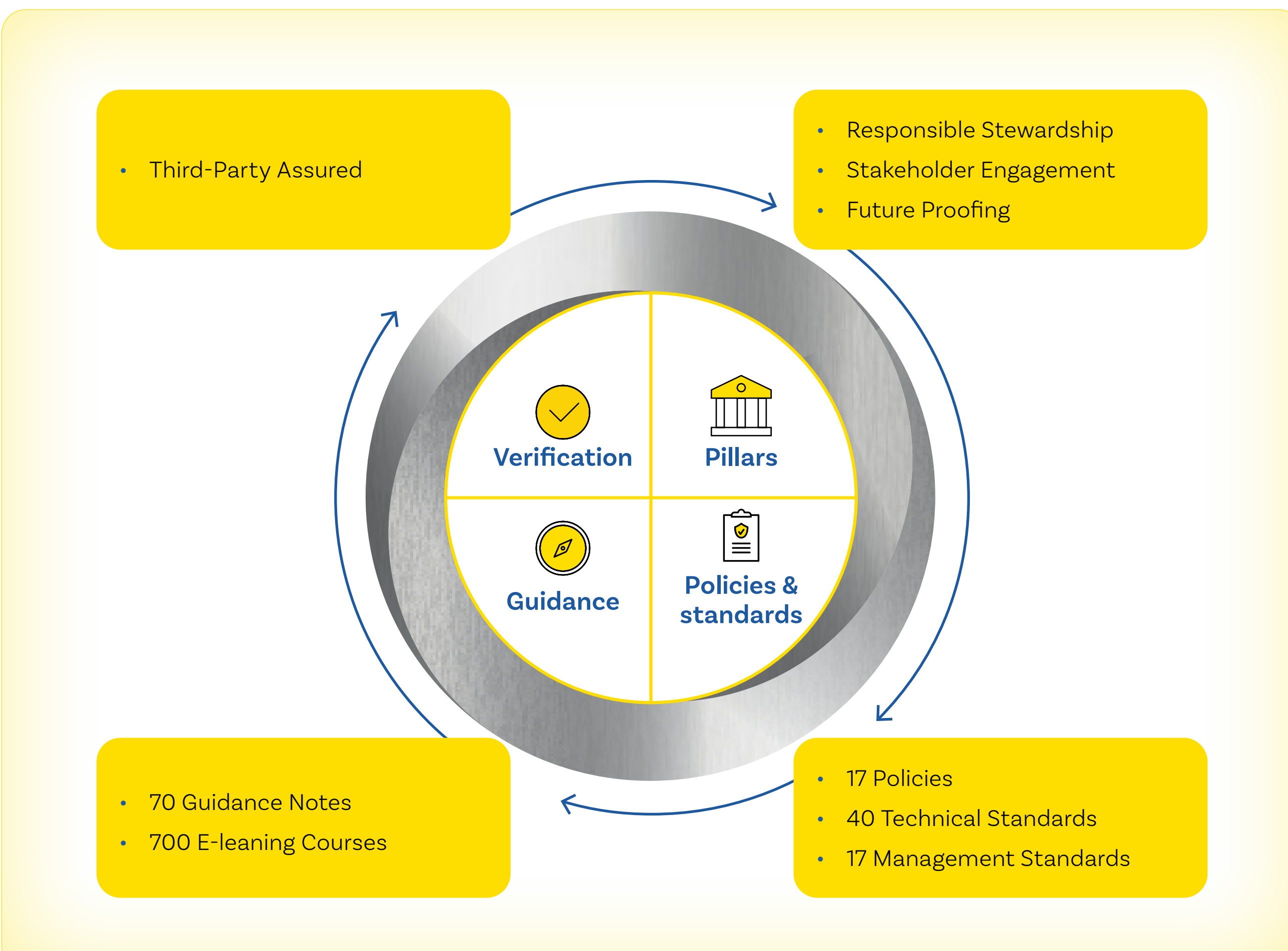
ESG strategy and framework

Value for the long term

Our ESG strategy and framework center around our Net Zero Concrete Commitment, encompassing a range of policies, procedures, and technical standards. With a focus on sustainability and transparent governance, we strive to minimise our environmental impact and create long-term value for stakeholders.

Our approach

Our sustainability principles are integrated into all aspects of our business, from product development and risk management to interactions with external stakeholders. This approach facilitates purposeful and impactful decision-making. We maintain ongoing communication about our sustainability vision and actions with our employees and partners to ensure alignment and collaboration.



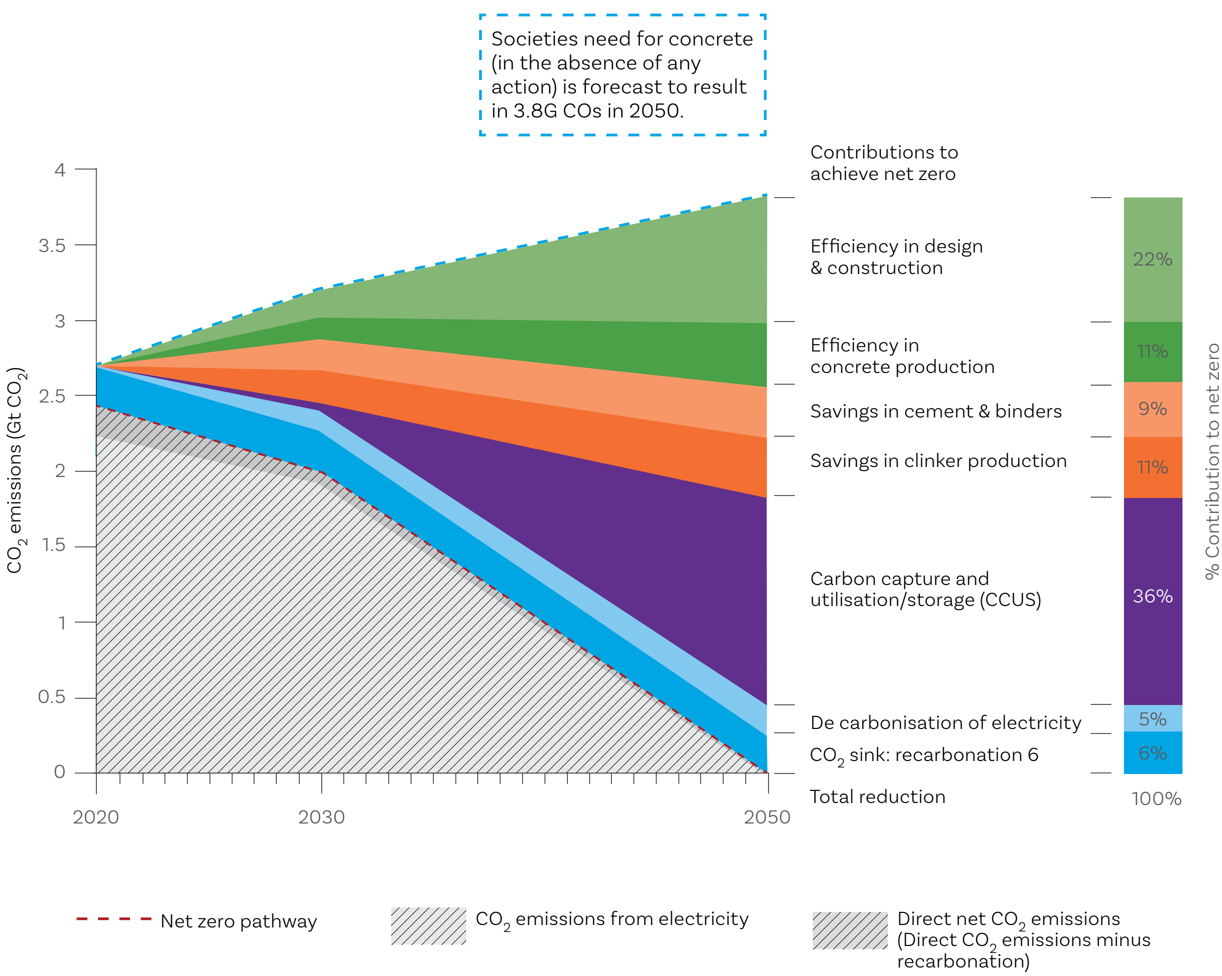
Net zero concrete roadmap

We are proud to announce our commitment to the GCCA 2050 Cement and Concrete Industry Roadmap for Net Zero Concrete. As a founding member of the Global Cement and Concrete Association (GCCA), we stand alongside forty other industry leaders, vowing to produce carbon-neutral concrete by 2050 and reduce Scope 1 CO_2 emissions by 27% by 2032. Guided by the comprehensive 'Concrete Future' roadmap developed by the GCCA, we are aligned with the target of limiting global warming to 1.5°C set forth in the Paris Agreement.

In our pursuit of innovation and sustainability, we recognise the importance of reducing CO_2-intensive clinker in cement, minimising fossil fuel usage in manufacturing, and advancing breakthrough technologies like carbon capture. The 'Concrete Future' roadmap's seven-point plan serves as our guiding framework, driving us to deliver net-zero concrete and contribute to a decarbonised industry.

Our commitment to the GCCA roadmap underscores our unwavering dedication to environmental stewardship, and we eagerly anticipate collaborating with industry peers to realise a net-zero future for the building material sector. Together, we can forge a sustainable world that will endure for generations to come.

The net zero pathway



Climate change: Energy and emissions

Actions that matter

We prioritise our environmental impact and continuously invest in low-carbon practices beyond compliance requirements. As India's largest cement and concrete company, we acknowledge our responsibility in mitigating climate change and have committed to Net Zero by 2050. Our Climate Change Policy guides our efforts, and we follow TCFD (Task Force on Climate-Related Financial Disclosures) recommendations for risk and opportunity mapping.

Our sustainability strategy

We understand the importance of energy consumption and carbon emissions in our business. To address these critical factors, we have established an energy and carbon policy. We recognise the need for transition towards a low carbon growth pathway and are committed to taking proactive actions within our operations and supply chain.

1. Issued sustainability linked bonds
2. Fund raising
3. Necessary measures
4. Performance monitoring
5. Review and improve

GHG emissions

We strive to reduce our carbon footprint through multiple energy-efficient measures. Our Risk and Sustainability Committee led by our Board, is responsible for overseeing our sustainability agenda, and that includes monitoring our climate change mitigation efforts and targets. The Managing Director takes responsibility for driving the implementation of our sustainability strategy.

While our production capacity has expanded, resulting in increased absolute GHG emissions, we are proud to have effectively lowered our specific GHG emissions compared to previous year by implementing various strategies and practices that have allowed us to minimise the environmental impacts. As a result, our GHG emission intensity has also reduced for the current year.

FY 2022-23

6,25,30,455
Scope 1 in tCO_2
(Includes Captive Power Plant)

16,95,036
Scope 2 in tCO_2

42,04,918
Scope 3 in tCO_2

FY 2021-22

6,14,53,952
Scope 1 in tCO_2
(Includes Captive Power Plant)

10,49,149
Scope 2 in tCO_2

45,47,816
Scope 3 in tCO_2

Decarbonisation strategy

	Reducing operational GHG footprint	Reducing GHG emissions with our products	Adopting new technologies for decarbonisation
Strategy	• Internal Carbon Pricing • Energy efficiency • Alternative fuel resources • Renewable energy • Waste Heat Recovery	• Life Cycle Assessment and Environmental Product Declaration of products • Development of new low-carbon products, i.e., low clinker content • Recycling concrete	• Carbon offset projects for the community • Evaluate carbon capture through industry partnerships
Impact	**US$10/t$CO_2$** adopted as Internal Carbon Price (ICP) to evaluate impact of new projects / capex on environment which has helped in accelerating adoption of low carbon technologies and levers **17,955 tonnes** of hazardous and **10,04,000 tonnes** non-hazardous wastes from other industries are utilised in kilns, thus substituting the use of fossil fuels **555 MW** green energy capacity installed including wind, solar and waste heat recovery	**4** UltraTech products completed Life Cycle Assessment and Environmental Product Declaration **Xtralite-AAC blocks, Readiplast** are some of the new products developed with a lower carbon footprint **Focused R&D efforts** to diversify our portfolio with low carbon products **Enhanced local supply** of raw materials for reducing the lead distance for procurement **28.24 MT** of alternative raw and recycled materials utilised in cement production **8,512 tonnes** of recycled materials utilised in RMC	**Partnership with start-ups** for technology piloting such as CarbonOrO, Coomtech, Fortera to reduce the carbon footprint **Adoption of new technology** as Coolbrook's roto dynamic heater (RDH) for kiln electrification **Exploration of usage of hydrogen** in processes

Climate change: Energy and emissions

Minimising other emissions

We strive to ensure our NOx, SOx, and VOC emissions are well within or below the statutory limits at all our operating Units. We conduct annual emission monitoring following the guidelines provided by the Ministry of Environment, Forest & Climate Change (MoEF&CC) and the Central Pollution Control Board (CPCB).

Key emission reduction strategy

We have installed Continuous Emission Monitoring Systems (CEMS) in major stacks of our operating Units. These systems undergo real-time monitoring by the Central Pollution Control Board (CPCB) and State Pollution Control Boards (SPCBs).

In addition to CEMS, we carry out third-party environmental monitoring regularly through NABL-approved laboratories.

To maintain the performance efficiency of our Pollution Control Equipment at all our Units, regular efficiency studies of our Air Pollution Control Devices (APCDs) are conducted by the National Council for Cement and Building Materials (NCCBM). Additionally, internal environmental audits are undertaken to ensure that the emissions from our APCDs remain within or are lower than the limits prescribed by regulatory authorities.

Air emissions

SOx

Emission source

Combustion of fuel and raw material

Reduction Initiatives

Installation of flue-gas desulphurisation technology to manage SOx emissions

NOx

Emission source

Combustion of fuel and raw material

Reduction Initiatives

- Raw mix, coal residue and process optimisation
- Burner management and replacement
- Installation of low NOx burners at most of the Units
- Installation of low NOx calciners for new plants
- Modification in old calciner technology for low NOx emission

Dust

Emission source

Quarrying, transfer, loading-unloading and open storage of material, cement production stags

Reduction Initiatives

Fugitive emissions

- Emission inventory dispersion modelling study at one of our Units in collaboration with the Indian Institute of Technology (IIT), Mumbai
- Covered sheds for various raw materials at some of our Units (Baga, Balaji, Bela, Manikgarh, Sidhi, Bagheri, Bara, and Dhule) and concreted new roads in some Units (Balaji, Sidhi, and Bagheri)
- Installing closed conveyor belts for transfer

Stack emissions

- Modern abatement technologies such as filter systems
- Regular maintenance of equipment at our manufacturing Units
- Upgradation of all existing electrostatic precipitators with bag house

LNG-powered vehicles

We are proud to announce the pilot programme for LNG-powered vehicles at Awarpur Cement in Maharashtra.

In partnership with GreenLine Logistics, we have added 10 LNG trucks to our diesel-powered fleet, reducing our carbon emissions by 40% and contributing to a cleaner and greener supply chain. Each LNG truck helps us reduce up to 36 tonnes of carbon emissions annually, reducing our Scope 3 emissions.

In addition to reducing carbon emissions, these LNG trucks significantly reduce other dangerous emissions, with SOx emissions reduced by up to 100% and NOx emissions reduced by up to 59%.

The success of the pilot is a testament to our commitment to driving sustainability across the value chain of our operations.

Climate change: Energy and emissions

Aligning with TCFD

We are actively working to align our Company with the TCFD framework's guidelines. We are committed to identifying and mitigating climate-related risks to safeguard our stakeholders and business operations. This includes disclosing climate-related governance, strategy, risks, opportunities, and associated metrics and targets.

Physical risks

Acute physical risks arising from longer-term changes in climate patterns causing damage to assets or supply chain disruption, such as floods, cyclones, and droughts.

Chronic physical risks such as variations in temperature, precipitation patterns, and water stress.

Transition risks

Risks from transitioning to low-carbon business pathways due to regulatory, technology, and market changes for climate change mitigation and adaptation.

Our mitigation strategy

We implement disaster management plans, health and safety protocols, and effective communication protocols. We also consider annual weather forecasts in our global supply chain decisions to mitigate the risk of delays in sourcing fuels and machinery due to natural calamities. To protect against damages to our business assets or loss of materials in warehouses or transit due to extreme weather events, we have adequate insurance coverage in place.

We have installed rainwater harvesting systems across all our Units and have also set up Zero Liquid Discharge (ZLD) plants at several of our manufacturing Units to enable the reuse of 100% treated water within the Units. We are 4.17 times water positive.

To mitigate the risks of heat waves, we have implemented various measures which include scheduling minimal work in warehouses or outdoor areas during peak summer days, offering flexible work hours with early morning and late evening shifts.

We take a proactive approach to engaging with stakeholders on climate risk issues, and we strive for greater transparency regarding our governance, risk management, strategy, and performance in addressing climate change. Our public policy engagements and lobbying efforts are fully aligned with the goals and principles of the Paris Agreement, and we diligently monitor our climate change performance at the Board, Unit, and across all relevant functions.

Energy management

Efficient energy management is crucial for optimising plant operations. To achieve greater energy productivity, it is essential to continuously enhance energy management systems. As proud participants of EP100, a global leadership initiative uniting energy-efficient companies, we remain committed to doubling our energy productivity since 2018. Through the adoption of advanced technologies and a culture of innovation, we have successfully met our targets in this area. Our unwavering dedication to energy efficiency drives us to constantly improve and drive sustainable practices for a brighter future.

Renewable energy

We are committed to the RE100 initiative and aim to source 100% of our electricity from renewable sources by 2050. By 2024, we plan to draw 34% of our power requirement from green sources such as waste heat recovery systems (WHRS), solar, and wind energy. We are collaborating with the Council on Energy, Environment and Water (CEEW), with a particular focus on transitioning to 100% renewable power.

Initiatives

- Increasing our green energy portfolio by setting up 345MW solar and wind power plants and 210 MW waste heat recovery systems (WHRS)
- Implemented advanced digitalisation and optimisation tools, including Expert Optimiser and Optimax, alongside the installation of high-efficiency process equipment such as coolers, compressors, drives, fans, and more.

UltraTech Ratnagiri Jetty Transitions to 100% Renewable Energy

We are proud to have successfully transitioned the jetty attached to our Ratnagiri Cement Grinding Unit in Maharashtra to 100% renewable energy. This achievement was made possible through our partnership with Maharashtra State Electricity Distribution Company Limited (MSEDCL), which began in August 2022.

Despite the remote location of the jetty and its seasonal operation, we were determined to adopt renewable energy sources to reduce our carbon footprint. We are pleased to have received certification from MSEDCL for our jetty's 100% renewable energy usage. This transition saves approximately 9,604 kg of monthly CO_2 emissions, based on the jetty's average monthly energy consumption of 11,670 kWh.

Through this transition, Ratnagiri Cement has contributed to our Company's commitment to mitigating climate change by lowering CO_2 emissions. As part of our RE100 commitment, we remain dedicated to achieving our goal of meeting 100% of our electricity requirements through renewable sources by 2050.

Water management

The need of the hour

We are working towards achieving our goal of being five times water positive by 2024 by improving facilities in regions experiencing water scarcity and ensuring we replenish more than we withdraw.

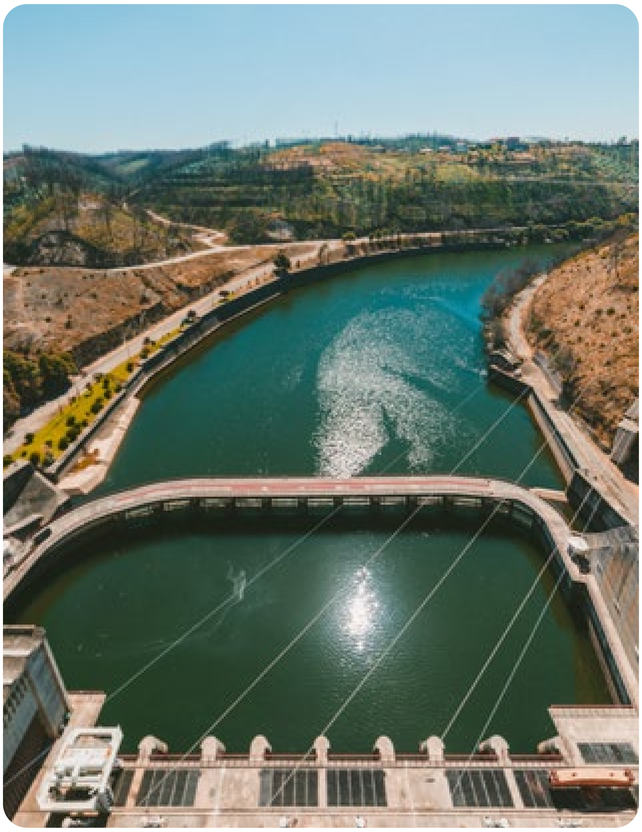
Water stewardship

We acknowledge the vital importance of water as a critical resource for our business operations and its value for all stakeholders involved. To ensure responsible water management, we have implemented a robust water stewardship policy. Our top priority is the protection and conservation of water resources, achieved through excellent water management practices and effective governance systems.

Water risk assessment

Water risk assessments are carried out using various tools such as GeoSust, WRI Aqueduct, Environmental Impact Assessment (EIA), India Water Tool, and others, at all our Units. Based on these assessments, we have found no immediate water risks to our enterprise. Nevertheless, we have taken proactive steps to address the anticipated water stress caused by climate change.

We are promoting facilities and infrastructure for increasing water storage capacity in the Units where infrastructure such as check dams, rainwater harvesting, and de-siltation of ponds are not available. We are also working on converting mine pits into reservoirs to enhance their water harvesting capacity.



Initiatives

- **Water efficient technology**
- **Zero water discharge**
- **Recycling of water**
- **Recharging of groundwater**
- **Integrated watershed management projects in the community**
- **Rainwater harvesting**
- **Desilting existing ponds**
- **Converting mine pits into reservoirs**

Biodiversity and land use

Being nature positive

We prioritise responsible resource stewardship and have integrated biodiversity considerations into our operations and policies. Our Biodiversity Policy follows a 'No Net Loss' approach to ensure that our projects have a neutral or positive impact on biodiversity. We also take measures to compensate for any negative impact on biodiversity through appropriate measures.

Supporting biodiversity

We are cognisant of the fact that our operations can influence the local ecology and we recognise the crucial responsibility we have in preserving biodiversity and the overall ecosystem. Towards this, we conducted biodiversity assessments at four UltraTech Units in the year:

- Dhar Cement
- Nathdwara Cement
- Baga Cement
- Dalla Cement

Biodiversity risk assessment and mitigation plan

We have voluntarily committed to completing biodiversity risk and impact assessments at all our Units by 2024 as part of our responsible business practices. We have employed the Integrated Biodiversity Assessment Tool (IBAT) to assess the biodiversity of our Units. We have successfully conducted assessments at 12 Units, which include conducting species inventories and analysing their relative frequency and density. We have also assessed the impacts of our mining operations on biodiversity and reviewed the potential dependency and management of ecosystem services using the internationally recognised Ecosystem Services Review (ESR) tool. It is worth noting that five of our Units are situated in ecologically sensitive areas, detailed in Principle 6 of the Business Responsibility and Sustainability Report (BRSR). Based on our biodiversity management plan, we have formulated mitigation strategies, including measures such as converting mining pits into water bodies at the end of mining activity, undertaking plantation in excavated voids and mine pits, ensuring the preservation and avoidance of damage to ecosystems, and maintaining noise levels below 85 dBA.

Collaboration with external partners

To achieve our biodiversity assessment goal by 2024, we are working closely with leading external agencies like Terracon and Green Future Foundation for impact assessments and to create tailored management plans and adopt best practices specific to the regional ecosystem.

Rejuvenating ecosystems

As a responsible corporate citizen, we take conscious measures to preserve, protect and promote all forms of life in the ecosystem. Our Biodiversity Policy is based on a 'No Net Loss' approach, which calls for compensatory measures for any negative impact caused by our projects. We also strive to increase the biodiversity around our plants and quarry Units through various initiatives. Additionally, regular ecological evaluations help us identify the risks and the opportunities. We celebrate the International Day for Biological Diversity every year and pledge to continue promoting a shared future for all life.

Championing biodiversity with the Miyawaki method

We have adopted the Miyawaki plantation method at three of our integrated Units to increase our green cover and fulfil our social and environmental commitments towards biodiversity management and carbon offset technologies. We have used soil testing and specific plantation ingredients to ensure the sustainability of these plants. This initiative aligns with our efforts to mitigate climate change. Bela Cement has planted over 6,000 trees across 7,500 square feet of land since July 2021. Similarly, Gujarat Cement has planted 1,083 trees and plans to add 2,000 more under the Miyawaki plantation in FY 2022-23.

Vikram Cement has planted 573 trees and collaborated with the Uttar Pradesh Forest department to develop Miyawaki forests in Aligarh and Gautam Buddh Nagar districts.

Responsible mining

Setting a high standard

We understand that responsible mining is crucial for the longevity of our operations. To ensure the sustainable use of our raw material deposits, we use advanced technology and data management to explore deposits, both laterally and vertically. We adopt the best practices for the exhaustive and universal implementation of a sustainable development framework in mining. We also blend high-grade and low-grade limestone to maximise resource utilisation.

Responsible mine management

We prioritise responsible mining for sustainability by optimising usage and assessing mineral availability with advanced technology. New initiatives are taken to foster responsible mining practices.

Development of an integrated digital platform

A new platform has been implemented that allows real-time monitoring of operations and directs hauling equipment to loading equipment. This reduces idling time for loading equipment and enhances productivity for both hauling and loading equipment.

Induction of fuel-efficient equipment

High fuel consumption equipment is being replaced with new, fuel-efficient technology, resulting in better fuel utilisation and complete combustion, leading to reduced emissions.

Use of biofuel in mining equipment

We rely on high-quality biodiesel to reduce our carbon footprint and operational costs in consultation with original equipment manufacturers (OEMs).

UltraTech mines earn a 5-star rating

The Indian Bureau of Mines released the list of mines shortlisted for the grant of 5-star ratings for 2021-22, on its 75th anniversary celebrations. This highest rating is awarded to mines based on their performance on parameters such as sustainable mining, compliance of production, and social impact. Thirteen UltraTech mines received five-star ratings, which is the highest number received by any company in India, across all sectors.

Our work to achieve excellence aligns with the objectives of the Indian Bureau of Mines, which aims for sustainable mining practices, efficient operations, and technology-driven mineral processing.

Mining goes digital

The integrated platform implemented covers the entire mining value chain from planning to performance analysis. The system provides a blended plan at the beginning of each shift for ease of operations. Idling machines are detected early and allocated dynamically for increased efficiency, reduced fuel wastage, and operating cost. The system is being scaled up for other Units.

Mine planning software

Geological resources are estimated, and mine planning is conducted using mine planning software.

Survey through drones

Mines are regularly surveyed through drones to ensure improved accuracy.

The following UltraTech mines were awarded five-star ratings:

Mine/Unit
Rawan-Jhipan Limestone Mines/ Rawan Cement
Manikgarh Cement Limestone Mine/Manikgarh Cement
Naokari Limestone Mines/Awarpur Cement
Vikram Cement Limestone Mines – II/ Vikram Cement
Bhadanpur & Piprahat Limestone Mine/Maihar Cement
Aditya Limestone Mine/ Aditya Cement
Mohanpura Jodhpura Limestone Mine/ Kotputli Cement
Julgul Limestone Mine/ Dalla Cement
Tummalapenta Limestone Mine/ Andhra Pradesh Cement
Kovaya Limestone Mine/ Gujarat Cement
Kharai Harudi Limestone Mine/ Sewagram Cement
Narmada Cement Mines/ Jafrabad Cement
Baga Bhalag Limestone & Shale Mines/Baga Cement

Nature and human: A peaceful coexistence

Our mining operations are carried out in collaboration with key stakeholders, and that includes the flora and fauna. We prioritise achieving a balance between developmental activities and the preservation of the local ecological and environmental conditions for sustainable growth. To prevent destruction of flora and the migration of indigenous fauna, we undertook biodiversity and habitat mapping studies at 10 of our Units, creating conditions for native species to thrive.

At our mines, we prioritise an individual's right to work in a job that is freely chosen by them. We understand our responsibility to provide fair working conditions, including just wages, protection of privacy, protection against arbitrary and unjustified dismissal, fair compensation, and the right to belong to and be represented by a trade union. We also encourage and accommodate gender, ethnic, and regional diversity, including running an all-women facility at one of our Ready-Mix Concrete plants near Pune.

Objective

To showcase how analytics was used to improve the haul road profile in mines based on drone-based survey output.

Timeframe

Haul road gradient was monitored periodically for a quarter.

Efforts

The roads and ramps in mines are classified, and their profiles configured to meet regulatory and operational standards. By applying analytics to the topographic map generated by drone surveying, sections of haul roads that do not conform to regulatory guidelines regarding width, gradient, and curvature were identified, particularly in hilly terrain. The mine's road network was uploaded into the system, and the application is set to run at regular intervals to detect deviations in haul road width, gradient, and curvature. Specific inputs on the location of these deviations are provided, and they are addressed on a continuous basis.

Outcomes

The improved haul road profile led to a reduction in dumper cycle time, thereby increasing overall productivity.

Local sourcing and sustainable procurement

Upping our sustainability approach

We are committed to sustainable practices in all aspects of our operations, including logistics. We have initiated the deployment of LNG vehicles at identified locations and are scaling up the use of CNG+LNG vehicles to over 300 vehicles. Our logistics control tower ensures efficient supply chain management, delivering products and solutions to our customers with utmost reliability and sustainability.

Supply chain management strategies

Our sustainable supply chain framework encourages sustainable sourcing and engages our suppliers to adopt sustainable procurement practices. Our goal is to screen 100% of new suppliers for ESG criteria and increase awareness through effective training sessions for 25% of our Tier 1 suppliers (direct suppliers to UltraTech) by 2025.

UltraTech targets to assess all its critical suppliers for ESG criteria by 2025

Supplier assessment framework

We have developed an extensive framework for assessing ESG parameters of the associated suppliers, with Board-level oversight for its implementation. The framework is in alignment with S&P Global's Corporate Sustainability Assessment (CSA), SMETA 4-pillar, and GCCA's guidelines on sustainable supply chain. We have identified screening KPIs on the basis of commodity-specific and geography-specific risks. The framework is largely tailored around pillars of governance (policies and disclosures), environment (emissions, waste and resource efficiency), and social (safety and CSR expenditure). Based on assessment, a supplier scorecard is generated.

Suppliers failing to meet the minimum ESG requirements are excluded from contracting. To ensure compliance, we carry out on-site assessments at supplier premises, conducted by independent accredited auditing bodies. Our suppliers also have access to peer ESG benchmarks that they should strive to achieve. Furthermore, we offer support to our suppliers, assisting them in implementing necessary corrective actions through remote or on-site assistance and capacity building programmes.

We have also imparted trainings to our internal stakeholders for their individual roles in Sustainable Supply Chain programme for its effective implementation.

Training of suppliers

As part of our supplier capacity building programme, Project Sahyog (co-operation), we organise training sessions for our suppliers to kick-start their ESG journey where we outline our ESG programme, processes, and supplier requirements.

We go beyond basic training and offer in-depth technical support programmes to enhance their capacity and improve ESG performance. As part of our efforts, we have already conducted training sessions for 20% of our Tier 1 suppliers to increase their awareness about sustainability practices.

Aditya Birla Group's supply chain and procurement policy

- Building resilience into our supply chain
- Nurturing our relationship with our stakeholders

Sustainable supply chain framework

Local vendors | Responsible sourcing | ESG criteria for vendor assessment

- Governance
- Human Rights
- Occupational Health and Safety Environment
- Social

Selection of vendors

- Selection on the basis of ESG criteria along with self-assessment questionnaire response

Policies, compliance certifications

- All policies and compliances listed in sustainable supply chain framework

100%

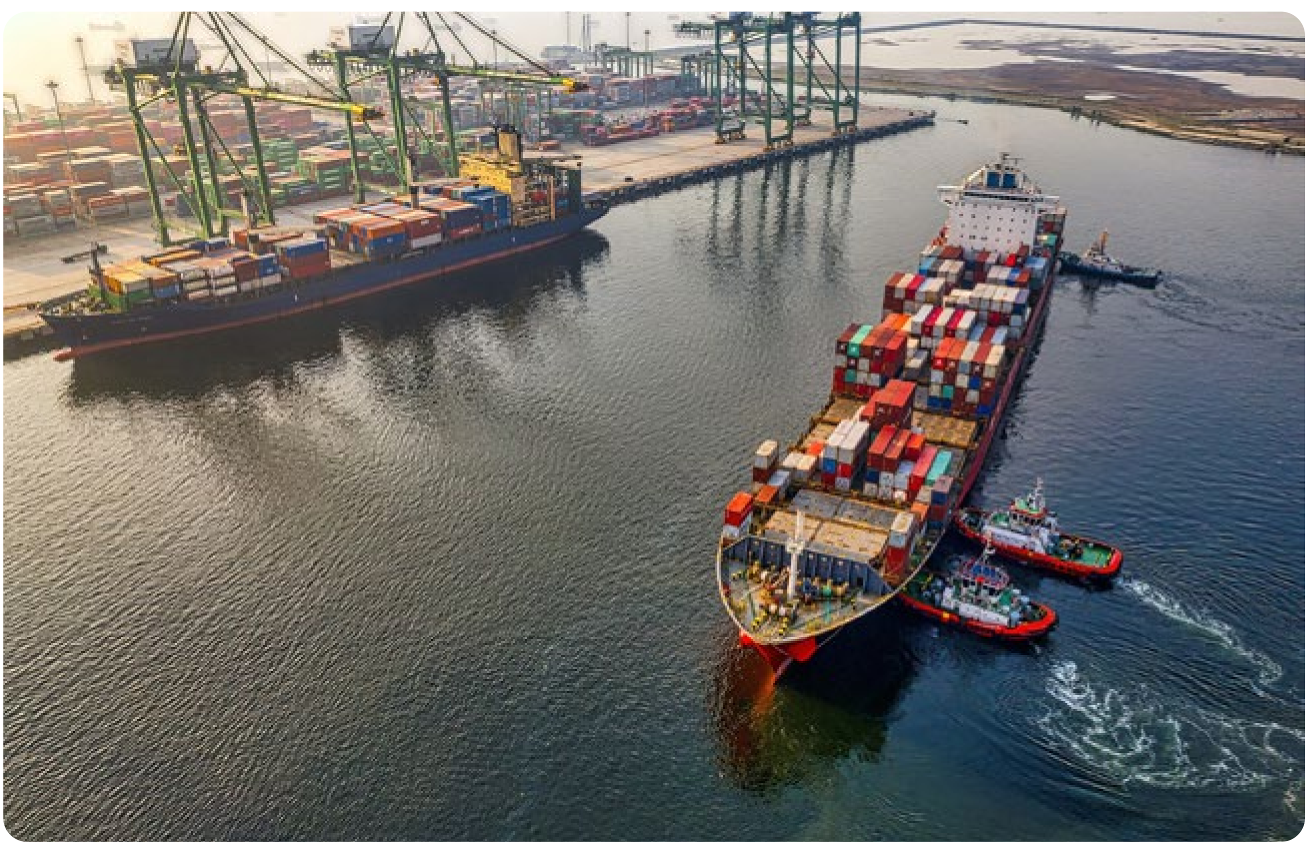
COMPLETED ASSESSMENT OF CRITICAL SUPPLIERS

13.9%

CONTRACTS ARE FROM MSME SUPPLIERS

55%

PROCUREMENT FROM LOCAL SUPPLIERS IN FY 2022-23



Local sourcing and sustainable procurement

Logistics

We transport 5.7 million bags every day to 30,000 destinations, fulfilling 30,000 orders daily.

60,000
TRUCK FLEET

30,000+
DESTINATIONS SERVED

1,300+
WAREHOUSES

10,000
PER DAY DAILY TRUCK MOVEMENT

45+
DAILY RAKE MOVEMENT

290+
RAILHEADS

We have successfully commenced operations at three new Units-Pali in the North, Cuttack in the East, and Dhule in Maharashtra. We planned upgrades to our loading infrastructure, resulting in increased rail and road loading capacities at various plants. We have also significantly scaled up our clinker dispatch volumes at Hirmi for the East Zone, and Dhar and Pali for the North Zone and Gujarat.

We have meticulously planned the optimal usage of rail and road nodes across all sources and have scaled up bulk cement despatches at various locations to meet the high demand for infrastructure projects. For example, we have increased the bulk volume from approved sources for the High-Speed Rail project.

Key highlights

- Achieved a milestone of 100 million tonnes dispatch volume in FY 2022-23.
- Started operations at new Units in Cuttack, Dhule, and Pali to optimise overall lead and improve serviceability.
- Expanded operations at Dhar, Hirmi, Jharsuguda, and Dalla.
- Witnessed a steep increase in fuel prices and the reimposition of busy season surcharge in rail movement, which impacted logistics cost, but we mitigated it by focusing on lead distance optimisation and improving logistics efficiencies.
- Continuing the journey towards adoption of sustainability practices in logistics by initiating the deployment of LNG vehicles at identified locations and scaling up the use of CNG+LNG vehicles to over 300 vehicles.

Measures undertaken to optimise logistics-related costs

Scale up of new capacities to service markets in close proximities at optimal cost	Higher utilisation of rail terminals and coastal terminals to cater to large demand centres.
Focused execution to optimise source and mode for serving market demand at competitive cost and best service levels.	Primary and secondary lead optimisation to reduce logistic cost.

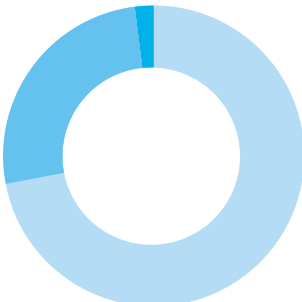
Efforts taken to ensure freight and forwarding expenses

To control our freight and forwarding expenses, we have implemented several efforts such as cross-functional collaboration to maximise direct dispatches from Units and ensuring fleet mix as per market requirements. To minimise handling and secondary expenses, we have placed emphasis to increase rail head firing. Through cross-functional collaboration, we have implemented agile measures. Moreover, we have enhanced the efficiency of captive bulk rakes by streamlining loading and unloading processes at terminals, ensuring faster turnaround times.

Our focus on improving overall asset utilisation has helped control primary freights despite fuel price increases. We are also exploring opportunities to increase backhaul opportunities to optimise road freight costs and using digital tools for freight and network optimisation. We have improved the use of rail terminals and coastal terminals to service major urban markets at optimal costs.

Transportation mix

(%)



Use of digitalisation to enhance logistics efficiency

E-bidding practices across all our Units have ensured increased competition and transparency for road volumes for all transporters. This has resulted in optimised freight for all sectors, despite the rise in fuel prices.

Digitisation of manual submission of bills and acknowledgement of delivery has significantly reduced the payment cycle of transporters.

Our automated vehicle movement system, 'Eye on Wheels', which is currently active in 40+ locations, has helped improve asset utilisation and reduce truck turnaround time by providing stage-wise visibility of trucks.

Engagement sessions for our grassroot teams to build their capability and ensure faster adoption and realisation of benefits.

Logistics control tower

We have developed a Logistics Control Tower, which serves as a digital platform that integrates multiple sources of information to enable real-time decision-making.

Key features

- Integration of data from 16 source systems onto a single platform that provides common visibility to all cross-functional stakeholders, ensuring a single source of truth.
- Real-time visibility of dispatches and pending orders has enabled seamless flow of information and facilitated informed decision-making, resulting in improved service levels.
- Drive performance improvement in terms of direct dispatches, rail head firing, higher utilisation from the least cost source, asset utilisation, and backhauling.
- Grass route engagement through LCT has enabled us to focus on key performance areas on real time basis in structured manner.
- Our Logistics Control Tower, along with Eye On Wheels, has enabled a comprehensive view of stage-wise Turnaround Time (TAT), which has helped in overall plant TAT reduction.

Improvements

- Comprehensive improvement in On-Time-In-Full (OTIF) for both trade and institutional customers.
- Granular level visibility of delivery feedback from customers.
- Reduction in telephonic interactions between functional and cross-functional stakeholders, leading to faster decision making.

Cost optimisation through the hub

- **Direct Firing:** We have achieved better direct dispatches from the plant by using granular level visibility of orders and trucks in the yard. Our logistics and sales teams can also improve trans-shipment by tracking the in-transit visibility of vehicles en route to warehouses.
- **Rail Head Firing:** Our regional teams can improve rail head firing by using rail head-wise real-time inventory consumption details and visibility of in-transit rakes.
- **Backhauling:** We optimise costs by utilising trucks coming to the plant carrying raw materials for backhauling. The logistics team can easily track these trucks' visibility, thus maximising asset utilisation.
- **Asset Utilisation:** By using stage-wise visibility of trucks, we have been able to reduce overall Truck Turnaround Time, which has enabled higher fleet utilisation and better trip management.

Sustainability and innovation

Future-proofing our business

We are committed to delivering innovative and sustainable building solutions to meet the evolving needs of our customers. With a focus on research and development, our constant endeavour is to introduce new products that not only meet industry standards but also promote sustainability. Our innovative approach has led to the development of a wide range of products that cater to diverse requirements across the industry.

Our commitment to innovation

As part of our commitment to innovation, we have collaborated with national and international universities to further our research efforts. Specifically, we have collaborated with IIT-Chennai, NIT-Rourkela, and IIT-Delhi this year. In terms of our R&D investment, our revenue expenditure for the year is ₹11.61 crores.

Solving building and infrastructure challenges with new materials

We have completed lab scale testing this year for the development of machine printable structural concrete that significantly reduces the time of construction, allowing for faster building of structures. Additionally, we have developed Ultra High-Performance Concrete (UHPC) for use in high rise buildings, which reduces the column size and possesses higher early strength, enabling quicker restoration of traffic in road applications.

We have also developed low-density concrete to reduce the dead load in structures and permeable concrete for use in open spaces and parking areas to recharge ground water. Furthermore, we have developed a new method to identify adulteration in market RMC concrete based on thermal signatures and filed for an Indian patent.

Our product development and innovation strategy

We remain committed to investing our resources in the development of low carbon products, sustainable energy sources, resource conservation, reducing our carbon footprint, increasing product life cycle, and imparting new functional attributes to cement and its application to concrete.

We are currently focused on developing and testing 3D printable concrete mixes in-house, which will enable us to attain faster, cheaper, safer, and more efficient construction, and also aligns with the government's 'Housing for All' scheme.

Key focus areas

We conduct field-scale testing of our in-house developed 3D printable mixes with different types of concrete grades and structures. We then perform detailed testing of various parameters on the built structures to evaluate their actual performance and estimate their lifecycle. Our goal is to develop performance concrete with a high percentage of replacement of Supplementary Cementitious Materials (SCMs), such as over 50% cement replacement by fly ash or slag, and 3D printable concrete formulations with 30% SCMs.

New launches

We have developed two more innovative products, Weather Plus and UltraTech Premium, to provide enhanced performance in terms of strength development and better resistance to water permeability. These products are designed to improve the life cycle and stability of the structures. We have also formulated a special cement with improved crack resistance properties in both mortar and concrete, which can significantly enhance the life cycle of the structures.

Sustainable products

We are committed to investing in sustainable products to reduce our carbon footprint. We are focusing on responsible resource usage, alternative fuel utilisation, sustainable technologies, waste heat recovery, and improved energy efficiency to develop products with enhanced sustainability and performance attributes that meet our customers' expectations and requirements. Our goal is to create a niche in the market while contributing to a greener future.

We have also completed lab scale trials for making green concrete with high substitution (50-70 %) of SCM for making concrete up to M40 Grades. Currently, we are conducting pilot scale trials at various RMC locations to optimise their actual performance.


PARNASSOS

Responsible innovation for a sustainable future

UltraTech is proud to be a trailblazer in driving positive change and embracing sustainable solutions. By harnessing phosphogypsum from Indian Farmers Fertiliser Cooperative Limited (IFFCO) and Paradeep Phosphates Limited (PPL), our Company takes a proactive approach in addressing environmental challenges and promoting a circular economy. Our innovative approach not only safeguards the local ecosystem but also reduces our reliance on mining natural gypsum and reduced the importation as part of Atmanirbhar initiative leading to valuable forex savings for our nation.

Through our pioneering use of multimodal supply chain, we showcase the cost-effectiveness and safety of this transportation method, setting an inspiring example for other cement companies to follow suit. By repurposing phosphogypsum, we actively contribute to the government of India's vision of a circular economy, where gypsum re-utilisation holds paramount importance.

Our commitment to sustainable practices and visionary initiatives is unwavering, and we continue to spearhead our journey towards environmental stewardship and resource optimisation. Together, we are forging a path towards a greener and more sustainable future.

57,000 MT

OF PHOSPHOGYPSUM CONSIGNMENT TRANSPORTED FROM ODISHA TO GUJARAT USING COASTAL WATERWAY TRANSPORT

Circular economy

Circular by design

We prioritise optimal extraction from our captive mines while minimising waste and prolonging their life. We also play a leading role in promoting the circular economy in India. By incorporating alternative materials and recovering/recycling industrial and municipal waste, we are able to conserve natural resources, reduce CO_2 emissions, and promote sustainability.

From waste to resource

We are committed to promoting circular economy principles and continuously exploring new waste streams and invest in infrastructure, capital expenditure, and aligned stakeholders. We focus on utilising municipal solid waste, agricultural waste and industrial waste to avoid the landfill and burning in the field.

Raw material security

We have a continuous focus on sustainability by reducing the use of conventional raw materials and promoting the reuse of waste and by-products generated in other industries. We prioritise the use of industrial waste such as slag, fly ash and gypsum to produce our blended products like PPC, PSC, PPC Super, and Composite cement. This helps us replace the naturally occurring limestone in the production process and promotes sustainable resource use. We have also provided comprehensive training to our employees to enhance their understanding of available processes. We have utilised 28.24 million tonnes of alternative raw materials and recycled materials, in our various operations, taking a significant step towards sustainable manufacturing.

Recycled materials used

Co-processing of industrial waste

We are proud to be one of the pioneers of co-processing in India, as it allows us to provide an effective waste management solution, while also improving the sustainability of our manufacturing process. Since 2005, we have been developing the infrastructure required for co-processing and ensuring that we follow all regulatory norms. We have a team of qualified professionals and state-of-the-art laboratories to support our waste analysis and handling efforts at our manufacturing Units. With extensive shredding systems in place, a wide variety of industrial waste can be processed. We monitor emissions closely and use the latest pollution abatement technologies.

Industrial Waste and Municipal Solid Waste as alternative fuel

We have been focusing on increasing the utilisation of industrial and municipal solid waste (MSW) by co-processing them as alternative fuels (AF). We co-processed 4.1 lakhs tonnes of industrial waste and 1.59 lakhs tonnes of segregated MSW as Alternative fuels.

To support the Extended Producer Responsibility (EPR) compliances of various brands, 19 of our manufacturing Units have registered as plastic waste processing facilities (PWPF) under the Plastic Waste Management (Amendment) Rules, 2022. We are developing pre and co-processing facilities and infrastructure to enhance the focus on AF and Alternative Raw Materials (ARM), examining various technologies, and working with stakeholders to achieve our goals.

UltraTech begins RDF co-processing at Star Cement in UAE

At our subsidiary, Star Cement in Ras Al Khaimah, UAE, we began co-processing RDF from municipal waste treatment plants to address climate change.

We consulted with our internal stakeholders and worked with JamCem Consultants to effectively process RDF during production.

We were able to increase the processing frequency to six days a week without negatively affecting clinker productivity. This initiative has reduced our fossil fuel usage, decreased our CO_2 emissions, and lowered our domestic waste going to landfills.

Despite some operational challenges, our team's dedication to innovation and problem-solving helped us in our journey towards low-carbon growth.

Gujarat Cement boosts AFR percentage

At UltraTech's Gujarat Cement in Amreli district, Gujarat, we are committed to reducing our reliance on fossil fuels and natural resources by incorporating waste materials into our fuel mix.

To achieve this goal, we have increased the consumption of solid Alternate Fuel Resources (AFR) in our kiln feed process, resulting in significant financial savings.

Initially, we faced several process issues that limited our solid AFR consumption to only 8.25% of our thermal substitution rate (TSR). To address these issues, we implemented technical changes and automation logic controllers to control the output of our kiln's AFR feeding systems.

As a result, we increased our TSR by 4%, reducing our dependence on fossil fuels and supporting our commitment to circular economy principles.


ADITYA BIRLA GROUP
UltraTech
CEMENT
The Engineer's Choice
INDIA'S NO.1 CEMENT

Leading the way in **plastic waste reduction**

UltraTech has taken significant strides towards reducing plastic waste and contributing to a circular economy. Our Company has developed innovative cement bags made from 50% recycled polypropylene (RPP), marking a breakthrough in sustainable packaging solutions.

With a steadfast commitment to environmental responsibility, we have achieved a remarkable 43% reduction in the use of virgin plastic. By incorporating recycled materials into our cement bags, we not only minimise the consumption of new resources but also divert plastic waste from landfills, making a positive impact on the planet.

Looking ahead, we have set ambitious targets for the coming year. In FY24, we aim to source 3 crores RPP cement bags, further increasing our contribution to the circular economy.

Additionally, we have set a target of reducing the use of virgin propylene by 840 metric tonnes in the same period, emphasising our dedication to sustainable practices and waste reduction.

Through these initiatives, we strive to play a leading role in transforming the construction industry and creating a greener future. Our commitment to plastic waste reduction not only aligns with our corporate values but also resonates with the growing demand for sustainable solutions in the market. With our cement bags made from recycled materials, we are not only redefining packaging practices but also setting new benchmarks for environmental stewardship.

50%

AMOUNT OF RECYCLED POLYPROPYLENE IN THE CEMENT BAGS

43%

REDUCTION IN USE OF VIRGIN PLASTIC

3 crores

RPP CEMENT BAGS TO BE SOURCED IN FY24

840 MT

TARGET REDUCTION OF VIRGIN POLYPROPYLENE IN FY24

Social

Highlights for FY 2022-23

80%+

PLANTS CERTIFIED TO OHSAS 18001/ ISO 14001 STANDARD

USHA Chatbot

AI-BASED PLATFORM FOR SAFETY TRAINING

7,50,000 hours

SAFETY TRAINING IMPARTED

₹116 crores

CSR SPENDS

Material issues impacted

- Enhancing health and safety
- Employee well-being and engagement
- Learning and development
- Diversity and inclusion
- Human rights
- Community engagement and impact

SDGs aligned

2 ZERO HUNGER, 3 GOOD HEALTH AND WELL-BEING, 4 QUALITY EDUCATION, 5 GENDER EQUALITY, 6 CLEAN WATER AND SANITATION, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 10 REDUCED INEQUALITIES

Capitals connected

Human

Social and relationship

As we progress and achieve new milestones each year, our success as a Company is strongly anchored in the two key virtues of 'collaboration' and 'teamwork'. Our achievements this year are a true reflection of how we have imbibed these two virtues in our work culture. It is this seamless collaboration between various teams across geographies that has catapulted us to the position of being the only cement company to have achieved 100+ MTPA of cement sales volume in India.

To continue this path of new ambitions, we are perpetually striving to develop our internal talent, encourage and empower them to deliver high-performance. Equally, we look to enhance our talent pool through high quality campus recruitment as well as lateral recruitment. We develop programmes for their rapid assimilation into the organisation. We focus on accelerated learning to enhance both individual and team productivity. We strive to offer our employees fulfilling career paths and foster an inclusive and rewarding work environment.

Nurturing and empowering talent to take on new leadership roles is one of the most important ways to grow our human capital. In this journey of growth and ambition, we will continue to reward and recognise our employees and encourage them to achieve bigger and higher goals.

Ramesh Mitragotri

Chief Human Resource Officer

Employee well-being and engagement

Unlocking high performance

At UltraTech, our focus is on cultivating a holistic employee experience that priorities growth, engagement, and well-being. We are committed to raising awareness among our employees and their families on topics of health and safety. Active communication, employee surveys, a reward philosophy, and feedback mechanisms enable us to foster a culture of transparency. We proactively identify areas for improvement and design well-being initiatives to meet the unique needs of our employees.

Healthy employees → **Productive employees and teams** → **Happy customers**

Holistic employee wellness has been our focus in enabling high performance. Physical wellness through a variety of programmes from checks to health awareness and health improvement conducted through engaging methods like UltraFIT, UltraTHON and 'Every Mind Matters' that encourage employees to stay fit in body and mind. Wellness activities are planned and tracked through a well-planned calendar and covers over 50,000 people in building awareness and involvement in activities around health and safety.

We believe that a healthy mind is a prominent enabler for healthy living. We work and live as one family.

All our programmes encourage people coming together to build stronger collaboration and teamwork. Programmes like Aakraman, our annual Sales meet, DISHA a connect platform to talk to business leaders and 'I love my UltraTech" for learning from each other, make it possible for employees spread across wide geography to connect and collaborate. Celebrating festivals and sports events happen throughout the year. 'Sangat', a Community Inclusion Programme, involves families in building an inclusive and happy community living.

29 schools provide high quality education to employee's children and children from the community around the schools that over the years built proud alumni. Our scholarship programmes, Pratibha and AWOO, encourage our long serving employees' children to excel in their aspiration of higher education in India and overseas.

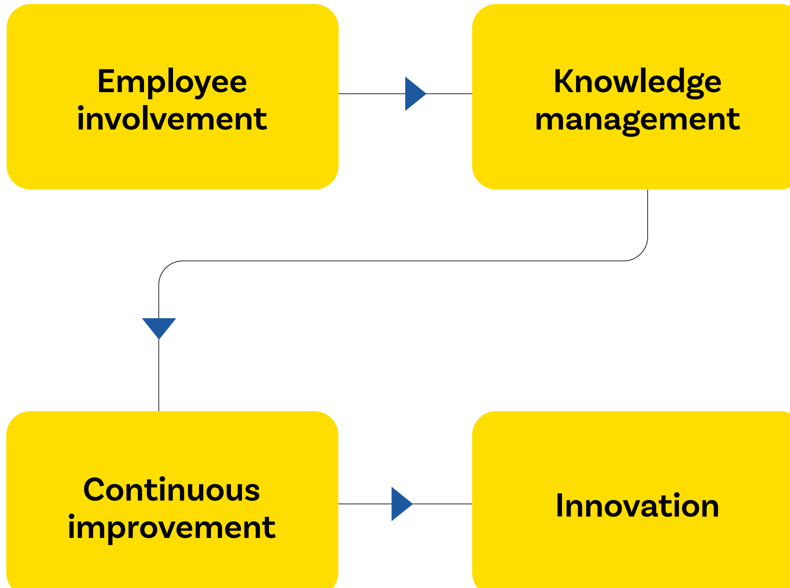
The safety of the residents of our townships and their ease of access to services, is now digitally enabled though an App for movement of people, visitors, material, vehicles and access to facilities and services for the residents. There is transparency and speed in delivering the services. This also ensures in providing a common experience to employees across our multiple locations.

Succession planning framework

Our continued growth creates requirement of more people in the organisation, and we keep a healthy mix of talent growing from within and external talent. Identifying internal talent, developing them, and planning for succession is a well institutionalised process in the organisation with key role in the process played by our top and senior management. Development programmes that continue to build people to deliver high performance in their roles and for developing them to higher and wider roles is a continuous activity in our organisation. Wider exposure through movement into multiple roles, geographies and functions is part of the development initiatives. Our programmes like the '40-under-40' has developed a strong pipeline for leadership roles and has enabled fast-track development and movement of the participants. Succession planning and movement is backed by home-developed portal that gives visibility to managers on the pool of identified and ready successors for any position – ensures speed in deciding and movement.

Performance & rewards

Our Performance Management System enables individuals and teams to set stretched goals and review performance in relation to these goals. The process empowers every level of the organisation to own their performance, improve it and link it to rewards. One of the elements of our reward philosophy is to pay for performance. Periodic reward reviews consider the individual, team, and overall business performance in deciding the quantum of reward. Total Rewards factor monetary rewards, benefits, perquisites and facilities as well as investment in individual development and supportive work environment.



"I love my UltraTech" programme

As large, widespread organisation, there is a significant opportunity to learn from each other through sharing of best practices and ideas. This programme is a platform that brings together our employees to share best practices, new ideas, experiences from new initiatives, experimenting and improvements, and collectively learn from the others. The tagline of the platform, "My mike, My idea" was developed to encourage employees at all levels to freely express their ideas and learning. The ideas are evaluated by teams of managers and leaders for prioritising and implementing them.

During the past 3 years, 46000+ ideas have been received of which 20250+ ideas have been implemented. Almost 1100 bets practices were shared and building up on these, 8000+ ideas were implemented. These ideas together have resulted in savings of over ₹280 crores.

Learning and development

Learning today, leading tomorrow

We believe that each employee needs to have the necessary competence to continuously excel in working as an individual and in teams. In a fast-changing world, competence also needs continuous upgrade and renewal. We also need to continuously build our people to grow in the organisation. We approach these needs in a structured way of assessing needs, planning individual development, and designing interventions that enable rapid learning.

Learning is enabled through

- Courses provided by prestigious learning institutions,
- Our in-house development centres,
- Curated self-study material,
- Certification programmes,
- Coaching provided by leaders from the organisation and external experts, and
- Extensive experience of on-the-job learning and exposures through projects and gig roles.

Our continuing education policy provides for higher education in technical and management areas. Skill building and development extends to all employees. PraGati, a programme for Workmen development, is covering nearly 5800 skilled personnel. Managers and employees also play an important role in coaching and teaching others though programmes like Margdarshan. Employees are encouraged to continue learning through campaigns like 'Learning Month' that offer access to expert speaker sessions, panel discussions, view into emerging skills, gamified learning, 'UltraTalk' to express and share their learning and 'Read to Lead' review of business literature.

Diversity, equity and inclusion

A culture of belonging

We have been focusing on engaging more women employees in manufacturing, which has traditionally been a male-dominated field. Now we have women employees in manufacturing activities like Mining, Production, Quality and Projects.

We have two Ready-mix Concrete plants that are operated by all-women crew and several women engaged in other plants.

Women have also taken up leadership mantle in Sales and Marketing.

In building the work environment to strengthen the number of women in the workforce, attention has been given to providing the necessary infrastructure at work locations and colonies and through a range of initiatives to strengthen the inclusion of women in the workplace that include:

- Governing Diversity & Inclusion through Councils with the Apex Council led by the top management to promote gender diversity and monitor progress
- Educating managers and employees in the organisation to build an inclusive mindset
- Rewarding managers who demonstrate commitment to diversity and inclusion
- Providing a pool of internal senior women mentors to support women employees build on their career aspirations

Enhancing health and safety

Safety above all

Our organisation has a robust governance structure and management system in place to ensure compliance with procedures, safety standards, and guidelines. The effectiveness of these measures is continually assessed through observations and audits, providing a foundation for ongoing improvements.

Occupational health and safety management

Our safety management system includes 26 standards, 20 procedures, and 12 guidelines. Safety is monitored by the Occupational Health and Safety Board. Our employees must follow lifesaving and road safety rules. We use a hierarchy of control and regular inspections to ensure compliance and take corrective actions. Our Units are certified for implementing International Occupational Health & Safety Management System as per OHSAS 18001/ ISO 45001.

1

FATALITY

28%

REDUCTION IN LTIFR

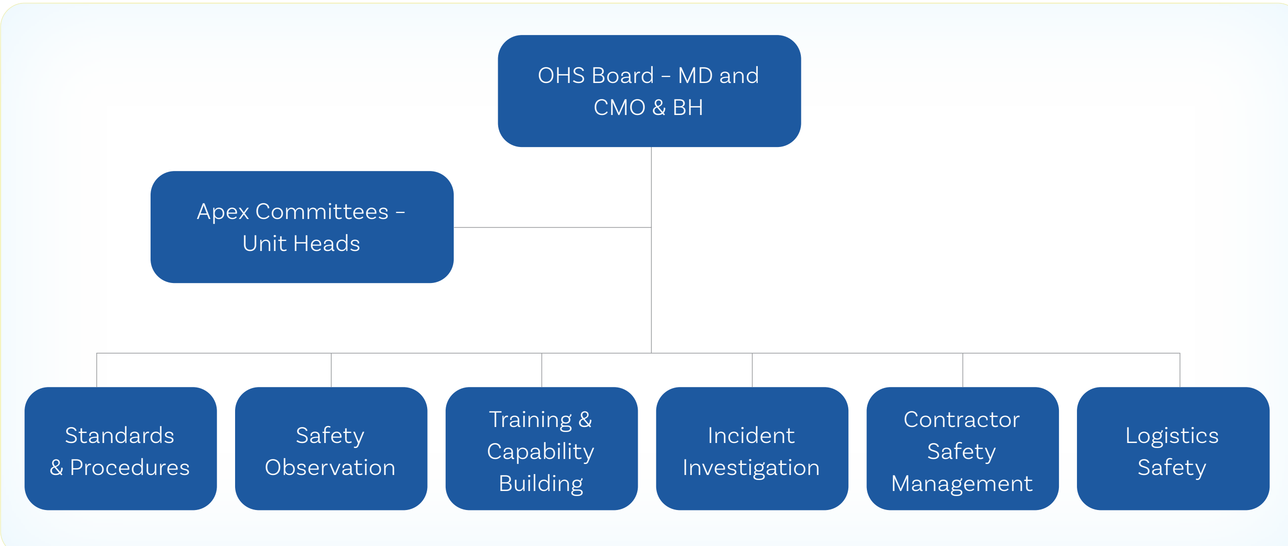
Awards and recognition

Seven UltraTech Cement Units have won **International Safety Awards** (from British Safety Council).

Two of our Units (Kotputli & Balaji) won **Prashansa Patra** and two more Units won **certificates of appreciation** from the National Safety Council of India.

13 of our limestone mines received **5-star ratings** from the Indian Bureau of Mines.

OHS governance structure



Safety reviews

Weekly safety reviews are conducted by line managers, including top management, to ensure ongoing safety monitoring and improvement. These reviews include discussions on various safety key performance indicators (KPIs) specific to their respective Units, promoting a proactive approach towards safety within the organisation.

Our focus areas

Achieve zero on-site fatality

Fatal risk prevention

Continue CCI (contractor connect initiative) and WTI (walk-through inspection) interventions

AR/ VR/ MR intervention and trade-based safety training

Rewards and recognition policy

We award the best-integrated Unit and grinding Unit with a trophy at the annual safety meet based on their safety performance in terms of both leading and lagging indicators. Similarly, the best-performing safety professionals–one each from the integrated Unit, grinding Unit, and bulk terminal are rewarded.

Moreover, we have given over 3,000 rewards throughout the year across all Units. Some of these include 'Safety Person of the Month', 'Safety Reward' 'Safety Quiz Winners', and 'Contractor with the Best Safety Performance'.

Enhancing health and safety

Efforts to improve employee safety

As part of our organisation-wide safety campaign called Suraksha, Dil se... we have implemented numerous initiatives to enhance employee safety at our Units. We introduced a multilayer monitoring system in addition to our existing safety management practices. We deployed Safety Experts at Pali, Dhar, Hirmi, and a common resource for Grinding Units (GUs) at the East cluster, in addition to respective project HRC and Apex committees. Furthermore, we placed expert riggers and scaffolding experts at each project site to support safe execution.

Safety toll-free number

An exclusive safety toll-free number is available 24*7 to employees and contract workers as a way to report safety violations and concerns.

60 seconds to think

We have a form with 7 questions that must be filled out and submitted along with the Permit to Work (PTW) before starting any work. It empowers contract workers to refuse work if they don't feel safe or are not convinced with the accident-free conditions.

Safety behaviour observation

We have a structured safety observation process in place to recognise positive behaviour, correct behaviour at risk, and address safety concerns. We received over 400,000 observations through this process across Units.

Third-party assurance

We had a third-party safety assessment conducted at all 47 Units to evaluate compliance with 17 safety standards. The results were shared with Units for corrective actions, and the minimum score improved from 53% to 72%.

Safety audit

We conducted around 4,000 first-party safety audit (FPSA) observations and 8,000 contractor field safety audits. Safety professionals from nearby manufacturing Units also conducted safety audits at 62 RMC plants, identifying 1,825 findings that were subsequently closed.

Digitalisation of WTI

We generated unique QR codes for each of our Unit's locations. By scanning a section's QR code, users can view the WTI checklist and report findings using the 'Speech to text' feature. We closed around 300,000 findings reported through WTI during the year across all Units.

20 pictorial SOPs

We developed 20 pictorial SOPs in Hindi (less text and more visuals) that are displayed at relevant locations, making it easy for contractual workers to comprehend and follow.

3D animated videos

We have developed 30 3D-animated videos in English and Hindi to educate our employees and contractual workers about past serious incidents, how and why they occurred, and how to prevent their recurrence. These videos are shown in our Units.

Behavioural Science Based Safety (BSBS) programme

We have launched the programme to address psychological issues related to safety among our contractual workforce.

A Zero-harm culture

Leading interventions

Organising safety events

Our monthly safety campaigns are centred around specific themes identified through incident analysis. We use various activities and mediums such as 3D animation videos, posters, and virtual training to raise awareness and encourage participation.

Initiatives

Pratibimb: Leader connect with employees

The Cluster Head conducts a weekly review of walk-through inspections done by employees across Units through 'Pratibimb'.

This year, 576 employees were connected through 144 sessions.

Contractor connect initiative (Hamein apki parva hain)

As part of our Hamein apki parva hain, UHS/FHS engage in weekly sessions with contractors and their workers to verify their adherence to safety norms while at work. This initiative has been continued for 84 weeks since its launch.

Proactive interventions

Using TapRoot for incident investigation

We have trained a few of our safety professionals to become trainers through a Train the Trainer (TtT) model on 'TapRoot'–an effective incident investigation tool. The trainers are responsible for investigating all significant incidents, including lost time injury incidents and high potential near misses, using the tool. We have found that TapRoot has been effective in identifying root causes and informing corrective and preventive actions.

Digitalisation

We utilise a data analysis tool to conduct an in-depth analysis of safety indicators across our Units. This enables us to identify specific areas where we need to enhance our control systems, to prevent the recurrence of incidents.

Data analytics help us obtain safety insights from safety observations and the near misses at our Units. We provide the Units with detailed analysis, including section/area-wise, contractor-wise, and standard-wise breakdowns, enabling them to take focused, risk-based corrective actions.

Video Enabled Decisions and Alerts (VEDA)

By deploying custom built AI/ML models for analysing video feeds to provide real-time, actionable insights and alerts 24*7, automated analysis of feeds using AI in an on-premise server is carried out. This raises audio-visual alarms through real-time voice, text and e-mail alerts in case of any deviation, while enabling monitoring of safety trends through the dashboard. VEDA has been instrumental in identifying non-adherence of arc flash suit in substation, heat resistant PPE while working with hot materials.

Continuous PPE upgradation

We frequently assess the quality, protection factor, and suitability of PPEs based on Unit feedback. We work closely with vendors to upgrade PPEs as needed.

Corrective actions

Prevention of incident recurrence and compliance tracking

We consider incident learning as a crucial aspect of our safety management. We share serious incident findings and recommended actions via RCN to facilitate organisation-wide learning. The Unit incident investigation sub-committee is responsible for ensuring compliance with the recommended actions, and we track progress through monthly safety reports from each Unit.

Consequence management

We maintain a zero-tolerance policy towards unsafe behaviour. If the cause of a mishap is revealed to be at-risk or reckless behaviour, we apply a consequence management approach. Disciplinary action is taken against individuals and groups, and this is reflected in their performance appraisal through our ERP software.

Enhancing health and safety

Safety training and initiatives

We organised around 750,000 man-hours of safety training across all our Units this year. Here is a brief description of the various initiatives undertaken:

Standard champions training

We implemented the 'Standard Champions training' programme, under which we trained 500 employees across all our Units, on 18 safety standards. This led to the creation of a pool of competent trainers who could impart knowledge to their colleagues and contribute towards helping us achieve our safety goals.

E-learning modules

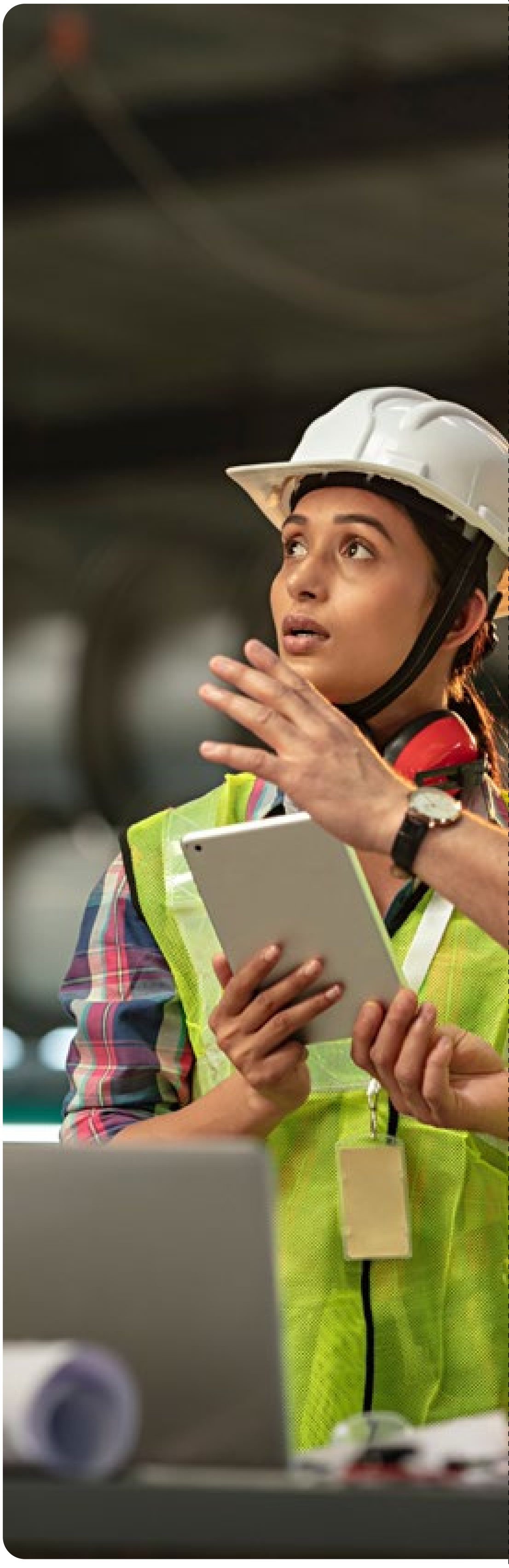
We developed e-learning modules on critical processes such as coal mill, boiler operations with the likelihood of hot material exposure, management of change and electrical arc flash. These were uploaded onto our LMS platform, and we made it mandatory for all employees involved in these operations to qualify through a test after completing the courses. Around 5000 employees have completed these courses.

Virtual training sessions

Virtual training sessions were organised around the four fatal risk prevention elements, namely Work at Height, Conveyor Safety, Electrical Safety, and Hot Material Safety, for our contractual workforce. The sessions were conducted in Hindi and other regional languages, and we have covered approximately 14,000 contractual workers to date.

Classroom training sessions

We provided classroom safety training to 1,800 supervisors of contractors across all our Units.



Training through digitalisation

Objective: To proactively address the challenges of worker safety, health, and well-being and to achieve our organisational goal of 'Zero Harm'.

Efforts: Explanatory Virtual Reality (VR)-enabled immersive training modules, that seamlessly guide workers through simulation of high-risk activities, was chosen for this purpose. The features were:

- Use of computer modelling and simulation that enables a person to interact with an artificial three-dimensional (3D) visual hazard, interact with it, understand its risks and consequences and ultimately, learn the safest way of doing the activity to avoid any negative consequences.
- To address 'At-Risk behaviour' to inform contract workmen about workplace hazards and associated risks.
- Each module (4-5 minutes) has various steps, including the dos and Don'ts of the task.

At the end of the training, users assess about the understanding of the task and the system generates automatic reports.

Key highlights

- Over 14,000 workers on 30 different VR modules have been trained and evaluated.
- Lost time injuries have decreased by 50%.
- Fatal risk prevention related LTIs have decreased by 37%.
- Lost Time Injury Frequency Rate (LTIFR) has reduced by 45%.

Keeping a close watch

We have implemented a safety behaviour observation programme to identify and reform the at-risk behaviours of our employees. Through a structured six-step process, we aim to promote positive safety behaviour, correct risky behaviour, and engage in safety conversations. Regular behaviour-based safety training programmes are also conducted, and a consequence management procedure has been instated to deter any alarming behaviours. We also institutionalised a Reward and Recognition programme to reinforce positive safety behaviour.

Safety on the road

We have implemented a road and driving safety standard that covers vehicle, driver, and road safety. We evaluate compliance with these standards periodically through internal and external audits, and corrective actions are taken for non-compliance. The Plant Logistics Head (PLH) is responsible for ensuring road safety at our Units. We hold regular meetings with transporters to review road safety performance and ensure that they follow our road safety norms.

Safer through technology

We have implemented various measures to ensure safe driving practices at our cement plants. Our cement trucks are equipped with GPS technology to monitor driving behaviour and counsel drivers regarding improvement. All new drivers and contract workers undergo safety induction to educate them on our safety system requirements. We have developed a truck yard management plan, conduct driver awareness initiatives, provide training on defensive driving and first aid, and organised health camps for drivers.

Rail safety

We have trained 544 individuals, including employees and contract workers, who are involved in rail yard-related activities across our Units on rail safety. This training was conducted by an external expert.

Safety at Ready-Mix Concrete Plants

We are dedicated to bolstering the safety culture at our 230+ strategically located ready-mix concrete (RMC) plants, to tackle the high attrition levels and low safety awareness among our skilled workforce of nearly 8,000 people. All RMC sites follow our safety standards, and regular training on established safety protocols is provided. We use our Train the Trainer (TtT) module for training and also impart defensive driving skills to transit mixer drivers. An animated training module helps concrete workers safely use the concrete pump, and arc flash suits are mandatory. Our senior leadership conducts surprise audits of the RMC plants.

Enhancing health and safety

Road safety

We have identified several focus areas for road safety to ensure the safety of our employees, transporters, and the public. These focus areas include:

Driver and transporter engagement

We conduct defensive driving training and road safety campaigns across all our plants to promote safe driving practices among our drivers and transporters.

Vehicle safety

We have implemented an 8-point checklist, called 'e-Passport,' to ensure that our vehicles and drivers comply with all safety regulations at all our Units.

Journey risk management

We identify high-risk routes and geo-fence high-risk locations using GPS technology to monitor violations caused by over-speeding, continuous driving, and night driving.

Truck yard infrastructure

We ensure that all our truck yards are developed as 'Model Truck Parking Yards' as per UltraTech Truck parking yard guidelines. We also develop Driver Management Centers at 16+ locations to provide training to our drivers.

Tracking road safety through hub

We are closely monitoring road safety KPIs at each of our Units in collaboration with our logistics teams, transport partners and drivers. We are also using GPS technology to provide feedback on driving behaviour while enroute, including any speed violations, to enhance driver and transporter awareness on safe driving practices. Additionally, we have developed a customised app called Eye2Track for our drivers which shares relevant safety alerts with them, aimed at increasing awareness about road safety practices.

Case study

Bulk rakes utilisation

Objective

To improve the use of captive rakes for reliability of supplies and cost optimisation.

Efforts

We have collaborated with our manufacturing, logistics, and other teams to identify and overcome bottlenecks in loading, unloading, and transit. We closely monitor delays at any location through our Logistics Control Tower and ensure prompt corrective action. Additionally, we work with railways to minimise transit delays and ensure faster movement of our goods.

Outcome

We have improved the reliability of our services in major demand centres. Additionally, we have realised savings in costs due to better utilisation of our captive rakes.

19%

RAIL TERMINAL VOLUMES IMPROVED

Sustainable logistics

Objective

To deploy eco-friendly vehicles for dispatches in the light of our commitment to GCCA 2050 for Net Zero concrete, and to reduce our CO_2 emissions by 27% by 2032.

Efforts

As a logistics team, we have identified the appropriate routes and sectors for the deployment of CNG and LNG vehicles in collaboration with both internal and external stakeholders. Despite the recent increase in CNG prices and the higher cost of LNG vehicles compared to diesel vehicles, we have been actively working to create awareness among stakeholders about the benefits of using CNG and LNG for transportation. Additionally, we have been partnering with service providers to develop the necessary basic infrastructure to expedite the shift towards green logistics.

Outcome

We have started deploying LNG vehicles at selected locations. The use of CNG and LNG vehicles has allowed us to adopt cleaner and greener technologies, which will help us reduce our carbon footprint.

300+

CNG+LNG VEHICLES

Community engagement and impact

Working together to propel change

Our commitment drives us to address the quality-of-life challenges faced by underserved communities and create a meaningful impact. We have a well-defined CSR policy and a dedicated CSR committee in place to guide our efforts. Through comprehensive need assessments, we identify key areas of focus, which include education, healthcare, sustainable livelihood, sports, infrastructure development, and espousing social causes. We also conduct rigorous impact assessments to evaluate the effectiveness of our initiatives. As a part of the Aditya Birla Group, we deeply embrace the principle of trusteeship and remain steadfast in our mission to uplift and empower communities in need.

CSR strategy and approach

We employ a bottom-up approach for our social projects, engaging with community members to comprehend their needs and challenges. Our CSR policy adheres to the guidelines outlined by the Ministry of Corporate Affairs (MCA). The CSR Policy is approved by the Board of Directors and is available on the Company's website.

Vision

To actively contribute to the social and economic development of the communities in which we operate. In so doing, in sync with the United Nations Sustainable Development Goals build a better, sustainable way of life for the weaker sections of society and raise the country's human development index.

Scope

Planning and conceptualisation, formulation, collaboration, implementation, monitoring, evaluation, documentation, and reporting constitutes its key planks.

Management commitment

Compassionate care is at the heart of our CSR policy, embraced by our Board, Management, and employees. We are committed to creating a society that embraces generosity and compassion, and enrichment of stakeholders.

Thematic areas

Education | Healthcare | Infrastructure development | Social reform | Sustainable livelihoods

UN SDGs aligned

1 NO POVERTY | 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 10 REDUCED INEQUALITIES | 11 SUSTAINABLE CITIES AND COMMUNITIES | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Guiding principles

Implementation projects

All projects are identified through extensive community consultation, where we actively engage with the local residents to understand their essential needs. We utilise a participatory rural appraisal mapping process to gather valuable insights. The final selection of projects is based on consensus reached in discussions with village panchayats and other stakeholders.

Monitoring process

Based on the data collected, we develop a one-year plan and a four-year rolling plan to ensure the holistic and integrated development of marginalised communities. These plans are presented at our Annual Planning and Budgeting meet. External agencies assess all projects and programmes, with regular monitoring and quarterly evaluations against targets and budgets. Midcourse corrections are made as needed.

Effective execution

We have a robust implementation structure, monitoring process, and a team of professionals at our Company Units to ensure effective execution. An external agency conducts social satisfaction surveys and impact assessments to measure the effectiveness of our work. All projects and programmes are reviewed by the CSR committee and presented to the Board, which also reviews the annual action plan, resource allocation, and impact assessment studies.

Community engagement and impact

CSR Governance

Mrs. Rajashree Birla
Chairperson

Mrs. Sukanya Kripalu
Independent Director

Mr. K. C. Jhanwar
Managing Director

"In our journey up until now, in different phases, we have seen women evolve and develop grit and substance, reflecting the triumph of the human spirit.

Your Company is equally committed to unlock the creative potential of women to the optimal, with a clear linkage to the SDG Goals".

Mrs. Rajashree Birla
Chairperson, Corporate Social Responsibility Committee

Partnerships

We collaborate with government, NGOs, and other stakeholders to expand our CSR reach. Through partnerships like FICCI - Aditya Birla CSR Centre for Excellence, we promote CSR as part of our corporate culture. We engage with established platforms like CII, FICCI, and ASSOCHAM for inclusive growth.

CSR budget

The budget provision for CSR initiatives is set at a minimum of 2% of the average net profit (PBT) of the Company over the past three financial years, in terms of the provisions of the Companies Act, 2013. The CSR Committee recommends the list of activities and their respective financial allocations, which are approved by the Board of Directors.

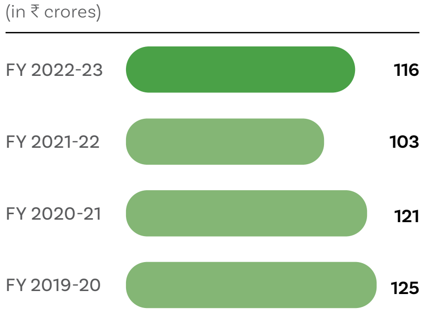
CSR reporting

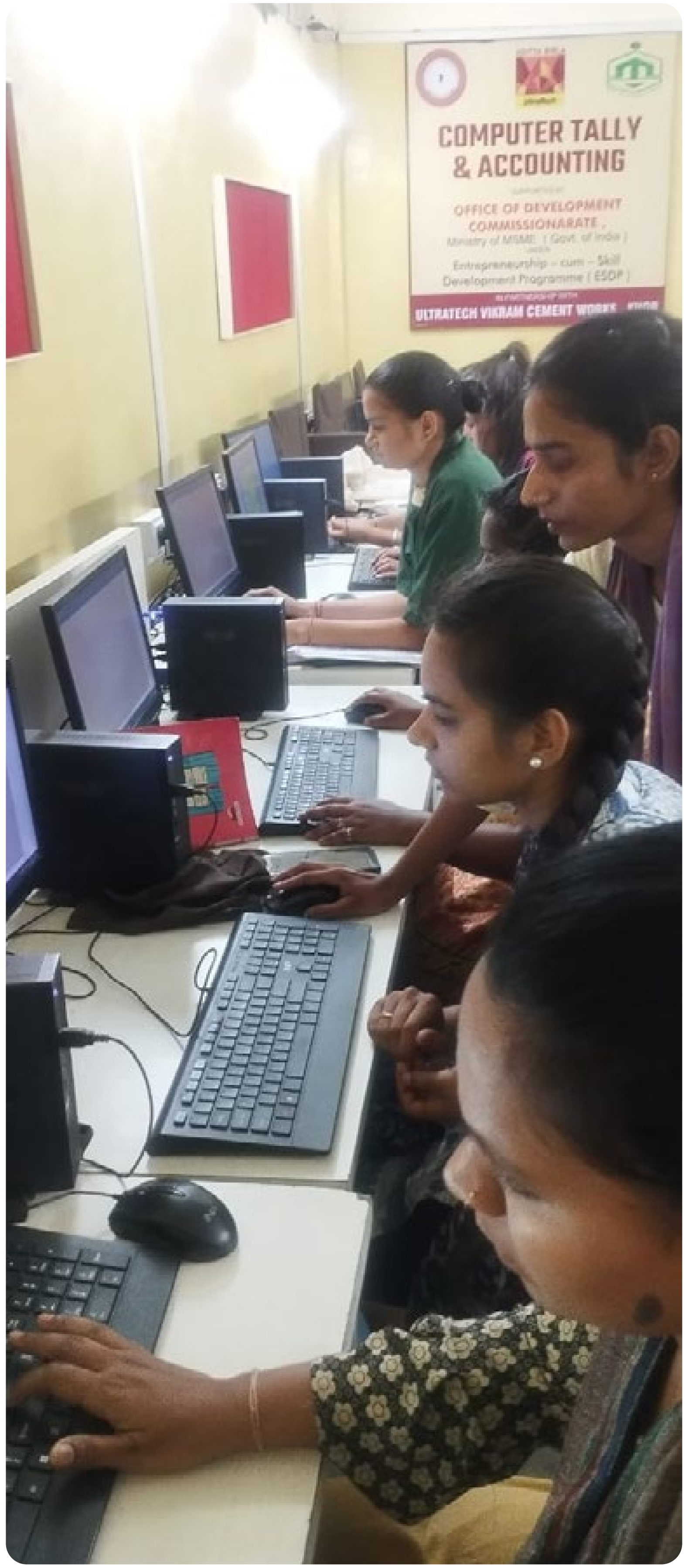
The annual CSR report, including any impact assessment study, is included in the Board's Report. Impact assessment is conducted for all CSR projects with a budget of ₹1 crore or more, which require at least one year of implementation before the study is undertaken.

Information dissemination

The Company shares its involvement in this field through its website, Annual Reports, in-house journals, and media channels. The composition of the CSR Committee, CSR Policy, and projects approved by the Board is available on the Company's website.

CSR Spend
(in ₹ crores)





Community engagement and impact

Education

Business level goals

BY 2025 IN 300 VILLAGES

Reduction in poverty from 25% to 5% (vis-à-vis the currently measured – people living on less than USD 2 a day)

Ensure 100% enrolment and zero dropout rate

Key initiatives

ITeach Hirmi

ITeach Hirmi is an initiative where our dedicated employees step up to become mentors, offering invaluable tuition to students who lack access to external coaching.

In FY 2022-23, we proudly extended our support to 113 enthusiastic students in Classes XI and XII. Our passionate team provided free coaching, equipping these bright minds with the knowledge and skills needed to excel in their annual exams. Together, we embraced the joy of learning, empowering these young individuals to unlock their full potential and achieve academic success.

15

STUDENTS, INCLUDING 11 GIRLS, ACHIEVED SCORES ABOVE 80% IN THEIR ANNUAL EXAMS

88.49%

OF STUDENTS SUCCESSFULLY PASSED THEIR EXAMS WITH A REMARKABLE SCORE OF 60% AND ABOVE.

Health

Business level goals

BY 2025 IN 300 VILLAGES

- Reduce malnutrition in children under 5 years of age to less than 5%
- Halve percentage of anaemic women aged 15-49 years
- Increase farm productivity by 50%

- Ensure access to quality essential primary health services
- Zero Infant and Maternal Mortality (IMR & MMR)

- Open Defecation Free (ODF) villages
- Access to safe drinking water in less than 30 min walk (round trip)

Key initiatives

Preventive and curative health programmes

We have undertaken various initiatives to provide accessible healthcare services to underserved communities. These include Mobile Health Camps, which bring medical professionals and facilities directly to remote areas, ensuring healthcare reaches those who need it most. Additionally, Multispecialty Camps are organised, offering specialised medical services and consultations to address specific health needs. To further enhance emergency healthcare, Ambulance services are made available to swiftly transport patients in critical conditions. These initiatives exemplify our commitment to improving healthcare accessibility and making a positive impact on the well-being of communities.

1,54,312
PATIENTS WERE SUPPORTED

Adolescent health care initiative – Sahaj Programme

Our initiatives focus on promoting menstrual health and well-being by providing counselling and raising awareness among individuals from all walks of life. We have implemented innovative solutions such as the installation of sanitary pad vending machines and the distribution of reusable sanitary pads, ensuring easy access to menstrual hygiene products. These efforts aim to empower individuals and contribute to a healthier and more informed society.

4,000
FEMALE BENEFICIARIES

Vikram Jyoti

Objective

To minimise blindness owing to Cataract and increase productivity.

Efforts

Our campaign spans across over 755 villages in Madhya Pradesh and Rajasthan, where we organise satellite camps to identify patients in need of medical treatment. We go the extra mile by providing transportation for both the patients and their relatives to our treatment and operation center at the Vikram Cement Hospital. Additionally, we ensure their comfort by arranging lodging and boarding facilities. After the initial diagnosis, we recheck the patients and provide Interocular Lenses through laser surgery. Our commitment doesn't end there as we also offer post-operative treatment to ensure a comprehensive and holistic approach to their healthcare.

Outcomes

This year, the dedicated team at Vikram Cement has successfully performed a remarkable 1,838 operations.

25,000+
PATIENTS OPERATED AND REGAINED VISION

53.42%
WOMEN BENEFICIARIES

61%
BENEFICIARIES WERE AGED ABOVE 60 YEARS

Community engagement and impact

Sustainable livelihoods

Business level goals

BY 2025 IN 300 VILLAGES

- Ensure gainful employment for 50% youth through honing skills
- Double income of farmers
- Reduction in poverty from 25% to 5% (vis-à-vis the currently measured – people living on less than USD 2 a day)

- Increase farm productivity by 50%

- Achieve water positivity in 80% of target villages

Key initiatives

Transforming lives through water management

We identified a critical water scarcity issue, with the available water being less than half of what was required by the community through our initial needs assessment. This led to numerous challenges, including women spending three hours daily fetching water, resulting in health issues and safety hazards. Additionally, it exacerbated problems such as domestic violence, limited access to education, poor health, and unsanitary living conditions. Shockingly, the study also revealed that 30-35% of girls had dropped out of school due to the consequences of water deficiency. The project was implemented after extensive consultations with various stakeholders, including Self-Help Group women members, village Panchayats, and community leaders.

We have successfully constructed 183 (165) check dams, 75 (69) rainwater harvesting structures, soak pits, and large ponds. This year, our efforts extended to Dhar, Maihar, and Khor in Madhya Pradesh, Malkhed in Karnataka, Tadipatri in Andhra Pradesh, and Baga in Himachal Pradesh. We are proud to collaborate with NABARD for Watershed Management at Malkhed, further strengthening our commitment to sustainable water resource management.

33,857

FARMERS BENEFITTED FROM 254.42 MILLION CUBIC FEET WATER CONSERVATION

Gothan model: Strengthening the village economy by restoration of village commons

The programme focuses on promoting sustainable and integrated farming practices for water management, composting for soil health, animal welfare, and sustainable agriculture.

Gothans, initially established as animal day care centers under the new Godhan Nyay scheme, have transformed into rural industrial parks. The programme revolves around three key goals: revitalising the village economy using a watershed approach, promoting sustainable livelihoods through organic farming and organic by-product preparation. Gothans are managed by the Gothan committee and women-led Self-Help Groups (SHGs), producing various farm and off-farm products such as vermicompost, NADEP compost, vermiwash, and biopesticides.

This initiative not only generates income through sustainable means but also encourages local self-governance, restores village commons, and provides opportunities for vulnerable and marginalised communities through economic programmes and schemes. Villages receive training on integrated farming methods, organic manure preparation, and biopesticide production utilising local resources. Additionally, they cultivate climate-resilient seasonal vegetables, minor millets (such as Ragi) and turmeric. Women are trained to produce various products like Ragi powder, turmeric powder, guava jam, soaps from natural ingredients, and cow dung products for sale in the local market. Mushroom cultivation and off-farm activities are also promoted among women farmers.

In FY 2022-23, two agricultural demonstration plots, each spanning 6 acres, were established in Tarapith village. The plots focused on integrated vegetable cropping and involved members of Self-Help Groups (SHGs) in the village community.

200
WOMEN ORGANISED INTO GROUPS – GOT ADDITIONAL INCOME FROM INCREASED PRODUCTIVITY OF VILLAGE COMMONS

₹1.5 Lakhs
FEMALE BENEFICIARIES

ADDING UP TO NUTRITIONAL SUPPLEMENTATION OF CHILDREN IN VILLAGES OF JALSO, KUNDRU AND TARAPITH

The success of Go Char-Krishna Project

Vikram Cement has collaborated closely with the BAIF Development Research Foundation since 2015 to implement the Go-Char Krishna programme. The programme focuses on the welfare of cows and buffaloes, encompassing AI services, fodder management, an intensive vaccination drive in collaboration with the Government Veterinary Department, and the establishment of women's Self-Help Groups to care for injured stray cattle.

Farmers have witnessed increased milk yields and improved revenue due to enhanced breeding practices. Additionally, the provision of BAIF-Bajra, a drought-resistant millet variety, as well as training on fodder management techniques, has contributed to better nutrition for the cattle and optimal utilisation of resources. Furthermore, Vikram Cement supports the farmers by providing ongoing assistance and contributing to the circular economy.

283
IMPROVED CALVES BORN

861
FREE AI CARRIED OUT

2020
CATTLE VACCINATED AGAINST LUMPY VIRUS

242 Lakhs
WORTH ASSETS OF DIARY FARMERS SAVED

7.47 Lakhs
LIT MILK PRODUCED

₹298 Lakhs
REVENUE GENERATED

100 Cows
SAVED WITH TIMELY MEDICINE ADMINISTRATION OF LUMPY DISEASE

One in a melon – Sweet summertime

The villages of Nrupatunga Nagar and Hanaganahalli have experienced remarkable improvements in water availability for their crops, thanks to the watershed development efforts undertaken by Rajashree Cement. This positive change has enabled farmers in the region to cultivate watermelons, a longer duration crop well-suited for the sandy loam soil of Karnataka. The watermelon seeds are typically sown in November, and within 60 days, small fruits start appearing on the vines. As the warm summer months progress, these fruits continue to grow. The farmers are delighted by the abundance of watermelons, which serve not only as a source of food but also as a refreshing drink and even a means to wash their faces.

To further enhance crop yields, a "mulching system" was introduced in collaboration with Krishi Vigyan Kendra. This innovative technique has resulted in a significant four-fold increase in yield. Previously, farmers like Shri. Rudramani, who owned three acres of land, relied on short-duration crops like fenugreek seeds and tomatoes that provided limited income. However, with the implementation of the mulching system, Rudramani now harvests approximately 50 tonnes per acre.

To assist the farmers in selling their sweet watermelons, Rajashree Cement established a dedicated shop corner called "Sweet Summertime." This initiative has created a direct sales outlet for the farmers, boosting their income. Farmers like Rudramani now earn a daily income ranging from ₹ 1,800 to ₹ 2,000.

₹1.35 lakhs
WORTH WATERMELONS WERE SOLD

Community engagement and impact

Watershed management project

Objective

The objective of this project encompasses four main goals: effective natural resource management for sustainable use and conservation, increased farm productivity through the implementation of advanced agricultural practices, promotion of livelihood activities to create economic opportunities, and empowering women through the establishment of community-based organisations, enabling their active participation and decision-making.

Efforts

The focused efforts aimed to restore ecological equilibrium by effectively utilising, conserving, and developing natural resources, while also striving to achieve optimal agricultural and economic productivity. This was accomplished through various means such as the construction of earthen bunds and waste weirs, promoting horticulture practices, supporting livelihood activities, renovating traditional water bodies, and empowering women through active engagement and participation.

Outcome

- Construction of earthen bunds covering 95 hectares of farmland, resulting in the construction of 4,298 cubic meters (12,921.27 running meters) of bunds and pits for 71 farmers, leading to the harvesting of 42.98 lakhs litres of rainwater.
- Establishment of 100 waste weirs, reducing soil erosion and preserving fertile soil on 95 hectares of land benefiting 70 farmers.
- Conversion of 5 hectares of fallow land into cultivable land and intercropping implemented on 20 hectares of land.
- Support provided for agro-horticulture and kitchen gardening to 6 farmer families and landless labourer, resulting in reduced vegetable purchasing costs and distribution of 2,660 saplings for plantation.
- Livelihood support provided to landless beneficiaries and marginal farmers, including assistance for purchasing cows, goats, and setting up petty businesses.
- Creation of 1,821 man-days of employment in the farm sector and 799 man-days of employment in the non-farm sector during the project phase.
- Renovation of traditional water bodies, including desilting of 12 wells with the participation of the Village Watershed Committee.
- Formation of 30 women Self-Help Groups and credit linkage of ₹19.60 lakhs, resulting in savings of ₹8.60 lakhs at the end of the project phase.

Infrastructure Development

Business level goals

BY 2025 IN 300 VILLAGES

- Connectivity, road repairs, community halls and assets, rest places, installation of solar lights, construction of water tanks, installation of piped water supply
- Bettered lives of 5,28,108 people
- Of the 507 villages where we operate in, 44 villages slated to become model villages

Key initiatives

Need based infrastructure

We actively engage in the construction of village roads, installation of streetlights, construction of culverts, and the development of critical infrastructure. These initiatives aim to enhance the connectivity and livability of the villages, ensuring safer and well-illuminated pathways for residents. By addressing the infrastructure needs of the communities, we contribute to their overall development and upliftment.

5,00,000+
BENEFICIARIES

Social welfare

Business level goals

BY 2025 IN 300 VILLAGES

Socio-economic empowerment of women through SHGs in 300 villages

Key initiatives

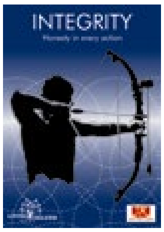
Women empowerment

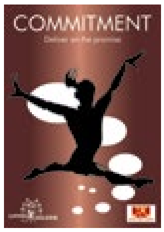
We conduct impactful training and awareness sessions as part of our dedicated programme for women empowerment. These sessions are designed to empower women, providing them with the necessary skills, knowledge, and confidence to thrive in their personal and professional lives. Through institution building, we establish robust structures and frameworks that support the growth and success of women in various spheres.

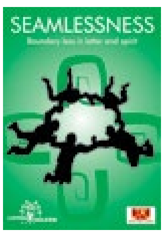
90,000
WOMEN PARTICIPATED IN THE VARIOUS PROGRAMMES

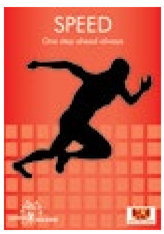
Governance

The Power of Five Values are encapsulated as:









Our focus areas

- Governance structure and framework
- Board ethics and compliance
- Prudent working capital management
- Digitisation, cyber security and data protection

Material issues impacted

Capitals connected

Financial

Manufactured

At UltraTech, we believe in creating long-term value for all our stakeholders. Year after year, we have delivered superior value to our customers, shareholders, employees, and society at large, in a responsible and sustainable way. Good corporate governance is core to our business, and we are forever aspiring to attain the pinnacle of success in a very transparent and ethical way.

Being part of some of the biggest infrastructure projects in the country like the new Parliament Building in the Central Vista project, is a testament of the faith that the country has entrusted upon us. We are indeed honoured to be partnering in building the infrastructure of this fast-growing nation. It is a matter of tremendous pride for us to be the largest cement manufacturer in the country and it also instils amongst us a sense of responsibility towards the nation and the environment. For us, at UltraTech, sustainability is central to the way we run our business. We consider the impact of our carbon emissions on the environment in our evaluation and decision-making process. And that is non-negotiable.

The adoption of new, cleaner, and greener technology together with the constant effort across all plants and processes to become more energy efficient has bolstered our commitment to deliver Net Zero Concrete by 2050.

Not only has our business remained strong in an otherwise difficult environment, but we have also achieved the unique distinction of registering 100 million tonnes of production, dispatches, and sales in FY 2022-23. This became possible only with the seamless efforts of all our employees and extended stakeholders. It is our prudence in managing efficiencies that saw us ending the year with 84% capacity utilisation, Q4FY23 at 95% and in March 2023, at a record-breaking 100% capacity utilisation on expanded base of 127 ml MT.

As we continue to grow and evolve, our core strengths will continue to be based out of the value creation that we do today as well as in the future.

Atul Daga

Whole-time Director & Chief Financial Officer

Governance structure and framework

Leading with transparency

We uphold the values of Integrity, Commitment, Passion, Seamlessness, and Speed to attain excellence in corporate governance. Our Board, which includes Executive, Non-Executive, and Independent Directors, provides guidance on all aspects of our operations, ensuring sustainable resource utilisation aligned with our vision and mission. Our Managing Director heads the management team and is responsible for achieving the targets set by our Board.

Board responsibility

We have a diverse and experienced Board whose responsibility is to promote sustainable development practices and create long-term value for all stakeholders. The Board provides strategic guidance in all areas of our operations while ensuring the optimal utilisation of resources and governance and sustainability matters. We make all decisions in alignment with our vision and mission statement and design strategies that are in the best interests of all stakeholders. Board Committees, mostly headed by Independent Directors, implement the Board's decisions and maintain continuous oversight through rigorous reviews of policy and procedure implementation.

Governance structure

Board of Directors

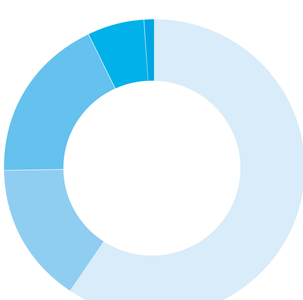
▼

Committees of the Board

- **Audit Committee**
- **Stakeholder Relationship Committee**
- **Nomination, Remuneration & Compensation Committee**
- **Risk Management and Sustainability Committee**
- **Corporate Social Responsibility Committee**
- **Finance Committee**

Shareholding pattern

(%)



- 59 Promoter and Promoter Group
- 15.65 Foreign Portfolio Investors (FPI) and Others
- 17.89 Mutual Fund (MF), Institutions, Insurance and Bodies Corporate
- 5.99 Other Public Holding
- 1.47 GDRs

Code of conduct and policies

We believe that establishing a value-based organisational culture requires the formulation and fair implementation of the right processes. To ensure a uniform and comprehensive Code of Conduct, we apply it to the entire workforce across designations, and our norms and various organisational policies align with it. These measures provide our employees with the right direction towards healthy conduct and help foster an ethical work culture, making us a conducive place to work. We have integrated compliance with the Code of Conduct into our employee compensation and performance appraisal systems, reinforcing the importance of adherence. We also undergo regular internal audits to ensure the effectiveness of our compliance efforts.

We also have a dedicated independent communication channel available for grievance redressal, managed by a third party. Upholding a zero tolerance policy, we take disciplinary actions in the event of any breach, including warnings and, if necessary, dismissal. These measures reflect our commitment to upholding high standards of conduct throughout the organisation.

Our online module on the Code of Conduct sensitises and creates awareness amongst our employees. Compliance to our values is a part of every employee's performance appraisal, and we strictly do not tolerate any anti-trust and anti-competitive practices.

We have a customised Code of Conduct e-learning module that employees go through every year for reinforcement. In FY 2022-23, 88% of our employees, including both management and staff cadre, have completed the training.

We have in place a vigil mechanism pursuant to which a Values Committee has been constituted for redressing complaints from Directors and Employees concerning unethical behaviour, actual or suspected fraud and violation of the Code of Conduct. We also have an Anti-Money Laundering and Anti-Bribery and Corruption Policy outlines the Company's zero-tolerance approach towards bribery and corruption.

Digitisation and customer experience

Privacy as a priority

Our Company is deeply committed to leveraging digital technologies to drive operational excellence and deliver greater value to our customers. From improving safety to enhancing reliability and efficiency, we are constantly exploring new ways to optimise our operations through the use of cutting-edge technologies. By investing in advanced digital solutions, we are poised to achieve even greater success in the years to come.

Road to digital

Our digital transformation journey has been centred around the key areas of speed, scale, customer convenience, and operational efficiency. We have successfully rolled out digital solutions to our employees, customers, and service partners, accelerating our efforts to provide superior value.

We have made significant progress in leveraging the best technologies to cater to the focus areas. One of our major achievements has been the seamless adoption of mobile app-based solutions by our channel partners and institutional customers. By replacing paper-based processes with digital solutions, we have saved time and improved operational speed for all stakeholders.

Smart manufacturing

As we accelerate our adoption of digitalisation, there have been active investments in cloud infrastructure to build smart and connected factories. This investment is a key foundation of our commitment to innovation, delivering improved efficiencies and enhanced customer experiences. It reflects our determination to drive digital transformation and accelerate growth.

Industry 4.0 technologies

We have been empowered by Industry 4.0 technologies, which have complemented our existing preventive procedures with predictive and early alerts. Our reliability teams have leveraged software and AI solutions to monitor and sustain process stability, enabling us to beat reliability records across our plant operations. We are currently making efforts to validate advanced algorithms that can further improve the reliability of our processes and equipment.

Energy optimisation and enhanced productivity

We have continued to build on our efforts from the previous year by scaling up the adoption of algorithmic advisory solutions aimed at improving process stability and energy efficiency. Our focus has been on increasing the consumption of alternative fuels and improving the generation of power through waste heat recovery systems (WHRS). Our continuous investments in expert control systems have yielded substantial enhancements in both process stability and efficiency. We are also working on digital mining management and optimisation initiatives to further improve our operational efficiencies.

Safer operations

We have adopted or scaled various advanced technologies such as computer vision, augmented reality (AR), virtual reality (VR), and other sensors to support our safety objectives at the Units.

Empowering partners

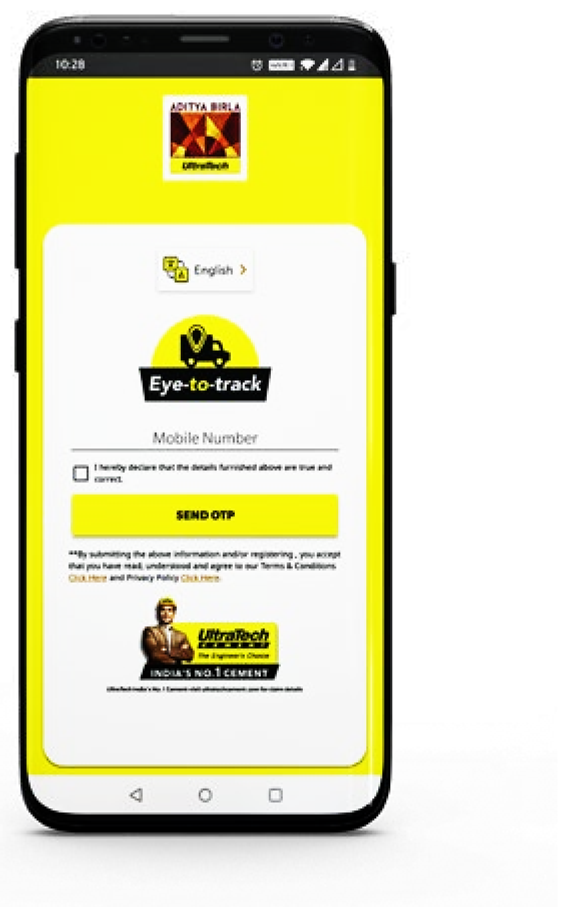
Our multilingual app, Eye-to-Track, launched for our driver partners, has been well-received, with over 50,000 drivers downloading the app. It has been instrumental in helping us provide a superior delivery experience to our customers.

Empowered teams

We have implemented various digital solutions to improve the dynamic planning and sourcing of packaging materials, resulting in enhanced central synergies and efficiency. Our end-to-end fuel sourcing planning platform has enabled us to take optimal decisions that impact energy costs, leading to significant savings. Our procurement team has also adopted a 'procure to pay' digital platform for engineering and packaging materials, further driving efficiency and streamlining our procurement process.

Empowering internal stakeholders

Our Logistics Control Tower (LCT), an integrated information hub providing end-to-end visibility to logistics, has been extended to our front-end sales teams through the mobile app LCT Lite. This helps to improve collaboration and logistics efficiencies. Our digital solutions, such as UltraTech Trade Connect and UltraTech Customer Connect, provide a unified flow of information for our network of dealers, retailers, transporters, and drivers. By functioning together as an integrated platform, these solutions enable us to be a customer-centric partner for both our customers and end consumers. Eye-to-Track, our multilingual app for driver partners, has also been well-received and is used to provide a superior delivery experience.



Digitisation and customer experience

Customer first

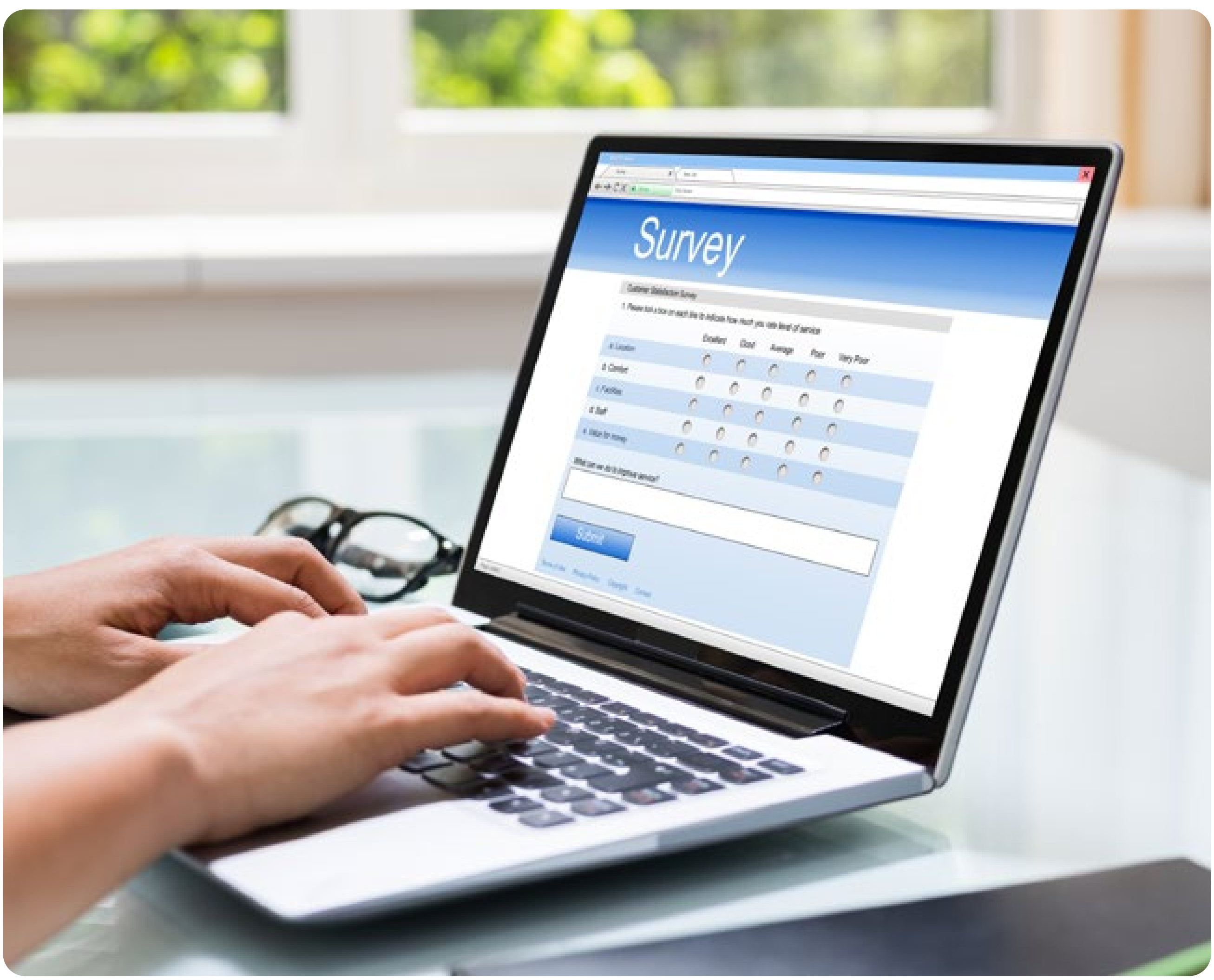
We prioritise our customers and strive to enhance their experience. We have a team of highly experienced technical professionals who offer on-site support and demonstrations through our mobile testing van. Additionally, we have implemented an efficient complaint handling procedure that ensures timely logging, investigation, resolution, and closure of customer complaints. We are committed to providing excellent service and addressing customer concerns effectively.

A stronger network

We have developed UltraTech Trade Connect, a mobile app-based solution that offers unparalleled convenience to our dealer and retailer network across the country. This solution provides a single interface across Grey Cement, Building Products, and RMC segments, empowering our channel partners to manage their day-to-day operations with ease. We are proud to share that today, over 90% of our dealers across India regularly use this app to engage with UltraTech.

UltraTech customer connect

We have developed a mobile app-based solution called UltraTech Customer Connect to assist our institutional customers in better planning their site operations. This app provides visibility of supplies and test certificates, allowing our customers to track their deliveries and access important information in real-time. With the ability to provide electronic proof of delivery (ePOD) and access finance documents, this solution has streamlined the payment process for our customers.



Grievance redressal mechanism

We provide multiple channels for customers to register their complaints, including through dealers, employees, our website, and contact centre. Once a customer complaint is received, our dedicated technical personnel promptly attend to and address the complaint within 24 hours. We strive to resolve most complaints within 72 hours, ensuring that we achieve maximum customer satisfaction. Formal documentation is maintained for the closure of each complaint, ensuring a comprehensive resolution.

All complaints are recorded in our technical force automation system, allowing us to monitor the status of complaints monthly. Additionally, we have a Customer Care Centre that proactively seeks feedback from customers after every transaction, whether it's a product query, complaint, or service request. This Centre serves as a platform for anyone who wishes to connect with our brand, enabling us to understand customer emotions and identify pain points to continually improve our offerings.

Customer satisfaction survey

Brand track study

We conduct regular brand health studies to assess our performance in both urban and rural markets. These studies are conducted by Ipsos India Pvt. Ltd., a globally renowned research agency. The brand health study evaluates our brand on various metrics across multiple segments, including consumers, influencers, and channel partners. In the FY 2022-23, we conducted two rounds of the brand health study to track our progress and identify areas for improvement.

Key accounts NPS study

We recognise the importance of customer loyalty and satisfaction, especially with our Key Account (B2B) customers. To gauge their loyalty and assess their satisfaction levels, we conduct a Customer Loyalty/ Net Promoter Score (NPS) study once every two years. The most recent round of the NPS study was conducted in the financial year 2021, in collaboration with Dun & Bradstreet Information Services India Pvt. Ltd. This study helps us understand our performance, identify areas of improvement, and strengthen our relationships with our valued Key Account customers.

Net promoter score* (%)

*For FY 2022-23, study underway. Results awaited.

Cyber security and data protection

Safeguarding all things digital

We are committed to establish and improve cyber security preparedness by using Best Practices/ Technologies. We have developed multipronged approach aligned with 'Business Strategy' to protect ourselves from the rising threat of cybersecurity risks.

Steering committee

Steering committee comprising of Senior Business Executives, CIO & CISO take a holistic view and drive various initiatives.

Awareness programme

- Starts with induction training for new joiners. Also, all employees have to complete e-learning programme on Information Security.
- Each employee signs 'Information Security Code of Conduct', which outlines guidelines for information security practices and the potential disciplinary action in case of any breaches.
- Through focused campaigns, we try to identify employees who may be vulnerable to attacks and provide them with specialised training.
- Regular training is provided to employees through online as well as classroom sessions, banners, posters, and advisories through emails.

Detect, monitor and control

To ensure Confidentiality, Integrity and Availability of Information assets, we have implemented controls as per best practices and review them on regular basis with help from expert agencies:

- Various tools to detect abnormality in behaviour or response of digital assets.
- Close monitoring of critical Databases and IT Applications using tools and 24x7 support teams.
- Security controls through firewalls, intrusion prevention systems (IPS), Virtual Private Network, Data Loss Prevention (DLP), Endpoint detection and response (EDR) etc.

Data protection

Our approach is aligned with regulatory requirements and emanates from best practices. Key points are:

- Regular backups including restoration drills for critical databases.
- Tools to detect leakage of any sensitive information during mailing.
- Keeping IT landscape upgraded to avoid any chances of data loss/ support issue.
- Retain log of critical IT applications for 180 days.

Standalone Financial Highlights

Particulars	Units	2022-23	2021-22	2020-21	2019-20	2018-19[$]	2017-18	2016-17	2015-16	2014-15[#]	2013-14[#]
PRODUCTION (Quantity)											
- Clinker	Mn.T	66.85	61.00	55.18	56.14	59.57	45.41	37.10	37.07	35.69	31.52
- Cement	Mn.T	94.58	82.59	75.76	72.86	76.59	57.23	47.91	47.56	43.88	40.79
SALES (Quantity)	Mn.T	100.06	88.02	81.25	77.46	80.78	59.33	48.87	47.96	44.85	41.46
PROFIT & LOSS ACCOUNT											
Revenue Net of Excise Duty (Including Operating Income)	₹ Crs	61,327	50,663	43,188	40,649	39,999	29,358	23,891	23,709	22,927	20,280
Operating Expenses	₹ Crs	51,395	39,727	32,224	31,997	32,920	23,475	18,922	19,082	18,732	16,462
Operating Profit	₹ Crs	9,931	10,936	10,965	8,652	7,079	5,883	4,969	4,627	4,195	3,818
Other Income	₹ Crs	689	612	789	727	497	600	660	481	372	329
EBITDA	₹ Crs	**10,621**	**11,548**	**11,754**	**9,379**	**7,576**	**6,483**	**5,629**	**5,107**	**4,567**	**4,147**
Depreciation / Amortisation	₹ Crs	2,619	2,457	2,434	2,455	2,321	1,764	1,268	1,297	1,133	1,052
EBIT	₹ Crs	**8,001**	**9,091**	**9,319**	**6,924**	**5,255**	**4,719**	**4,361**	**3,810**	**3,434**	**3,095**
Interest	₹ Crs	755	798	1,259	1,704	1,648	1,191	571	512	547	319
Profit Before Tax	₹ Crs	**7,246**	**8,293**	**8,060**	**5,220**	**3,606**	**3,528**	**3,790**	**3,299**	**2,887**	**2,776**
Exceptional items Gain / (Loss)	₹ Crs	-	-	(164)	-	(114)	(226)	(14)	-	-	-
Profit after Exceptional items	₹ Crs	**7,246**	**8,293**	**7,896**	**5,220**	**3,492**	**3,302**	**3,776**	**3,299**	**2,887**	**2,776**
Tax Expenses ^	₹ Crs	2,329	1,227	2,554	(236)	1,080	1,071	1,148	928	872	631
Net Profit ^	₹ Crs	**4,917**	**7,067**	**5,342**	**5,456**	**2,412**	**2,231**	**2,628**	**2,370**	**2,015**	**2,144**
Cash Profit	₹ Crs	7,820	9,536	9,079	6,759	5,214	4,580	4,251	3,972	3,523	3,269
Proposed Dividend (incl. Dividend distribution tax)	₹ Crs	1,097	1,097	1,068	375	381	348	330	314	297	289
BALANCE SHEET											
Net Fixed Assets including ROU, CWIP & Capital Advances	₹ Crs	55,760	52,604	49,144	49,486	49,568	40,782	24,387	24,499	23,632	18,650
Investments in Subsidiaries, Associates and Others	₹ Crs	9,142	8,177	6,330	5,990	5,988	751	746	725	806	627
Liquid Investments	₹ Crs	6,246	6,115	13,582	5,882	3,224	5,412	8,663	7,069	4,403	4,764
Net Working Capital	₹ Crs	(3,031)	(1,618)	(2,170)	190	401	(428)	(841)	21	223	551
Capital Employed	₹ Crs	**68,116**	**65,276**	**66,886**	**61,548**	**59,181**	**46,517**	**32,955**	**32,313**	**29,064**	**24,593**
Net Worth represented by:-											
Equity Share Capital	₹ Crs	289	289	289	289	275	275	275	274	274	274
Reserves & Surplus	₹ Crs	52,648	48,982	43,064	38,008	33,023	25,648	23,667	21,357	18,583	16,823
Net Worth	₹ Crs	**52,937**	**49,271**	**43,353**	**38,296**	**33,297**	**25,923**	**23,941**	**21,632**	**18,858**	**17,098**
Loan Funds *	₹ Crs	**8,750**	**9,891**	**17,319**	**18,282**	**20,637**	**17,420**	**6,240**	**8,250**	**7,414**	**5,199**
Lease Liability (Current + Non-Current)	₹ Crs	953	885	996	893	-	-	-	-	-	-
Deferred Tax Liabilities	₹ Crs	5,476	5,230	5,219	4,077	5,247	3,174	2,774	2,432	2,792	2,296
Capital Employed	₹ Crs	**68,116**	**65,276**	**66,886**	**61,548**	**59,181**	**46,517**	**32,955**	**32,313**	**29,064**	**24,593**

Particulars	Units	2022-23	2021-22	2020-21	2019-20	2018-19$	2017-18	2016-17	2015-16	2014-15#	2013-14#
RATIOS & STATISTICS											
Operating EBITDA Margin	%	16%	22%	26%	22%	18%	20%	21%	20%	19%	19%
Normalised Net Margin	%	8%	11%	13%	9%	6%	8%	11%	10%	9%	11%
Interest Cover [(Net Profit for the period + Finance Costs + Depreciation and Amortisation Expense + Loss/(Gain) on Sale of Fixed Assets)/Gross Interest]	Times	12.60	12.72	7.20	5.85	3.88	4.37	7.80	7.93	6.28	8.85
ROCE (EBIT/Average Capital Employed)	%	12%	14%	14%	12%	10%	9%	13%	12%	12%	13%
Current Ratio (Current Assets/ Current Liabilities excl. Short Term Borrowings)	Times	1.21	1.30	1.77	1.46	1.28	1.41	2.07	1.70	1.06	2.02
Debt Equity Ratio (Net)	Times	0.03	0.07	0.08	0.32	0.52	0.46	(0.10)	0.05	0.16	0.02
Net Debt/ EBITDA	Times	0.24	0.33	0.32	1.32	2.30	1.85	(0.43)	0.23	0.64	0.09
Dividend per share	₹/Share	38.00	38.00	37.00	13.00	11.50	10.50	10.00	9.50	9.00	9.00
Dividend Payout on Net Profit (Normalized)	%	22%	20%	20%	10%	16%	16%	13%	13%	15%	14%
EPS -Normalised	₹/Share	170.53	192.38	185.20	126.56	84.33	81.27	95.74	86.37	73.44	78.21
Cash EPS	₹/Share	271.21	330.63	314.77	234.36	182.25	166.81	154.88	144.74	128.41	119.22
Book Value per share	₹/Share	1834	1707	1502	1327	1212	944	872	788	687	623
No.of Equity Shares	Nos. Crs	28.87	28.87	28.87	28.86	27.46	27.46	27.45	27.44	27.44	27.42

$ FY2018-19 numbers have been restated with Century Cement assets performance w.e.f 20th May,2019

* Incl. Long term Borrowings (incl. current maturities of long term debts) and Short Term Borrowings.

Financial figures are as per IGAAP

^ (a) FY20 tax expenses include gain of ₹ 1,805 Crores for reversal of deferred tax liability due to change in income tax rate. Normalised Net Profit for the year 2019-20 is ₹ 3,650 Crores.

(b) FY22 tax expenses include gain of ₹ 1,518 Crores pursuant to completion of prior year tax assessments in CY. Normalised Net Profit for the year 2021-22 is ₹ 5,549 Crores.

Directors' Report and Management Discussion and Analysis

Dear Shareholders,

Your Directors present the 23rd Annual Report together with the audited accounts of your Company for the year ended 31st March, 2023.

Overview and the state of your Company's affairs

The International Monetary Fund ("IMF") projects global growth to fall to 2.8% in 2023 before rising to 3.0% in 2024, where advanced economies are expected to see an especially pronounced growth slowdown, from 2.7% in 2022 to 1.3%. The IMF projects that in a plausible alternative scenario with further financial sector stress, global growth could decline to about 2.5% in 2023 with advanced economy growth falling below 1.0%. Global inflation is expected to fall from 8.7% in 2022 to 7.0% in 2023 and 4.9% in 2024, which is yet above pre-COVID-19 pandemic range of average 3.5% between 2017 and 2019. Elevated interest rates, financial sector stress compelling central banks to reconsider policy actions, and the war in Ukraine continue to weigh on global economic activity.

Over the next two years India is projected to be the fastest-growing major economy, as IMF projects India's GDP growth at 5.9% and 6.3% during 2023 and 2024 respectively, which is expected to surpass China's 5.2% and 4.5% GDP growth in the same period. This is despite the three shocks of COVID-19, the Russia-Ukraine conflict, and central banks across economies led by the US Federal Reserve responding with synchronised policy rate hikes to curb inflation, leading to appreciation of the US dollar and the widening of Current Account Deficits in net importing economies.

The Indian economy appears to have moved on after its encounter with the pandemic, staging a full recovery in FY22 ahead of many nations and positioning itself to ascend to the pre-pandemic growth path in FY23. Yet in the current year, India has also faced the challenge of reining in inflation that the European strife accentuated. Measures taken by the government and the Reserve Bank of India ("RBI"), along with the easing of global commodity prices, finally managed to bring retail inflation below the RBI upper tolerance target in March 2023. In the process of arresting rising inflation, during FY23, the RBI hiked interest rates by 2.5% in six tranches.

India's economic growth is expected to be brisk in FY24, as a vigorous credit disbursal and capital investment cycle is expected to unfold in India with the strengthening of balance sheets in the corporate and banking sectors. Direct tax revenue collections have been highly buoyant and so have GST collections, which should ensure the full expending of the Capex budget within the budgeted fiscal deficit. Further, support to economic growth will come from the expansion of public digital platforms and path-breaking measures such as PM GatiShakti, the National Logistics Policy, and the Production-Linked Incentive ("PLI") schemes to boost manufacturing output.

The capital expenditure initiatives of the central government are another growth driver of the Indian economy. A sustained increase in private Capex is imminent with the strengthening of the balance sheets of corporates and the consequent increase in credit financing it has been able to generate. The Mahatma Gandhi National Rural Employment Guarantee Scheme ("MGNREGS") has been directly providing jobs in

rural areas and indirectly creating opportunities for rural households to diversify their sources of income generation. Schemes like PM-Kisan and PM Garib Kalyan Yojana have helped in ensuring food security in the country.

Despite strong global headwinds and tighter domestic monetary policy, the IMF expects India to grow around 5.9% in 2023. This growth, without the advantage of a base effect, reflects India's underlying economic resilience – its ability to recoup, renew, and re-energise the growth drivers of the economy. India's economic resilience can be seen in the domestic stimulus to growth seamlessly replacing the external stimuli. Structural reforms implemented by the government have resulted in ease of doing business.

The release of Urban Real Estate demand was reflected in the housing market too as demand for housing loans picked up. At ₹19,36,428 crores at the end of March 2023, outstanding housing loans have grown by an absolute 14.9% and 42.2% compared to a respective ₹16,84,424 crores a year ago and ₹13,61,880 crores at the end of March 2020. Consequently, housing inventories have declined, prices are firming up, and construction of new dwellings is picking up pace, and this has stimulated innumerable backward and forward linkages that the construction sector is known to carry. The universalisation of COVID-19 vaccination coverage also has a significant role in lifting the housing market as, in its absence, the migrant workforce could not have returned to construct new dwellings.

Apart from housing, construction activity, in general, has significantly risen in FY23 as the much-enlarged capital budget of the central government and its public sector enterprises is rapidly being deployed.

Cement Industry during FY23

The country's cement demand is expected to climb by around 10% over fiscal year 2023, as reported by a leading ratings agency. The growing housing sector, which typically accounts for 60% to 65% of India's cement consumption, will remain a key demand driver. Also, continued large investments in roads and infrastructure projects will fuel cement demand.

In the Union Budget 2023-24, the government has allocated US $1.8 billion for the creation of safe housing, clean drinking water, and sanitation, and increasing road and telecom connectivity, among other initiatives. The government has also allocated US $9.6 billion to address housing shortages. As per a post-budget report by a research affiliate of a credit rating agency, cement demand is expected to witness third straight year of growth with a 7% to 9% jump to ~425 million tonnes in FY24. In FY24, infrastructure and affordable rural housing segments are expected to propel growth, where the highest traction is expected from roads, where the total annual outlay for the Ministry of Road Transport and Highways and the National Highways Authority of India ("NHAI") has seen an increase of 25% and 14%, respectively. The government has also increased budget outlay for affordable rural housing under the Pradhan Mantri Awas Yojana – Gramin ("PMAY-G") by 12.5% for FY24. Launched in 2015, PMAY-G is part of the Pradhan Mantri Awas Yojana ("PMAY"), a massive government scheme promoting affordable housing in India.

It is against this backdrop, that we share your Company's performance during FY23.

Directors' Report and Management Discussion and Analysis

Business Performance

Production and Capacity Utilisation (Grey Cement)

Particulars	FY23	FY22	% change
Installed capacity in India (MTPA)	126.95	114.55	11
Production (MMT)	99.43	86.98	14
Capacity Utilisation	84%	77%	7

MMTPA - Million Metric Tonnes Per Annum;

MMT - Million Metric Tonnes

Cement production in FY23 was higher by 14% at 99.43 million tonnes as compared to FY22, while capacity utilisation was at 84% as compared to 77%.

Sales Volume

(Figures in MMT)

Particulars	FY23	FY22	% change
Grey Cement - India	100.10	88.00	14
Grey Cement - Overseas	4.42	4.93	(10)
White Cement	1.63	1.46	11
Total Sales Volume*	**105.71**	**93.99**	**12**

* after elimination of inter Company sales.

Domestic sales volume registered a growth of 14% in FY23. Your Company achieved the unique distinction of registering over 100 million tonnes of production, dispatches and sales in FY23.

Financial Performance

(₹ in crores)

	Standalone		Consolidated	
	FY23	FY22	FY23	FY22
Net Turnover	60,463	49,729	62,338	51,708
Domestic	60,236	49,479	60,192	49,528
Exports	226	250	2,145	2,180
Other Income (Other Operating Income and Other Income)	1,553	1,546	1,405	1,399
Total Expenditure	**51,395**	**39,727**	**52,620**	**41,084**
Profit before Interest, Depreciation, and Tax (PBIDT)	**10,621**	**11,548**	**11,123**	**12,022**
Depreciation	2,619	2,457	2,888	2,715
Profit before Interest and Tax (PBIT)	**8,001**	**9,091**	**8,235**	**9,307**
Interest	755	798	823	945
Profit before Impairment and Tax Expenses / share in profit of Associates	**7,246**	**8,293**	**7,412**	**8,363**
Share in Profit / (Loss) of Associates and Joint Venture (net of tax)	-	-	4	2
Profit before Tax Expenses	**7,246**	**8,293**	**7,416**	**8,364**
Normalised Tax Expenses	2,329	2,744	2,343	2,708
Reversal of Tax Provision of Earlier Years	-	(1,518)	-	(1,518)
Profit after Tax (PAT)	**4,917**	**7,067**	**5,073**	**7,174**
Profit Attributable to Non-controlling Interest	-	-	9	(10)
Profit Attributable to Owner of the Parent	-	-	5,064	7,184

Net Turnover

(₹ in crores)

22% ↑

Other Income

Other income is in line with the previous year.

Operating Profit (PBIDT) and Margin

PBIDT at ₹10,621 crores was 8% lower than the previous year. The lower operating margin was attributable to higher input costs, partly offset by volume growth and better sales realisations.

Cost Highlights

i. Energy Cost

Overall energy costs increased by 36% from ₹1,240/t to ₹1,692/t mainly due to higher fuel prices.

ii. Input Material Costs

Raw material costs rose from ₹531/t to ₹600/t because of an increase in additive and fly ash prices. Increase in diesel prices impacted inbound transportation and mining costs, resulting in higher raw material costs. Your Company is continuously working on improving the share of blended and premium products in its product mix, which is expected to result in an improvement in overall profitability.

iii. Freight and Forwarding Expenses

Logistics costs increased marginally from ₹1,214/t to ₹1,248/t due to an increase in diesel cost as well as business season surcharges levied on railway freight. Reduction in lead distance mainly on account of a change in the market mix and synergies arising out of the integration of acquired assets aided in lowering the impact of rising diesel costs.

Employee Costs

Employee costs increased to ₹2,562 crores as compared to ₹2,359 crores in the previous year, primarily due to the annual increments.

Depreciation

At ₹2,619 crores, depreciation was higher by ₹162 crores, on account of capitalisation of new capacities during the year.

Finance Cost

Repayment of borrowings led to a decrease in finance costs from ₹798 crores to ₹755 crores. However, an increase in the interest rate impacted interest costs.

Your Company does not accept any fixed deposits from the public falling under Section 73 of the Companies Act, 2013 ("the Act") and the Companies (Acceptance of Deposits) Rules, 2014.

Credit Rating

Your Company has adequate liquidity and a strong balance sheet. CRISIL and India Ratings and Research reaffirmed their credit rating as CRISIL AAA/Stable and IND AAA/Stable for Long Term and CRISIL A1+ and IND A1+ for Short Term, respectively. Further, CARE Ratings has rated the long-term borrowings as CARE AAA/Stable and short-term borrowings as CARE A1+.

Your Company has also obtained its credit rating for its foreign currency bond issuances from Fitch and Moody's and has been rated by them as BBB- and Baa3, respectively.

This is a testament to your Company's sound financial management as well as its ability to service financial obligations in a timely manner.

Income Tax

Normalised income tax expenses increased in line with an increase in taxable income.

Net Profit

Normalised PAT decreased by 11% from ₹5,549 crores to ₹4,917 crores.

Significant changes in key financial ratios, along with detailed explanations:

Particulars	FY23	FY22	% Change
Debtors Turnover (Days)	18	18	-
Inventory Turnover (Days)	34	33	(4)
Interest Coverage Ratio	12.60	12.72	(1)
Current Ratio	1.21	1.30	(7)
Debt Equity Ratio (Gross)	0.17	0.20	(18)
Debt Equity Ratio (Net)	0.03	0.07	(53)
Operating Profit Margin (%)	16.4	22.0	(25)
Net Profit Margin (%)	8.1	11.2	(27)
Return on Net Worth (%)	9.3	11.3	(18)
Return on Capital Employed (%)	12.1	14.4	(16)
Earnings Per Share (EPS)	171	192	(11)

Detailed explanation of ratios

I. **Debtors Turnover** (Days) is used to quantify a company's effectiveness in collecting its receivables or

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money owed by customers. The ratio shows how well a company uses and manages the credit it extends to customers. The ratio is calculated by dividing average trade receivables by average per day turnover.

II. **Inventory Turnover** (Days) represents the average number of days a company holds its inventory before selling it. It is calculated by dividing average inventory by average per day turnover.

III. **Interest Coverage Ratio** measures how many times a company can cover its current interest payment with its available earnings. It is calculated by dividing PBIT by finance cost. Your Company's Interest Coverage Ratio decreased by 1% over the previous year mainly on account of lower PAT during the year.

IV. **Current Ratio** is a liquidity ratio that measures a company's ability to pay short-term obligations or those due within one year. It is calculated by dividing the current assets by current liabilities (excluding current borrowings).

V. **Debt Equity Ratio** is used to evaluate a company's financial leverage. It is a measure of the degree to which a company is financing its operations through debt versus wholly owned funds. It is calculated by dividing a company's total liabilities by its shareholder's equity. Your Company's Debt Equity Ratio (Net) has improved by 18% mainly on account of reduction in debt during the year.

VI. **Operating Profit Margin (%)** is a profitability or performance ratio used to calculate the percentage of profit a company generates from its operations. It is calculated by dividing the PBIDT (excluding Other Income) by turnover. Your Company's Operating Profit Margin decreased by 25% mainly on account of higher costs, partly set off by higher volume and higher realisations during the year.

VII. **Net Profit Margin (%)** is equal to how much net income or profit is generated as a percentage of revenue. It is calculated by dividing the profit for the year by turnover. Your Company's Net Profit Margin decreased by 27% mainly on account of higher costs and was partly set off by higher volume, higher realisations and lower interest outgo during the year.

VIII. **Return on Net Worth ("RONW")** is a measure of profitability of a company expressed as a percentage. It is calculated by dividing Net Profit from continuing operations for the year by average Net Worth during the year.

IX. **Return on Capital Employed ("ROCE")** is a financial ratio that measures a company's profitability and the efficiency with which its capital is used. In other words, the ratio measures how well a company is generating profits from its capital. It is calculated by dividing profit before interest, exceptional items, and tax by average capital employed during the year.

X. **Earnings Per Share ("EPS")** is the portion of a company's profit allocated to each share. It serves as an indicator of a company's profitability. It is calculated by dividing profit for the year by weighted average number of shares outstanding during the year. For your Company, the EPS decreased on account of reduction in Net Profit by 11.4% over that of the previous year.

Cash Flow Statement

(₹ in crores)

	FY23	FY22
Sources of Cash		
Cash from Operations	8,789	9,237
Non-operating Cash Flow	482	286
Proceeds from Issue of Share Capital	5	4
(Increase) / Decrease in Working Capital	559	(567)
Total	**9,835**	**8,960**
Uses of Cash		
Net Capital Expenditure	5,831	5,422
(Redemption) / Increase in Investments	529	(7,734)
Investment in Subsidiaries, Joint Ventures, Associates, and Others	875	1,809
Repayment of Borrowings (Net)	360	7,360
Repayment of Lease Liability including Interest thereof	167	160
Purchase / (Sale or Issue) of Treasury Shares (Net)	106	83
Interest	650	838
Dividend	1,091	1,065
Total	**9,610**	**9,002**
Increase / (Decrease) in Cash and Cash Equivalents	225	(42)

Sources of Cash

Cash from Operations

Cash from operations was lower compared to the previous year due to the rise in costs, which was partly set-off by higher volume and sales realisation.

Non-Operating Cash Flow

Cash from other activities was higher on account of increased interest income on bank deposits and inter-corporate deposits.

Increase in Working Capital

Increase in working capital is attributed to increase in inventories and trade receivables on account of inflationary impact on fuel inventory and higher sales, respectively.

Uses of Cash

Net Capital Expenditure

Your Company spent ₹5,831 crores on various capex during the year. This was primarily towards growth and maintenance capex as well as Waste Heat Recovery Systems (“WHRS”).

Decrease in Investments

Your Company’s liquid investment was used for repayment of borrowings.

Repayment of Borrowings

During the year, your Company repaid debt (on a net basis) of ₹360 crores.

The loan repayments have been done out of free cash flows that your Company has generated during the year. The aforesaid steps have resulted in an improved Net Debt/Equity ratio and Net Debt/EBITDA ratio.

Transfer to General Reserves

Your Company proposes to transfer an amount of ₹3,000 crores to General Reserves.

Dividend

Your Directors recommend maintaining dividend of ₹38 per equity share of ₹10 each for the year ended 31st March, 2023, aggregating to ₹1,097.01 crores. The recommended dividend is in line with your Company’s dividend policy, which is given in **Annexure I** of this Report and is also available on your Company’s website.

In terms of the provisions of the Finance Act, 2020, dividend shall be taxed in the hands of shareholders at applicable rates of tax. Your Company shall therefore withhold tax at source appropriately.

Unclaimed dividend for the year ended 31st March, 2015, aggregating to ₹1.38 crores, has been transferred to the Investor Education and Protection Fund (“IEPF”). Your Company has also credited to the IEPF, set up by the Government of India, equity shares in respect of which dividend had remained unpaid/unclaimed for a period of seven consecutive years within the timelines laid down by the Ministry of Corporate Affairs, Government of India. Unpaid/unclaimed dividend for seven years or more has also been transferred to the IEPF, pursuant to the requirements under the Act.

Directors’ Responsibility Statement

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

Your Directors confirm that:

- In the preparation of the Annual Accounts, applicable accounting standards have been followed along with proper explanations relating to material departures, if any.
- The accounting policies selected have been applied consistently, and judgements and estimates are made that are reasonable and prudent to give a true and fair view of the state of affairs of your Company on 31st March, 2023, and of the profit of your Company for the year ended on that date.
- Proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of your Company and for preventing and detecting frauds and other irregularities.
- The Annual Accounts of your Company have been prepared on a going concern basis.
- Your Company has laid down internal financial controls and that such internal financial controls are adequate and were operating effectively.
- Your Company has devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

Capital Expenditure Plan

Your Company’s expansion program is progressing on schedule. It commissioned 12.4 MTPA of new grey cement capacity during FY23 at the following locations:

1.30 MTPA

CEMENT CAPACITY AT DALLA, UTTAR PRADESH

1.80 MTPA

GREENFIELD GRINDING CAPACITY AT DHULE, MAHARASHTRA

1.80 MTPA

BROWNFIELD CLINKER BACKED GRINDING CAPACITY AT DHAR, MADHYA PRADESH

1.90 MTPA

GREENFIELD CLINKER BACKED GRINDING CAPACITY AT PALI, RAJASTHAN

1.50 MTPA

BROWNFIELD CEMENT GRINDING AT JHARSUGUDA, ODISHA

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1.30 MTPA
BROWNFIELD CLINKER BACKED CEMENT CAPACITY AT HIRMI, CHHATTISGARH

2.80 MTPA
GREENFIELD GRINDING CAPACITY AT CUTTACK, ODISHA

Your Company also commissioned a 2.2 MTPA brownfield cement capacity at Patliputra, Bihar, in April 2023. Work on the next phase of growth of 22.6 MTPA announced during Q1 FY23 has already commenced. Civil work is in full swing at most sites. Commercial production from these new capacities is expected to go on stream in a phased manner by FY25/FY26.

Upon completion of these expansions, your Company's consolidated grey cement capacity will grow to 160.45 MTPA, reinforcing its position as the third-largest cement company in the world outside of China and by far the largest in India.

A third Birla White wall care putty plant was commissioned during the year at Nathdwara, Rajasthan. The existing two plants are situated at Kharia in Rajasthan and Katni in Madhya Pradesh.

Your Company now has a wall care putty capacity of 13 LTPA, further strengthening its position in the markets. Along with your Company's existing white cement manufacturing capacity in India and its investment in Ras Al Khaimah Company for White Cement and Construction Material, United Arab Emirates (UAE), your Company is strategically positioned to cater to the white cement and wall care putty market in the country.

Corporate Governance

Your Directors reaffirm their commitment to good corporate governance practices. During the year under review, your Company was compliant with the provisions relating to corporate governance. The compliance report is provided in the Corporate Governance section of this Report. The Auditor's Certificate on compliance with the conditions of corporate governance forming part of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") is provided in **Annexure II** of this Report.

Employee Stock Option Schemes ("ESOS")

ESOS-2013

The Nomination, Remuneration and Compensation Committee ("the NRC Committee") allotted 15,498 equity shares of ₹10 each of your Company upon exercise of stock options and Restricted Stock Units ("RSUs") by the grantees.

ESOS-2018

During the year, the NRC Committee:

- granted 99,879 stock options at an exercise price of ₹6,130.70 per stock option, exercisable into the same number of equity shares of ₹10 each, and 48,089 RSUs at an exercise price of ₹10 each on 22nd July, 2022.
- granted 39,963 stock options at an exercise price of ₹6,346.75 per stock option, exercisable into the same number of equity shares of ₹10 each, and 4,733 RSUs at an exercise price of ₹10 each on 27th October, 2021.
- vested 66,785 stock options and 11,957 RSUs to eligible employees, subject to the provisions of ESOS-2018, statutory provisions as may be applicable from time to time, and the rules and procedures set out by your Company in this regard.

Your Company transferred 28,803 equity shares during the year upon receipt of applications from some option grantees for the transfer of equity shares of your Company in their account from the Trust account. This also includes 131 equity shares pending for transfer for the year ended 31st March, 2023.

In terms of the provisions of the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SEBI SBEB & SE Regulations") the details of the stock options and RSUs granted under the schemes are available on your Company's website https://www.ultratechcement.com/investors/financials.

A certificate from the Secretarial Auditors on the implementation of your Company's ESOS will be available at the ensuing Annual General Meeting ("AGM") for inspection by the Members.

Share Capital

During the year, your Company allotted 15,498 equity shares of ₹10 each to option grantees upon exercise of stock options and RSUs in terms of ESOS-2013. As a result, the paid-up equity share capital of your Company stood at ₹2,88,68,63,450, comprising of 28,86,86,345 equity shares of ₹10 each.

Transfer of unclaimed dividend and shares – the details relating to unclaimed dividend and shares are given in the Corporate Governance section that forms part of this Report.

Awards

Your Company's constant endeavour to optimise operational procedures and build greater efficiencies continue to win recognition and prestigious awards. Here is a glimpse of some awards received during the year.

Thirteen of your Company's limestone mines received five-star ratings in 2021-22 from the Indian Bureau of Mines at their 75th anniversary celebrations. This is the highest number of five-star ratings awarded to any company in India across all sectors

Leader in 'Climate Change' by the Carbon Disclosure Project ("CDP"), a global non-profit environmental organisation, for its 2022 CDP disclosure. Your Company received an 'A-' score for implementing best practices and for taking concerted action on climate issues, securing a place in the leadership category

Sustain Labs Paris (SLP) in partnership with BW Businessworld has ranked your Company number one for Sustainability in the Infrastructure and Engineering Sector and 15th out of the Top 200 companies in India

'TERI-IWA-UNDP Water Sustainability Award 2022' by The Energy and Resources Institute ("TERI") in association with the International Water Association ("IWA") and the United Nations Development Program ("UNDP") for the watershed project that aims to protect and restore community water structures in rural Andhra Pradesh, and uplifting the lives and livelihoods of the local population
– Andhra Pradesh Cement

Three awards at 'The EMVIES FY23'

- Gold – Ghar Ek Mauka Ek – Best Media Sponsorship
- Silver – Ghar Ek Mauka Ek – Best Integrated Campaign
- Silver – BGK 2.0 – Best Digital Strategy

The EMVIES Awards, considered the 'Oscars' of media awards, introduced by The Advertising Club, India, honours significant and effective contributions in the field of media by advertisers and their media agency partners

Shared Service Centre (UKSC) awarded the Best Shared Services Team of the Year award at the 9th edition Shared Service Summit and Award 2022 organised by UBS Forums

Third prize for 'Total Quality Excellence in the Indian Cement Industry' for excellence in total quality management for the three-year period of 2019-2022 from National Council for Cement and Building Materials ("NCCBM")
– Aditya Cement

Three platinum and one silver award at the 45th Confederation of Indian Industry ("CII") National Kaizen competition, organised by the CII Institute of Quality
– Rawan Cement

Top performer in Cement Sector in India PAT cycle
– Rawan Cement

National Award for Excellence in Energy Management from CII
– Reddipalayam Cement

National Award for Achieving Circular Economy in Indian Cement Industry by NCCBM
– Reddipalayam Cement

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Research and Development

Your Company's Research and Development ("R&D") efforts are geared for creating advance application value for customers by continuously discovering and incorporating novel features and functionalities in newer cement and concrete variants and exploring the technologies to achieve the net-zero carbon ambition. Enhancing customer satisfaction and aiding sustainability are guiding principles for the researchers at the R&D centre.

Devising solutions around themes for reducing water consumption for cement, improving clinker content of cement/concrete in construction, improved durability of concrete, improved environmental performance of cement and concrete products in terms of reduced green-house emissions and natural resource intensiveness, and increasing use of alternative raw material in cement manufacturing have resulted in significant progress in the development of various newer types of cements such as Limestone Calcined Clay Cement and other special-feature cement. Continuous product improvement through increased customisation, enhancing productivity through systematic and structured intervention, and new technology and advance material adoption are at the core of your Company's R&D centre.

The resources at the R&D centre are engaged in closely monitoring and incorporating the latest process technology developments, artificial intelligence ("AI")/ digital interventions, carbon reduction innovations, and advanced techniques in the field of cement-concrete technology in your Company's product offerings. With this objective in mind, your Company's R&D centre is committed to providing comprehensive technological support to its policy of promoting sustainable construction and development.

Customers, Quality, Sustainability, and Cost are the governing attributes of all R&D projects of your Company for achieving process optimisation and debottlenecking, raw material conservation, and adaptation of alternative fuels/raw materials to build on the circular economy. Towards this objective, your Company is actively developing alternatives for minimising the usage of mineral gypsum and the development of cost economic grinding additives and new generation chemicals while maintaining targeted product attributes and functionality.

Your Company's R&D Centre has:

Developed and filed for the patent of a new testing method to quickly identify and detect adulteration in the concrete for better customer service;

Designed a chemical process of upgrading the kiln bypass dust for increased Calcium oxide percentage to reuse it in cement manufacturing;

Two more IP generation opportunities in progress in the areas of converting cement manufacturing waste into value-added industrial projects and powder classification efficiency improvement;

Designed and developed value-added green concrete, significantly incorporating the use of a higher content of alternative cementitious materials from the industrial waste for enhancing the sustainability of concrete;

Developed crack resistant concrete for industrial flooring applications;

Developed 3D printable concrete formulation having excellent surface finish and completed the field trials with large construction companies.

The R&D centre has been granted patents for cement composition and a method of preparing thereof – a method of achieving zero discharge in ready-mix concrete ("RMC"). The R&D centre is working on ultra-high performance concrete formulations, which are typically required for infrastructure projects, the simulation and modelling of process equipment for performance optimisation and energy reduction, and using modern data analytics such as AI/machine learning ("ML") for optimising manufacturing processes as a part of digitalisation initiatives.

Your Company has accelerated its efforts of employing performance enhancers for blended multi-component cement to further reduce the clinker factor for lower carbon products while enhancing sustainability. Your Company is also part of global initiatives for converting the clinkerisation process using green electrical energy and has collaborated with Coolbrook, a transformational technology and engineering company, to explore the possibilities of the reduction of CO_2 emissions from its cement manufacturing operations.

Being a founding member of the Global Cement and Concrete Association ("GCCA"), your Company is also a key member in its R&D-focused consortia efforts of the Global Cement and Concrete Research Network. This was formed by the GCCA to accelerate global collaboration on cement and concrete innovation and is an important step in taking climate action. Some initiatives of the above context include CO_2 capture using an innovative bi-phasic amine process and using an innovative low energy drier for utilising non-usable materials like wet pond ash and slag.

The efforts are directed at adopting key trends driving the low-carbon emission initiatives for the Indian cement sector by actively participating in the mission with other partners. This helps your Company to keep abreast of innovation trends, the latest scientific developments in carbon footprint reduction, and identify potential routes for adopting newer ideas in sustainability objective with the following key areas of interest:

Pre and post carbon capture and its usage technologies

Exploration of green calcination technologies in the cement manufacturing process

Life-cycle analysis of concrete value chain

Enhancing the use of construction demolition wastes in RMC concrete

Increase use of waste material to reduce the dependency on the traditional fuels

Your Company is also closely engaged with Aditya Birla Science and Technology Company Private Limited ("ABSTCPL"), for developing technological solutions to model the cement process, devising predictive cement quality modelling and computational fluid dynamics (CFD) modelling, enhancing equipment productivity using engineering simulations, and devising special concrete products. ABSTCPL is the corporate research and development centre for the Aditya Birla Group, which caters to the long-term research needs of your Company through multi-disciplinary teams of expert scientists and engineers, who lead fundamental and applied research projects.

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Sustainability

Your Company’s approach to sustainability is aligned with global goals, such as the Paris Agreement, the United Nations’ Sustainable Development Goals (“SDGs”), Science Based Targets initiative (SBTi), Net Zero Commitment, and the GCCA roadmap. Your Company has shifted from following traditional sustainability models to a more innovative and technologically experimental approach that is consistent with its vision of building a sustainable business while also balancing stakeholder expectations.

Your Company adheres to international standards such as the International Finance Corporation (“IFC”), the Organisation for Economic Cooperation and Development (“OECD”), and the Global Reporting Initiative (“GRI”), and its Sustainable Business Framework is currently certified to 14 international standards.

Your Company’s commitment to the World Business Council for Sustainable Development’s (“WBCSD”) Water, Sanitation, and Hygiene (“WASH”) Pledge has resulted in better hygiene standards and inclusivity in terms of the construction of female and disability-friendly washroom facilities across units and stakeholder engagement initiatives to help gain insights into potential opportunities and business risks, to be leveraged for enhancing business models and strategies.

Your Company has integrated the findings of the Task Force for Climate-Related Financial Disclosures (“TCFD”) into its risk management, business planning, and strategy, and has considered the impact of its carbon emissions on the environment as part of its evaluation and decision-making process. Your Company’s performance in the S&P’s Dow Jones Sustainability Index has improved significantly. It is ranked sixth in the Global Sectoral ranking of the S&P Global Dow Jones Sustainability World Index (“DJSI”). Your Company is the only Indian company in the Top 10 in the Construction Material sector for the second year in a row, aiding in benchmarking its performance against the world’s best companies. Your Company is also featured in the S&P Global Sustainability Yearbook 2023. Only companies with a score within the Top 15% of their industry and having achieved an S&P Global Sustainability score within 30% of their industry’s top-performing companies are listed in the Global Sustainability Yearbook.

The adoption of new, cleaner, and greener technology together with a constant effort across all units and processes to become more energy efficient has bolstered your Company’s commitment to delivering Net Zero Concrete by 2050, working with its value chain partners to accelerate decarbonisation. Your Company aims to achieve a 27% reduction in Scope 1 carbon intensity by 31st March, 2032, against the carbon emissions from March 2017, with assistance from SBTi. Your Company has also over-achieved on the target set by the Government of India for the first Perform, Achieve, and Trade (“PAT”) cycle.

Your Company’s total electricity requirement is to be met using renewable sources by 2050 as part of its RE100 commitment. With this aim, your Company continues to increase the use of renewable energy in its energy mix. Your Company has been striving to reduce consumption of fossil fuels by escalating their substitution with wastes from other industries. These efforts have resulted in 5.2% of its fuel requirements being met using alternative fuels and wastes. Your Company aims to be five times water positive by 2024, which means that it will replenish five times the amount of water it consumes.

As part of its continuing initiatives to ensure sustainable growth, your Company has completed Life Cycle Assessment (“LCA”) studies for four of its products and has used these as input to identify hotspots over the value chain where the reduction of environmental impact is possible. More than 70 products in your Company’s portfolio have GreenPro certification. Environment Product Declaration (“EPD”) studies have also been conducted to uphold its product stewardship agenda.

Your Company’s embarkment on digital transformation has the potential to decouple emissions and resource use from economic growth as well as to make its operations safer and more reliable.

Digitalisation

Your Company's digital solutions keep customers at the core of innovation to achieve a connected and smart ecosystem. With a deep understanding of its customers, the business teams learn fast and pivot rapidly, leveraging the best possible technologies to design state-of-the-art digital solutions.

These solutions provide an enhanced customer experience by empowering internal stakeholders and partners, improving efficiencies, and driving collaboration amongst teams.

Your Company has further enhanced existing solutions and launched new digital solutions for customers, partners, and employees.

Smart Manufacturing: Your Company continues to accelerate the adoption of digitalisation in its operations, encouraged by incremental value delivered through various initiatives. Your Company is investing in the setting up of cloud infrastructure as a key foundation for smart and connected factories.

Reliable Operations and Process Stability: Industry 4.0 technologies have empowered reliability teams by complementing existing preventive procedures and generating predictive and early alerts. Along with mechanisms to monitor and sustain process stability using combinations of software and AI solutions, your Company continues to beat reliability records across plant operations. Efforts on validating advanced algorithms to further improve process and equipment reliability are underway at your Company.

Energy Optimisation and Enhanced Productivity: Building on past efforts, your Company continued to scale the adoption of algorithmic advisory solutions to improve process stability and efficiency across all energy metrics, mainly focusing on increasing alternative fuel

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consumption and improving WHRS power generation, among others. Investments in expert control systems over the last few years have complemented these results.

Other initiatives around digital mining management and optimisation are also underway to realise gains through better operational efficiencies.

Safer Operations: Each employee in your Company is a safety officer. The use of digital tools allows for improved effectiveness and collaboration of efforts on safety. Computer vision, augmented reality ("AR"), virtual reality ("VR"), and other sensors are being adopted or scaled to support safety objectives at the units.

Empowering Teams: The use of digital solutions for dynamic planning and the sourcing of packaging materials is improving central synergies and efficiency. An end-to-end fuel sourcing planning platform is helping take optimal decisions, which positively impacts the energy cost. Your Company's procurement team has adopted a 'procure to pay' digital platform for engineering and packaging materials to drive efficiency, over and above current capabilities.

Speed, scale, customer convenience, and operational efficiency have been the focus areas of the digital transformation journey. In the last year, your Company has accelerated efforts to provide superior value to internal and external stakeholders by leveraging the best technologies with the successful roll-out and seamless adoption of the digital solutions by your Company's employees, customers, and service partners.

Customer First: Over the last two years, your Company has successfully completed the roll out of mobile app-based digital solutions to its channel partners and institutional customers. Through these apps, it has replaced several paper-based processes, helping to save time and improve the speed of operations for customers, partners, and internal teams.

Continuous enhancements carried out through the deep understanding of customers has enabled a high-level of adoption and use of these solutions.

UltraTech Trade Connect, a mobile app-based solution, provides unparalleled convenience to dealers and retailer network across the country. By providing a single interface it empowers channel partners to manage their day-to-day operations with ease. More than 90% of dealers across India, regularly use the app for engaging with your Company.

UltraTech Customer Connect, a mobile app-based solution, helps institutional customers to plan their site operations better through visibility of supplies and test certificates. The sites can provide electronic proof of delivery (ePOD) and access the finance documents, which help in streamlining the payment processes. More than half of your Company's institutional customers have adopted this solution.

Empowering Partners: Your Company counts on its drivers and transport partners as a crucial link for delivering superior experience to customers. Eye-to-track, a multilingual app launched for driver partners, has been well received among 50,000-plus drivers who have downloaded the app which conveniently connects them with customers.

Empowering Internal Stakeholders: Your Company's integrated information hub, Logistics Control Tower ("LCT"), provides a single version of the truth and end-to-end visibility to logistics. It has also been extended on mobile phones ("LCT Lite") to your Company's front-end sales teams for driving collaboration to improve logistics efficiencies.

These solutions, with unified flow of information between them, and functioning together as an integrated digital platform for the network of dealers, retailers, transporters, and drivers, is enabling your Company to be a customer-centric partner for its customers as well as the end consumers.

Your Company's Shared Services viz. **UltraTech Knowledge Service Centre ("UKSC"),** now in operations for around 4 years, has grown to a strength of 717 members processing ~1.9 million vendor invoices annually, maintaining 1.3 million customer/vendor master records, ensuring GST compliances for 26 states, and closing books of accounts for each of the 80+ units/zones every quarter to enable company-level consolidation for all of your Company's operations.

UKSC is built as a scalable and digitally enabled 'Centre of Excellence' ("CoE"), which not only helps your Company to seamlessly absorb accounting work for any new cement capacity expansion, but also serve as a best-in-class knowledge hub to create future finance leaders. Representing at various Shared Service forums, UKSC has recently been recognised with an award for the "Best Shared Service Team". The digital adoption has been recognised by the Aditya Birla Group IT and UKSC has won the "IT Digital Showcase 2.0 Award" for the Project -.SAP-AFC Implementation.

Continuing the collaboration with the CIO's and business finance team, UKSC is currently adopting further digital initiatives for people, process, and compliance which will not only make it more efficient but also create business value by providing actionable insights to business leaders on cost, working capital and other levers to optimise the ROCE. Creating an Analytics CoE for the future is in line with this. This digital journey is expected to further accelerate in the coming quarters, yielding significant benefits for your Company and its stakeholders.

Human Resources

Your Company continued to focus on employee core connect, engagement, learning, and development to build a workplace that is safe, engaging, and productive. Your Company undertook digitalisation of all talent management processes for regular communication. All the employees of your Company were presented with various learning opportunities to enhance career growth. Learning and development teams ensured the training of employees and leveraged virtual mediums to organise learning sessions for them. Wellness sessions that dealt with topics related to safety and health helped create awareness among employees and their families about key areas related to their well-being.

Throughout the year, employees remained connected through planned events such as seminars, learning programs, and self-learning modules.

Your Company's employee strength stood at 22,916 on 31st March, 2023 (compared to 21,921 in 2022).

Safety

Your Company accords the utmost importance to precious human life. Hence, the safety of people associated with the business remains the fulcrum of your Company's operations. To further boost the effectiveness of the already well-established safety management system, your Company took a call to bring an emotional element into it. Consequently, numerous interventions

were launched and driven under an organisation-wide campaign coined 'Suraksha, dil se...' ("Safety by heart"), encompassing almost all vital elements that constitute organisational safety culture. Positive outcomes are reflected in the lagging indicators – the best-ever Lost Time Injury Frequency Rate ("LTIFR") of -0.10 was achieved, a reduction of 28% compared to the previous best.

Under the aegis of 'Suraksha, dil se...', various interventions were driven with an aim to make safety a way of life. These were related to four major components of the safety management system: setting objectives and reviewing them through leaders connect, building competence, facilitating implementation, and verifying compliance.

Setting Objectives and Reviewing Them Through Leaders Connect

- Fatal risk prevention elements (working at height, conveyor safety, hot material safety, and electrical safety) were included in the annual safety key performance indicators ("KPIs"). There has been a positive shift in identifying and reporting unsafe conditions, acts, and near misses related to these four fatal risk prevention elements.
- Fortnightly safety reviews were carried out by the Head of Manufacturing. Senior managers were randomly selected from three units, who connected every week and had interactions on various safety KPIs of their respective unit.
- 'Pratibimb' – weekly reviews were carried out by Cluster Heads through walk-through inspections done by

Directors' Report and Management Discussion and Analysis

employees across units. 576 employees connected through 144 sessions during the year.

- The Unit Apex committee, headed by the Unit Head, reviews monthly the effectiveness of six subcommittees' functioning on: i) standards and procedures, ii) safety observations, iii) training and capability building, iv) incident investigation, v) contractor safety management, and vi) logistics safety. Representatives of unit-level subcommittees apprise status at the respective cluster-level subcommittee meetings, which are chaired by the Cluster Heads. These meetings are held once every four months, where decisions are made to act based on inputs/review outcomes. Finally, the Occupational Health and Safety ("OHS") Board, chaired by the Managing Director and Head of Manufacturing, reviews organisational safety performance once every two months, and a further course of action is communicated across units.

Building Competence

Around 750,000 man-hours of safety training were organised across units during the year.

A brief description of the various safety training elements are as follows:

- Standard Champions training: to build a pool of competent in-house resource as trainers, 500 employees across all units were trained on 18 safety standards through the 'Standard Champions training' programme.
- VR-enabled safety training on 30 modules was organised for contract workmen and employees at units to ensure that job-specific immersive training is provided to each contract workman before deploying them to the job. VR puts learners in places and situations they are likely to encounter on the job and allows them to experience how their actions affect outcomes, all in a safe environment. Around 12,000 persons were trained during the year.
- E-learning modules on critical processes (such as use of a coal mill or boiler, operations involving the likelihood of hot material exposure, and the management of change) were developed and uploaded to the learning management system ("LMS") platform. The system was institutionalised so that all employees involved in these operations needed to mandatorily get themselves qualified through tests after going through these courses. Around 5,000 employees completed these courses during the year.
- Virtual training sessions in Hindi as well as regional languages were organised for the contractual workforce on four fatal risk prevention elements: working at height, conveyor safety, electrical safety, and hot material safety. Around 14,000 contractual workers covered so far.

- 544 persons (employees and contract workers) engaged in rail yard related activities across units have been trained on rail safety by an external expert.
- Classroom safety training has been imparted to 1,800 contractor's supervisors across all units.

Facilitating Adherence to Safety

- Monthly safety campaign, driven by identified themes (based on analysis of past incidents): Multiple activities/events are organised and supported by a variety of mediums (3D animation video, creative posters, training through virtual platform etc.) to reach out to all.
- Safety toll-free number (available 24/7): As a deterrent against safety violations, an exclusive safety toll-free number has been made available with communication to every person (employee/contract worker) so that they can act as whistleblowers to save lives. The concerns voiced are addressed, keeping the caller's identity anonymous.
- 60 seconds to think: This involves seven questions that have to be asked by each individual before initiating any work. They must sign this and submit it along

with Permit-to-Work ("PTW") to the custodian. It also facilitates the ability of any contract worker to say 'no' if they feel they are not safe to execute the work or are not convinced that the conditions to execute the work may cause an accident.

- Safety behaviour observation: Safety observation—a structured, pro-active six-step process—is in place to achieve positive change in people's behaviour towards safety in the workplace. It aims to i) recognise and reinforce positive safety behaviour, ii) identify and correct behaviour at risk, and iii) engage in conversation regarding safety concerns or issues. During the year, over 4,00,000 observations were reported through this across units.
- Digitisation of walk-through inspection (WTI): A latitude-longitude-based unique QR code was generated for each of around 50 locations of a unit. By scanning the specified section's QR code, the user can view the WTI checklist of the section and report findings by using the 'speech-to-text' feature. Around 300,000 findings were reported through WTI and closed during the year across all units.
- 20 Pictorial Standard Operating Procedures ("SOPs") in Hindi - with less text and more visuals displayed at relevant locations for contractual workers to easily understand and follow.
- 30 3D-animated videos in English and Hindi on past serious incidents are shown at units for easy understanding by employees and contractual workers about how and why those happened, to prevent recurrence.
- A Behavioural Science-Based Safety ("BSBS") program was launched to address the psychological issue of contractual workforce towards safety.
- With the on-going capacity expansions, safety at project sites pose their own challenges on account of timelines for execution and contract workmen attrition. To give more thrust towards safe execution of projects, multilayer monitoring was introduced which is over and above the existing safety management practices at your Company. Apart from respective project HRC and Apex committees, safety experts were deployed at the sites. Additionally, expert rigger and scaffolding experts were placed at each project site to support safe execution.

Verifying Compliance

- **Assurance:** An independent safety assessment was carried out by a third-party expert agency to evaluate the degree of compliance to 17 safety standards (as applicable) across of your Company. The result of this assessment has been shared with units to enable them take corrective actions. The minimum score improved from 53% in FY22 to 72% in FY23.
- **Safety audit:** Around 4,000 observations reported through first party safety audit (FPSA) across units were closed. In addition, 8,000 contractor field safety audits were carried out across units during the year. Safety audits at 62 RMC plants by safety professionals of nearby manufacturing units identified 1,825 findings, all of which were subsequently closed.
- **'हमें आपकी परवाह है - Contractor Connect Initiative':** Unit Heads/Function Heads engage through weekly sessions with contractors and workers to verify adherence to safety norms while at work. This has been continued for 84 weeks so far since launch.

Corporate Social Responsibility

In terms of the provisions of Section 135 of the Act read with the Companies (Corporate Social Responsibility Policy) Rules, 2014, the Board of Directors of your Company has constituted a Corporate Social Responsibility ("CSR") Committee, chaired by Mrs. Rajashree Birla. Other Members of the Committee are Mrs. Sukanya Kripalu, Independent Director, and Mr. K. C. Jhanwar, Managing Director. Dr. (Mrs.) Pragnya Ram, Group Executive President, CSR, Legacy, Documentation and Archives, is a permanent invitee to the Committee. Your Company has in place a CSR Policy, which is available at https://www.ultratechcement.com/investors/corporate-governance#policies.

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Your Company's CSR activities are focused on social empowerment and welfare, infrastructure development, sustainable livelihood, healthcare, and education. Various activities across these segments have been initiated during the year around its plant locations and adjacent villages.

During the year, your Company spent ₹115.99 crores on CSR activities and set off ₹18.60 crores from the excess spent during FY21, aggregating to ₹134.59 crores, resulting in 2% of the average net profits of your Company during the last three financial years. A report on CSR activities is provided in **Annexure III**, which forms part of this Report.

Subsidiaries, Joint Ventures, and Associate Companies

The audited financial statements of your Company's subsidiaries and joint ventures viz. Harish Cement Limited, Gotan Lime Stone Khanij Udyog Private Limited, Bhagwati Lime Stone Company Private Limited, UltraTech Nathdwara Cement Limited ("UNCL"), UltraTech Cement Middle East Investments Limited ("UCMEIL"), UltraTech Cement Lanka (Private) Limited, and their related information are available for inspection on your Company's website. PT UltraTech Mining Indonesia and PT UltraTech Investments Indonesia were struck off as subsidiaries with effect from 14^{th} June, 2022. UCMEIL entered into a Share Sale and Purchase Agreement with Seven Seas Company LLC., Oman for acquisition of 70% equity shares in Duqm Cement Project International, LLC. Oman ("Duqm"). Duqm has allotment of limestone mines and other infrastructure that would help your Company secure limestone supplies for its coastal-based plants.

The Board of Directors approved a Scheme of Amalgamation of UNCL (a wholly-owned subsidiary of your Company) and its wholly-owned subsidiaries viz. Swiss Merchandise Infrastructure Limited and Merit Plaza Limited with your Company. The Appointed Date of the Scheme is 1^{st} April, 2023. The transaction is subject to the approval of National Company Law Tribunal, Mumbai and Kolkata and other regulatory authorities as may be required.

Any Member who is interested in obtaining a copy of the audited financial statements of your Company's subsidiaries may write to the Company Secretary.

In accordance with the provisions of Section 129(3) of the Act read with the Companies (Accounts) Rules, 2014, a report on the performance and financial position of each of the subsidiaries, joint venture, and associate companies is provided in **Annexure IV** of this Report.

Particulars of Loan, Guarantee, and Investment

Details of Loan, Guarantee, and Investment covered under the provisions of Section 186 of the Act read with the Companies (Meetings of Board and its Powers) Rules, 2014, are given in the Notes forming part of the standalone financial statements.

Energy, Technology, and Foreign Exchange

Information on the conservation of energy, technology absorption, and foreign exchange earnings and outgo, required to be disclosed pursuant to Section 134(3)(m) of the Act read with the Companies (Accounts) Rules, 2014, is given in **Annexure V** of this Report.

Particulars of Employees

Disclosures relating to remuneration and other details as required under Section 197(12), read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, are given in **Annexure VI**. In accordance with the provisions of the aforementioned section, the names and other particulars of employees drawing remuneration in excess of the limits set out in the aforesaid rules form part of this Report. However, in line with the provisions of Section 136(1) of the Act, the Report and Accounts as set out therein, are being sent to all Members of your Company, excluding the aforesaid information. Any Member who is interested in obtaining these particulars may write to the Company Secretary.

Business Responsibility and Sustainability Report

The Securities and Exchange Board of India ("SEBI"), by its circular dated 10^{th} May, 2021, introduced new sustainability-related reporting requirements to be reported in the specific format of the Business Responsibility and Sustainability Report ("BRSR").

The BRSR forms part of this Report.

Contract and Arrangement with Related Parties

Related party transactions entered into by your Company during the financial year were completely on an arm's length basis and in the ordinary course of business. There were no material transactions with any related party, as defined under Section 188 of the Act read with the Companies (Meetings of Board and its Powers) Rules, 2014. All related party transactions have been approved by the Audit Committee of your Company and reviewed by it on a periodic basis. The policy on Related Party Transactions, as approved by the Audit Committee and the Board, is available at https://www.ultratechcement.com/investors/corporate-governance#policies.

The details of contracts and arrangements with related parties of your Company for the financial year ended 31st March, 2023, is provided in Note No. 38 to the standalone financial statements of your Company.

Risk Management

Your Company recognises that every business encompasses risks that need timely intervention and management. To achieve the ambitious business goals in a challenging and dynamic environment, your Company is committed to proactively managing risks. While risks can never be eliminated, effective risk management can help in avoiding, mitigating, transferring, or accepting the associated impacts of risks.

At your Company, the Risk Management and Sustainability Committee ("RMS Committee") is responsible for overseeing your Company's risks. It reviews the Enterprise Risk Management Framework, analyses risks in depth, and defines mitigation actions where necessary. Your Company aims to assess and prioritise risks based on their significance in terms of impact and likelihood, considering the business environment, operational controls, and compliance procedures.

Your Company has identified several key risks, including economic environment and market demand; inflation and costs of production; legal and compliance; financial; environment; climate and sustainability; information technology; and talent management. Your Company considers the risk horizons, which includes long-term strategic risks, short to medium-term risks, and single events. The risks are analysed based on their likelihood and impact to determine the appropriate risk management strategy.

Key Business Risks identified by your Company:

Economic Environment and Market Demand

The demand for construction material is driven by the economic growth in the country. Economic slowdown and subdued infrastructural development might lead to a slowdown in construction projects, thus leading to a reduction in cement consumption in the country. In a scenario where incremental capacity addition exceeds incremental cement demand, the government's push for infrastructure and housing will aid the growth in cement consumption.

Given that the cement industry in India is an aggregation of small and large companies, the risk of protecting market share in such environment is optimal for your Company. With the expanding capacities of existing players and the emergence of new entrants, competition is a sustained risk. To mitigate this, continuous endeavours to enhance brand equity through innovative marketing activities, enhancement in the product portfolio, and value-add services have been the thrust areas for your Company. The engineering expertise of your Company and its emphasis on quality also act as a significant counter measure to the risk of market fluctuations.

Inflation and Cost of Production

Your Company faces the risk of inflation and price fluctuations in the cost of coal, pet coke, power, and other fuels, since these are market-driven. The cement industry is extremely energy intensive, and changes in fuel prices can significantly impact production cost. To de-risk, your Company has established specific policies of long-term contracts, and it continuously optimises its fuel mix and energy efficiency, while exploring the use of alternative fuels.

The procurement of raw materials at an economical cost or of suitable quality faces a high degree of inflationary certainty. Your Company mitigates this risk through the establishment of exhaustive policies for procurement of specific raw materials and stores those which are amenable to just-in-time inventories.

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Limestone is the primary raw material required to produce cement, so its continuous and long-term availability is critical, particularly under the dynamic regulatory environment. Your Company currently possesses sufficient limestone reserves. However, securing additional reserves is critical to address your Company's expansion plans. Apart from the preservation and extension of existing reserves, a range of measures, including strategic sourcing and changing input-mix, are adopted by your Company to mitigate the risk of unavailability of limestone.

Legal and Compliance

This risk relates to any inadvertently violated laws covering business conduct. The country's regulatory framework is ever-evolving, and the risk of non-compliance and penalties may increase for your Company, leading to reputational risks. A comprehensive risk-based compliance programme, involving inclusive training and adherence to the Code of Conduct, is thus institutionalised by your Company. As a step to mitigate the legal and compliance risk, your Company's management encourages its employees to place their reliance on professional guidance and opinions to discuss the impact of any changes in laws and regulations to ensure total compliance. Periodic and ad hoc reporting to various internal committees for oversight ensures the effectiveness of such a programme.

Financial

This comprises the risk of exposure to fluctuations in interest rates, foreign exchange rates and commodity prices. The risk management strategy is to identify the risk exposure, measure and evaluate the financial impact, and decide on steps to mitigate the risks together with ensuring regular monitoring and reporting.

With the objective of minimising risks arising from the uncertainty and volatility of foreign exchange rate fluctuations, an elaborate financial risk management policy is followed for every transaction undertaken in foreign currency. Your Company's policies to counter such risks are reviewed periodically and constantly aligned with the financial market practices and regulations.

Changing laws, rules, regulations, and standards relating to accounting, corporate governance, public disclosure, and listing regulations are generating newer and unforeseen risks for companies. The new or changed laws, regulations, and standards may lack precedence and are subject to varying interpretations. Their application in practice may evolve as new guidance is provided by regulatory and governing bodies. Thus, your Company maintains a high standard of corporate governance and public disclosure to de-risk itself from such dynamic regulatory changes.

Environment

Environmental risk pertains to the harm caused to the environment by pollution resulting from waste discharge and greenhouse gas emissions. To prevent this, your Company's operating units are equipped with Continuous Emission Monitoring Systems ("CEMS") in the major stacks and monitored in real-time by the Central Pollution Control Board ("CPCB") and State Pollution Control Boards ("SPCBs"). The units have been in compliance with the regulations of the Ministry of Environment, Forest and Climate Change ("MoEF&CC"), and no major deviation has been observed.

In addition to CEMS, third-party environment monitoring is regularly carried out by laboratories which are approved by the National Accreditation Board for Testing and Calibration Laboratories ("NABL"), and the results are further substantiated by monitoring carried out by SPCBs.

Regular measures are being taken to maintain the performance efficiency of Pollution Control Equipment at all the units. This year, the performance efficiency study of Air Pollution Control Devices ("APCDs") in the units was carried out by NCCBM. Internal environmental audits are also conducted to ensure that the emissions are kept within or lower than the limits for the APCDs on a regular basis.

For better control of fugitive emissions, your Company has initiated an emission inventory dispersion modelling study for one of its units by the Indian Institute of Technology, Mumbai. Your Company has also constructed covered sheds for various raw materials and fuels at some units and concreted new roads at others.

Climate and Sustainability

Your Company has analysed climate change-related risks in its operations, including the physical and transition risks it entails, which are aligned with the Task Force on

Climate-related Financial Disclosures ("TCFD") framework. The following climate-related risks have been identified:

Physical Risks

- Acute physical risks arising from longer-term changes in climate patterns causing damage to assets or supply chain disruption, such as floods, heat waves, cyclones, and droughts.
- Chronic physical risks such as variations in temperature, precipitation patterns, and water stress.
- Transitional risks emerging from the transition to low-carbon business pathways that involve regulatory changes, technology, and market changes to address mitigation and adaptation requirements related to climate change.

Your Company has developed a risk mitigation strategy against each climate risk, summarised as follows;

Acute physical risks: Your Company diligently implements disaster management plans, health and safety protocols, and adequate communication protocols during extreme weather events to ensure site safety and minimise the impact on the workforce. Annual weather forecasts are being considered in global supply chain decisions to mitigate the risk of delays in sourcing fuels and machinery due to natural calamities. Insurance coverage is in place to protect against damages to business assets or loss of materials in warehouses or transit due to extreme weather events.

Chronic physical risks: Your Company has proactively installed rainwater harvesting systems across sites. In addition, at several of the manufacturing sites, Zero Liquid Discharge ("ZLD") plants have been installed to enable the reuse of 100% treated water within the sites. As a result, your Company is 4.1 times water positive currently.

Measures to mitigate the risks of heat waves have been introduced across sites, making your Company resilient to such risks. Some such measures include minimal work in mid-day hours in warehouses or outdoor areas during peak summer days, flexible work hours with early morning and late evening shifts to avoid exposure to heat waves, and compliance to the WASH Pledge (ensuring the availability of drinking water).

Transitional risks: Emerging climate policies and the world carbon market economy could significantly impact companies in the future due to their effects on the supply chain, physical risk, shifting customer preferences, and the transition to a low-carbon economy. Your Company has analysed physical and transitional risks using a scenario-based approach and is aligned with the Representative Concentration Pathway ("RCP"), ETP B2DS, and IPCC 1.5-degree scenarios. Your Company's resilience has been evaluated under scenarios, and potential pathways for decarbonisation have been considered to ensure compliance with policy mechanisms. Some key risks that may have financial implications for the Company are the introduction of carbon pricing in India; the financing community is expected to strengthen its climate-related financing mechanism; non-compliance to meet 1.5 C pathway requirements; maturity and viable low carbon technology adoption, among other developments. Your Company has committed to achieving net zero by 2050 and is capable of adapting to new risks arising from climate policy changes by focusing on the green energy transition, enhancing the circular economy, diversifying its low-carbon product portfolio, and participating in new technology development and piloting with global companies in association with the GCCA.

Information Technology

This comprises risks related to Information Technology ("IT") systems, such as data integrity and physical assets. Your Company deploys IT systems, including ERP, SCM, Data Historian, and Mobile Solutions, to support its business processes, communications, sales, logistics, and production. Risks could primarily arise from the unavailability of systems and/or loss or manipulation of information. To mitigate these risks, your Company uses backup procedures and stores information at two different locations. Systems are upgraded regularly with the latest security standards. For critical applications, security policies and procedures are updated periodically, and users are educated on adherence to the policies

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to eliminate data leakages. Your Company is also in the process of beefing up information security around Plant Production Equipment.

Talent Management

Your Company's growth has been driven by its ability to attract and retain top-quality talent while effectively engaging them in the right jobs. The risks in talent management are mitigated by following a policy of being an employer of choice and instilling a sense of belonging. Specialised training courses are adopted to enhance and reskill employees to prepare them for future roles and create a talent pipeline.

Geopolitical Tension

The rising fuel prices in the wake of geopolitical tensions have had an adverse impact on the cost of manufacturing cement owing to increased raw material, fuel, and energy costs. For your Company's business, raw material, fuel, and logistics account for a major share of the manufacturing cost. The anticipated rise in the procurement of raw materials and high consumption of energy is likely to lead to the need to prioritise local dependence for raw material and energy fulfilment in order to mitigate the disruption caused due to such global geopolitical tension.

Internal Control Systems and their Adequacy

Your Company has put in place adequate internal control systems that are commensurate with the size of its operations. Policies and procedures related to internal control systems are designed to ensure sound management of your Company's operations, safekeeping of its assets, optimal utilisation of resources, reliability of its financial information, and compliance. Clearly defined roles and responsibilities have been institutionalised, and systems and procedures are periodically reviewed to keep pace with the growing size and complexity of your Company's operations.

Directors

Retiring by rotation and continuing as Director

In accordance with the provisions of the Act and Articles of Association of your Company, Mrs. Rajashree Birla (DIN: 00022995) retires by rotation, and being eligible, offers herself for re-appointment.

Further, in terms of Regulation 17(1A) of the Listing Regulations, no listed Company shall appoint or continue the appointment of a Non-executive Director, who has attained the age of 75 years, unless a special resolution is passed to that effect. Mrs. Birla having attained the age of 75 years, resolution seeking her re-appointment and continuation as Director forms part of the Notice convening the AGM.

Meetings of the Board

Your Company's Board of Directors met six times during the year to deliberate on various matters. The meetings were held on 6th April, 2022; 29th April, 2022; 2nd June, 2022; 22nd July, 2022; 19th October, 2022; and 21st January, 2023. Additional details relating to the meetings of the Board of Directors are provided in the Report on Corporate Governance, which forms part of this Report.

Your Company has the following Board-level Committees, established in compliance with the requirements of the business and relevant provisions of applicable laws and statutes:

- Audit Committee
- Nomination, Remuneration, and Compensation Committee
- Stakeholders' Relationship Committee
- Corporate Social Responsibility Committee
- Risk Management and Sustainability Committee
- Finance Committee

Details with respect to the composition, terms of reference, number of meetings held, etc. of the above Committees are included in the Report on Corporate Governance, which forms part of this Report.

Independent Directors

Your Company's Independent Directors have submitted requisite declarations confirming that they continue to meet the criteria of independence as prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations. The Independent Directors have also confirmed that they have complied with the provisions of Schedule IV of the Act and your Company's Code of Conduct.

Your Company's Board is of the opinion that the Independent Directors possess requisite qualifications, experience, and expertise in industry knowledge; innovation; financial expertise; information technology; corporate governance; strategic expertise; marketing; legal and compliance; sustainability; risk management;

human resource development and general management, and they hold the highest standards of integrity. All Independent Directors of your Company have registered their name in the data bank maintained with the Indian Institute of Corporate Affairs, Manesar, in terms of the provisions of the Companies (Appointment and Qualification of Directors) Rules, 2014.

Formal Annual Evaluation

The evaluation framework for assessing the performance of your Company's Directors comprises of contributions at meetings and strategic perspective or inputs regarding the growth and performance of your Company, among others. The NRC Committee and the Board have laid down the manner in which formal annual evaluation of the performance of the Board, its Committees, and individual Directors are to be made. Separate evaluation forms are circulated to individual Directors for evaluation of the Board; its Committees; Independent Directors; Non-Executive Directors; Executive Directors; and the Chairman of your Company. The process broadly comprises:

Board and Committee Evaluation

Evaluation of the Board as a whole and the Committees is done by individual Directors. These are collated for submission to the NRC Committee and feedback to the Board.

Independent/Non-Executive Directors Evaluation

Evaluation done by Board members, excluding the Director who is being evaluated, is submitted to the Chairman of your Company, and individual feedback is provided to each Director. The evaluation of the Chairman/Executive Director, as done by the individual Directors, is submitted to the Chairman of the NRC Committee and subsequently to the Board. The evaluation framework focuses on various aspects of the Board and Committees such as review, timely information from management, and others. Performance of individual Directors are categorised into Executive, Non-Executive, and Independent Directors and is based on parameters such as contribution, attendance, decision-making, action-orientation, external knowledge, etc.

A brief summary of the evaluation exercise

The Board as a whole functions cohesively. The Committees function well in their respective areas, and the recommendations of the Committees are considered and have been accepted by the Board. The Directors bring to the table their knowledge and experience. Independent Directors are rated high in understanding your Company's business and expressing their views freely during deliberations. The Non-Executive Directors score well in all aspects. Executive Directors are action-oriented and good in implementing Board decisions. The Chairman leads the Board effectively and encourages active participation and contribution from all the Board members.

The details of the familiarisation programme for Independent Directors are available at https://www.ultratechcement.com/about-us/board-of-directors.

Policy on Appointment and Remuneration of Directors and Key Managerial Personnel and Remuneration Policy

Your Company's Directors are appointed/re-appointed by the Board on the recommendations of the NRC Committee and approval of the shareholders.

In accordance with the Articles of Association of your Company, provisions of the Act, and the Listing Regulations, all Directors, except the Executive Directors and Independent Directors, are liable to retire by rotation and, if eligible, offer themselves for re-appointment. The Executive Directors are appointed for a fixed tenure and are not liable to retire by rotation. The Independent Directors can serve a maximum of two terms of five years each, and their appointment and tenure are governed by provisions of the Act and the Listing Regulations.

The NRC Committee has formulated the remuneration policy of your Company, which is provided in **Annexure VII** of this Report.

Key Managerial Personnel

In terms of the provisions of Section 203 of the Act, Mr. K. C. Jhanwar, Managing Director; Mr. Atul Daga, Whole-time Director and Chief Financial Officer; and Mr. Sanjeeb Kumar Chatterjee, Company Secretary, are the Key Managerial Personnel of your Company.

Audit Committee

The Audit Committee comprises Mr. S. B. Mathur, Mr. Arun Adhikari, Mrs. Alka Bharucha, and Mr. K. K. Maheshwari, majority of whom are Independent Directors, with Mr. S. B. Mathur being the Chairman. Mr. K. C. Jhanwar, Managing Director, and Mr. Atul Daga, Whole-time Director and Chief Financial Officer, are permanent invitees. Further details relating to the Audit Committee are provided in the Report on Corporate Governance, which forms part of this Report. During the year under review, all recommendations made by the Audit Committee were accepted by the Board.

Vigil Mechanism / Whistle Blower Policy

Your Company has in place a vigil mechanism for Directors and employees to report instances and concerns about unethical behaviour, actual or suspected fraud, or violation of your Company's Code of Conduct. Adequate safeguards are provided against victimisation of those who avail of the mechanism, and direct access to the Chairman of the Audit Committee, in exceptional cases, is provided to them.

The vigil mechanism / whistle blower policy is available at https://www.ultratechcement.com/investors/corporate-governance#policies.

Significant and Material Orders passed by the Regulators

Your Company had filed appeals against the orders of the Competition Commission of India ("CCI") dated 31st August, 2016 (penalty of ₹1,449.51 crores) and 19th January, 2017 (penalty of ₹68.30 crores). Upon the National Company Law Appellate Tribunal ("NCLAT") disallowing its appeal against the CCI order dated 31st August, 2016, your Company filed an appeal before the Hon'ble Supreme Court, which has, by its order dated 5th October, 2018, granted a stay against the NCLAT order. Consequently, your Company has deposited an amount of ₹144.95 crores, equivalent to 10% of the penalty of ₹1,449.51 crores. Your Company, backed by legal opinions, believes that it has a good case in both the matters, and accordingly, no provision has been made in the accounts.

Auditors

Statutory Auditors

Pursuant to the provisions of Section 139 of the Act and the Companies (Audit and Auditors) Rules, 2014, M/s. BSR & Co. LLP, Chartered Accountants, Mumbai (Registration No: 101248W/W-100022) and M/s. KKC & Associates LLP, Chartered Accountants (formerly Khimji Kunverji & Co. LLP), Mumbai (Registration No: 105146W/W100621) have been appointed as Joint Statutory Auditors of your Company for a second term of five years until the conclusion of the 25th and 26th AGM respectively. In accordance with the provisions of the Act, the appointment of Statutory Auditors is not required to be ratified at every AGM.

The observations made in the Auditor's Report are self-explanatory and therefore, do not call for any further comments under Section 134(3)(f) of the Act.

Cost Auditors

The Cost Accounts and records as required to be maintained under Section 148(1) of the Act are duly made and maintained by your Company.

In terms of the provisions of Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014, the Board of Directors of your Company have, on the recommendation of the Audit Committee, appointed M/s. D. C. Dave & Co., Cost Accountants, Mumbai and M/s. N. D. Birla & Co., Cost Accountants, Ahmedabad, to conduct the Cost Audit of your Company for the financial year ending 31st March, 2024, at a remuneration as mentioned in the Notice convening the AGM.

As required under the Act, the remuneration payable to the Cost Auditors must be placed before the Members at a general meeting for ratification. Hence, a resolution relating to the same forms part of the Notice convening the AGM.

Secretarial Auditors

In terms of the provisions of Section 204 of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Board had appointed M/s. Makarand M Joshi & Co., Company Secretaries, as Secretarial Auditors for conducting a Secretarial Audit of your Company for the financial year ended 31st March, 2023.

The report of the Secretarial Auditor is provided in **Annexure VIII**, which does not contain any qualification, reservation, or adverse remark.

Compliance with Secretarial Standards

Your Company is compliant with the Secretarial Standards specified by the Institute of Company Secretaries of India ("ICSI"). Your Company has complied with all applicable provisions of Secretarial Standard-1 and Secretarial Standard-2 relating to 'Meetings of the Board of Directors' and 'General Meetings' respectively, issued by the ICSI.

Annual Return

In terms of the provisions of Section 92 and Section 134 of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014, the Annual Return is available at https://www.ultratechcement.com/investors/financials.

Other Disclosures

- No material changes and commitments affected the financial position of your Company between the end of the financial year and the date of this Report.
- Your Company has not issued any shares with differential voting rights.
- There was no revision in the financial statements.

- There has been no change in the nature of the business of your Company.
- Your Company has not issued any sweat equity shares.

Disclosures as per the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("POSH Act"):

Your Company has adopted zero tolerance for sexual harassment in the workplace and has formulated a policy on the prevention, prohibition, and redressal of sexual harassment in the workplace in line with the provisions of the POSH Act and the rules framed thereunder, for prevention and redressal of complaints of sexual harassment in the workplace. Your Company has complied with provisions relating to the constitution of the Internal Committee under the POSH Act. During the year under review, your Company received six complaints of sexual harassment, of which for two complaints, there was no evidence of harassment, and two complaints have been resolved. Investigations are continuing for the remaining two complaints.

Cautionary Statement

Statements in the Directors' Report and the Management Discussion and Analysis describing your Company's objectives, projections, estimates, expectations, or predictions may be 'forward-looking statements' within the meaning of applicable securities laws and regulations. Actual results could differ materially from those expressed or implied. Important factors that could make a difference to your Company's operations include global and Indian demand-supply conditions, finished goods prices, feed stock availability and prices, cyclical demand and pricing in your Company's principal markets, changes in government regulations, tax regimes, economic developments within India and the countries within which your Company conducts business, geopolitical tensions, risks related to an economic downturn or recession in India, and other factors such as litigation and labour negotiations. Your Company is not obliged to publicly amend, modify, or revise any forward-looking statements on the basis of any subsequent development, information, or events, or otherwise.

Acknowledgement

Your Directors express their deep sense of gratitude to the banks, financial institutions, stakeholders, business associates, and central and state governments for their support, and look forward to their continued assistance in the future. Your Directors thank employees for their contribution and applaud them for their superior levels of competence, dedication, and commitment to your Company.

For and on behalf of the Board

Kumar Mangalam Birla
Chairman
(DIN: 00012813)

Mumbai,
28th April, 2023

Annexure I

DIVIDEND DISTRIBUTION POLICY

1.0 Introduction

1.1 As per the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, the Company is required to formulate and disclose its Dividend Distribution Policy. Accordingly, the Board of Directors of the Company (‘the Board’) has approved this Dividend Distribution Policy.

1.2 The objective of this policy is to provide clarity to stakeholders on the dividend distribution framework to be adopted by the Company. The Board of Directors shall recommend dividend in compliance with this policy, the provisions of the Companies Act, 2013 and Rules made thereunder and other applicable legal provisions.

2.0 Target Dividend Payout

2.1 Dividend will be declared out of the current year’s Profit after Tax of the Company.

2.2 Only in exceptional circumstances including but not limited to loss after tax in any particular financial year, the Board may consider utilising retained earnings for declaration of dividends, subject to applicable legal provisions.

2.3 Other Comprehensive Income’ (as per applicable Accounting Standards) which mainly comprises of unrealized gains / losses, will not be considered for the purpose of declaration of dividend.

2.4 The Board will endeavor to achieve a dividend payout ratio (gross of dividend distribution tax) in the range of 15% to 25% of the Standalone Profit after Tax, net of dividend payout to preference shareholders, if any.

3.0 Factors to be considered for Dividend Payout

The Board will consider various internal and external factors, including but not limited to the following before making any recommendation for dividend:

- Stability of earnings
- Cash flow position from operations
- Future capital expenditure, inorganic growth plans and reinvestment opportunities
- Industry outlook and stage of business cycle for underlying businesses
- Leverage profile and capital adequacy metrics
- Overall economic / regulatory environment
- Contingent liabilities
- Past dividend trends
- Buyback of shares or any such alternate profit distribution measure
- Any other contingency plans

4.0 General

Retained earnings will be used for the Company’s growth plans, working capital requirements, debt repayments and other contingencies.

5.0 Review

This policy would be subject to revision / amendment on a periodic basis, as may be necessary.

6.0 Disclosure

This policy (as amended from time to time) will be available on the Company’s website and in the annual report.

Annexure II

AUDITORS' CERTIFICATE ON CORPORATE GOVERNANCE

To the Members of
UltraTech Cement Limited

1. We have examined the compliance of conditions of Corporate Governance by UltraTech Cement Limited (the 'Company'), for the year ended March 31, 2023, as per the relevant provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended ('Listing Regulations').

Management's Responsibility

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

Auditor's Responsibility

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

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

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

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

Opinion

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

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

For **KKC & Associates LLP**
Chartered Accountants
(formerly Khimji Kunverji & Co LLP)
FRN - 105146W/W100621

Ketan Vikamsey
Partner
Membership No: 044000
ICAI UDIN: 23044000BGYKEO1768

Place: Mumbai
Date: April 28, 2023

Annexure III

ANNUAL REPORT ON CSR ACTIVITIES

[Pursuant to Section 135 of the Companies Act, 2013 read with Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended]

1. Brief outline on CSR Policy of the Company

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

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

Scope

The CSR Policy encompasses Formulation, Implementation, Monitoring, Evaluation, Documentation and Reporting of CSR activities taken up by the Company.

2. Composition of CSR Committee

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. Rajashree Birla	Chairperson	1	1
2	Mrs. Sukanya Kripalu	Independent Director	1	1
3	Mr. K. C. Jhanwar	Managing Director	1	1

Permanent Invitee: Dr. (Mrs.) Pragnya Ram, Group Executive President, CSR, Legacy, Documentation & Archives.

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.

Composition of CSR Committee: https://www.ultratechcement.com/about-us/board-committees

CSR Policy and CSR Projects: https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/policies/corporate-social-responsibility-policy.pdf

4. Provide the executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuant of sub-rule (3) of Rule 8, if applicable.

The Company, which has a robust CSR Policy and an active CSR Committee, has empanelled Tata Institute of Social Sciences (TISS), to conduct an Impact Assessment study for CSR projects having outlays of ₹ 1 crore and above and have been completed more than one year before undertaking the impact assessment study.

TISS conducted an Impact Evaluation study using the Coherence, Effectiveness, Efficiency, Equity, Relevance, Sustainability (CEEERS) Framework and mixed-method approach of qualitative and quantitative tools. The assessment indicated that the CSR activities undertaken by the Company have had a positive impact on the targeted areas. This was fixated on primary data collected from beneficiaries and stakeholders across different verticals of education, health, sustainable livelihood, infrastructure development and social empowerment across 24 locations.

Community interactions for the impact assessment study were conducted for 3 Units spanning 3 states - i) Rajashree Cement (RC) in Malkhed, Karnataka; ii) Andhra Pradesh Cement (APCW), Andhra Pradesh; and iii) Hirmi Cement (HCW), Chhattisgarh.

Critical Findings: In CSR engagement the Company excels in multiple domains such as education, health, sustainable livelihoods, infrastructure development, and social inclusion. These sectors demonstrate a high level of coherence, effectiveness, efficiency, and relevance of CSR interventions. Their findings affirm, the successful implementation of programs and initiatives. The Company's interventions are aligned with the needs and priorities of the community. Additionally, its focus on sustainability is commendable.

The detailed impact assessment report(s) can be accessed on the Company's website at https://www.ultratechcement.com/about-us/sustainability/ultratech-csr-for-community-development.

5. (a) Average net profit of the company as per sub-section (5) of section 135. ₹ 6,729.45 crores

(b) Two percent of average net profit of the company as per sub-section (5) of section 135. ₹ 134.59 crores

(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. ₹ 18.60 crores

(e) Total CSR obligation for the financial year [(b)+(c)-(d)]. ₹ 115.99 crores

6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project) : ₹ 110.87 crores

(b) Amount spent in Administrative Overheads : ₹ 4.96 crores

(c) Amount spent on Impact Assessment, if applicable : ₹ 0.16 crores

(d) Total amount spent for the Financial Year [(a)+(b)+(c)] : ₹ 115.99 crores

(e) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (₹ in crore)	Amount Unspent (₹ in crore)				
	Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
115.99	-	-	-	-	-

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

Sl. No.	Particular	Amount (₹ in crores)
i)	Two percent of average net profit of the company as per section 135(5)	134.59
ii)	Total amount spent for the Financial Year	115.99
iii)	Excess amount spent for the financial year [(ii)-(i)]	(18.60)
iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	40.36
v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	21.76

7. Details of Unspent Corporate Social Responsibility amount for the preceding three financial years:

Sl. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under sub-section (6) of Section 135 (₹ in crores)	Balance Amount in Unspent CSR Account under sub-section (6) of Section 135 (₹ in crores)	Amount spent in the Financial Year (₹ in crores)	Amount transferred to a fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding financial years (₹ in crores)	Deficiency, if any
					Amount (₹ in crores)	Date of transfer		
-	-	-	-	-	-	-	-	-

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: Not Applicable

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sl No.	Short particulars of the property or asset(s) (including complete address and location of the property)	Pincode 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
-	-	-	-	-	-	-	-

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5):
Not Applicable

Mumbai, 28th April, 2023

K. C. Jhanwar
Managing Director
(DIN: 01743559)

Rajashree Birla
Chairperson, CSR Committee
(DIN: 00022995)

Annexure IV

Form AOC - 1

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 Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

(Amount in crores)

Sr. No.	Name of the Subsidiary Companies	Year	Currency	Share Capital Including Share application Money	Reserves and Surplus	Total Assets	Total Liabilities	Details of Current and Non Current Investments (excluding investment in the subsidiary companies)- Treasury Bill	Net Turnover	Profit / (Loss) before Taxation	Provision for Taxation	Profit / (Loss) after Taxation	Proposed Dividend (including Corporate Dividend Tax)	% of shareholding
1	Harish Cement Limited	**2022-23**	₹	**0.25**	**154.59**	**157.21**	**2.37**	-	-	**₹ (8,466)**	-	**₹ (8,466)**	-	**100%**
		2021-22		0.25	154.38	157.00	2.37	-	-	₹ (4,277)	-	₹ (4,277)	-	100%
2	Gotan Limestone Khanij Udyog Private Limited	**2022-23**	₹	**2.33**	**15.91**	**19.71**	**1.48**	-	-	**(0.64)**	-	**(0.64)**	-	**100%**
		2021-22		2.33	16.55	20.15	1.27	-	-	(0.64)	-	(0.64)	-	100%
3	Bhagwati Lime Stone Company Private Limited	**2022-23**	₹	**0.01**	**1.39**	**2.87**	**1.47**	-	-	**(0.22)**	-	**(0.22)**	-	**100%**
		2021-22		0.01	1.61	2.58	0.96	-	0.60	(0.05)	-	(0.05)	-	100%
4	UltraTech Cement Lanka (Pvt.) Limited	**2022-23**	SLR	**50.00**	**104.18**	**604.53**	**450.34**	-	**2,088.29**	**274.38**	**63.94**	**210.44**	-	**80%**
			₹	**12.60**	**26.26**	**152.36**	**113.50**	-	**468.26**	**61.52**	**14.34**	**47.19**	-	
		2021-22	SLR	50.00	(106.26)	1,037.37	1,093.63	-	2,554.39	(179.57)	(43.67)	(135.89)	-	80%
			₹	13.11	(27.87)	272.07	286.83	-	933.62	(65.63)	(15.96)	(49.67)	-	
5	UltraTech Cement Middle East Investment Ltd. (UCMEIL) (Standalone)	**2022-23**	AED	**50.61**	**39.30**	**188.11**	**98.20**	**37.44**	-	**(1.95)**	-	**(1.95)**	-	**100%**
			₹	**1,132.32**	**879.33**	**4,208.56**	**2,196.91**	**837.58**	-	**(42.62)**	-	**(42.62)**	-	
		2021-22	AED	34.37	20.73	106.59	51.49	-	-	0.90	-	0.90	-	100%
			₹	709.21	427.76	2,199.53	1,062.56	-	-	18.35	-	18.35	-	
6	Star Cement Co LLC, Dubai	**2022-23**	AED	**1.50**	**(23.08)**	**36.62**	**58.20**	-	**30.69**	**1.20**	-	**1.20**	-	**UCMEIL - 100%**
			₹	**33.56**	**(516.34)**	**819.23**	**1,302.01**	-	**671.50**	**26.17**	-	**26.17**	-	
		2021-22	AED	1.50	(24.31)	42.97	65.78	-	34.04	(1.76)	-	(1.76)	-	UCMEIL - 100%
			₹	30.95	(501.58)	886.73	1,357.36	-	690.40	(35.79)	-	(35.79)	-	
7	Arabian Cement Industry LLC, Abu Dhabi	**2022-23**	AED	**1.00**	**(1.02)**	**17.39**	**17.41**	-	**28.25**	**6.11**	-	**6.11**	-	**UCMEIL - 100%**
			₹	**22.37**	**(22.91)**	**389.03**	**389.57**	-	**618.22**	**133.60**	-	**133.60**	-	
		2021-22	AED	1.00	(7.14)	14.27	20.41	-	16.74	0.86	-	0.86	-	UCMEIL - 100%
			₹	20.64	(147.35)	294.39	421.11	-	339.49	17.35	-	17.35	-	

(Amount in crores)

Sr. No.	Name of the Subsidiary Companies	Year	Currency	Share Capital Including Share application Money	Reserves and Surplus	Total Assets	Total Liabilities	Details of Current and Non Current Investments (excluding investment in the subsidiary companies)-Treasury Bill	Net Turnover	Profit / (Loss) before Taxation	Provision for Taxation	Profit / (Loss) after Taxation	Proposed Dividend (including Corporate Dividend Tax)	% of shareholding
8	Star Cement Co LLC, Ras Al Khaimah	2022-23	AED	**0.50**	**17.56**	**49.76**	**31.70**	-	**39.37**	**(8.66)**	-	**(8.66)**	-	**UCMEIL - 100%**
			₹	**11.19**	**392.90**	**1113.22**	**709.14**	-	**861.42**	**(189.58)**	-	**(189.58)**	-	
		2021-22	AED	0.50	26.13	57.42	30.79	-	42.91	3.09	-	3.09	-	UCMEIL - 100%
			₹	10.32	539.29	1184.92	635.31	-	870.37	62.62	-	62.62	-	
9	Al Nakhla Crushers LLC, Fujairah	2022-23	AED	**0.20**	**8.47**	**9.81**	**1.14**	-	**4.95**	**1.19**	-	**1.19**	-	**UCMEIL - 100%**
			₹	**4.47**	**189.53**	**219.47**	**25.47**	-	**108.33**	**26.05**	-	**26.05**	-	
		2021-22	AED	0.20	7.27	8.57	1.09	-	5.02	1.53	-	1.53	-	UCMEIL - 100%
			₹	4.13	150.06	176.74	22.55	-	101.81	30.94	-	30.94	-	
10	UltraTech Cement Bahrain Company WLL, Bahrain	2022-23	BHD	**0.03**	**1.33**	**1.69**	**0.33**	-	**1.18**	**0.12**	-	**0.12**	-	**UCMEIL - 100%**
			₹	**6.54**	**289.79**	**369.25**	**72.92**	-	**251.64**	**26.02**	-	**26.02**	-	
		2021-22	BHD	0.03	1.33	1.70	0.34	-	1.26	0.12	-	0.12	-	UCMEIL - 100%
			₹	6.03	267.25	341.63	68.34	-	249.89	24.45	-	24.45	-	
11	Star Super Cement Industries LLC (SSCILLC)	2022-23	AED	**3.19**	**2.63**	**20.02**	**14.20**	-	**26.91**	**3.22**	-	**3.22**	-	**UCMEIL - 100%**
			₹	**71.46**	**58.79**	**447.99**	**317.73**	-	**588.84**	**70.43**	-	**70.43**	-	
		2021-22	AED	3.19	(0.62)	20.95	18.37	-	15.71	(0.54)	-	(0.54)	-	UCMEIL-100%
			₹	65.91	(12.88)	432.20	379.17	-	318.63	(10.88)	-	(10.88)	-	
12	Duqm Cement Project International, LLC, Oman (w.e.f January 29, 2023)	2022-23	OMR	**0.05**	-	**0.05**	**OMR 2,227**	-	-	-	-	-	-	**UCMEIL - 70%**
			INR	**11.30**	-	**11.35**	**0.05**	-	-	-	-	-	-	
		2021-22	OMR	-	-	-	-	-	-	-	-	-	-	NA
			INR	-	-	-	-	-	-	-	-	-	-	
13	BC Tradelink Limited	2022-23	TZS	**TZS 2,000**	**2.42**	**2.42**	-	-	-	-	-	-	-	**SSCILLC - 100%**
			₹	**₹ 70.37**	**0.09**	**0.09**	-	-	-	-	-	-	-	
		2021-22	TZS	TZS 2,000	2.42	2.42	-	-	-	-	-	-	-	SSCILLC - 100%
			₹	₹ 66.59	0.08	0.08	-	-	-	-	-	-	-	
14	Binani Cement Tanzania Limited	2022-23	TZS	**3.20**	**249.07**	**252.53**	**0.25**	-	-	-	-	-	-	**SSCILLC - 100%**
			₹	**0.11**	**8.76**	**8.89**	**0.01**	-	-	-	-	-	-	
		2021-22	TZS	3.20	314.93	290.92	(27.20)	-	-	-	-	-	-	SSCILLC - 100%
			₹	0.11	10.49	9.69	(0.91)	-	-	-	-	-	-	

Annexure IV (Contd.)

(Amount in crores)

Sr. No.	Name of the Subsidiary Companies	Year	Currency	Share Capital Including Share application Money	Reserves and Surplus	Total Assets	Total Liabilities	Details of Current and Non Current Investments (excluding investment in the subsidiary companies)- Treasury Bill	Net Turnover	Profit / (Loss) before Taxation	Provision for Taxation	Profit / (Loss) after Taxation	Proposed Dividend (including Corporate Dividend Tax)	% of shareholding
15	Binani Cement (Uganda) Limited	2022-23	UGX	**UGX 2,000**	**0.59**	**0.59**	-	-	-	-	-	-	-	**SSCILLC - 100%**
			₹	**₹ 43.56**	**0.01**	**0.01**	-	-	-	-	-	-	-	
		2021-22	UGX	UGX 2,000	0.59	50.55	49.97	-	-	-	-	-	-	SSCILLC - 100%
			₹	₹ 42.94	0.01	1.09	1.07	-	-	-	-	-	-	
16	PT UltraTech Mining Indonesia (Liquidated w.e.f June 14, 2022)	2022-23	IDR	-	-	-	-	-	-	-	-	-	-	**NA**
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	IDR	1150.19	(1,150.19)	-	-	-	-	(111.93)	-	(111.93)	-	80%
			₹	6.07	(6.07)	-	-	-	-	0.58	-	0.58	-	
17	PT UltraTech Investment Indonesia (Liquidated w.e.f June 14, 2022)	2022-23	IDR	-	-	-	-	-	-	-	-	-	-	**NA**
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	IDR	1992.40	10.55	2033.46	30.51	-	-	(23.52)	-	(23.52)	-	100%
			₹	10.52	0.08	10.74	0.14	-	-	(0.12)	-	(0.12)	-	
18	PT UltraTech Cement Indonesia (Liquidated w.e.f June 14, 2022)	2022-23	IDR	-	-	-	-	-	-	-	-	-	-	**NA**
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	IDR	2033.46	(1,361.77)	671.69	-	-	-	20.52	-	20.52	-	99%
			₹	10.74	(7.19)	3.55	-	-	-	0.10	-	0.10	-	
19	UltraTech Nathdwara Cement Limited (UNCL)	2022-23	₹	**3400.00**	**(4,703.40)**	**1621.28**	**2924.68**	-	**2072.17**	**92.08**	-	**92.08**	-	**100%**
		2021-22		3400.00	(4,794.23)	1523.21	2917.44	-	1651.03	286.79	-	286.79	-	100%
20	Krishna Holdings Pte. Ltd. (KHL) (Liquidated w.e.f November 24, 2022)	2022-23	USD	-	-	-	-	-	-	-	-	-	-	**NA**
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	USD	0.09	0.03	0.12	-	-	-	USD (26,381)	-	USD (26,381)	-	UNCL-55.54% MHL-44.46%
			₹	7.04	2.20	9.24	-	-	-	(0.20)	-	(0.20)	-	
21	Mukundan Holdings Ltd. (MHL) (Struck off w.e.f April 27, 2022)	2022-23	USD	-	-	-	-	-	-	-	-	-	-	**NA**
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	USD	7.70	(7.21)	0.49	-	-	-	0.01	-	0.01	-	UNCL - 100%
			₹	583.64	(546.19)	37.45	-	-	-	0.88	-	0.88	-	

(Amount in crores)

Sr. No.	Name of the Subsidiary Companies	Year	Currency	Share Capital Including Share application Money	Reserves and Surplus	Total Assets	Total Liabilities	Details of Current and Non Current Investments (excluding investment in the subsidiary companies)- Treasury Bill	Net Turnover	Profit / (Loss) before Taxation	Provision for Taxation	Profit / (Loss) after Taxation	Proposed Dividend (including Corporate Dividend Tax)	% of shareholding
22	Murari Holdings Ltd. (MUHL) (Struck off w.e.f September 30, 2022)	2022-23	USD	-	-	-	-	-	-	-	-	-	-	NA
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	USD	5.48	(5.48)	$ 7,573	$ 7,600	-	-	$ (4,400)	-	$ (4,400)	-	UNCL - 100%
			₹	415.38	(415.38)	0.06	0.06	-	-	(0.03)	-	(0.03)	-	
23	Swiss Merchandise Infrastructure Limited	2022-23	₹	0.05	1.89	59.82	57.88	-	-	₹ (18,000)	-	₹ (18,000)	-	UNCL - 100%
		2021-22		0.05	1.89	59.83	57.88	-	-	₹ (19,000)	-	₹ (19,000)	-	UNCL - 100%
24	Merit Plaza Limited	2022-23	₹	0.05	(35.74)	7.30	42.99	-	-	₹ (18,000)	-	₹ (18,000)	-	UNCL - 100%
		2021-22		0.05	(35.74)	7.30	42.99	-	-	₹ (20,000)	-	₹ (20,000)	-	UNCL - 100%
25	Bhumi Resources (Singapore) PTE. Ltd (Bhumi) $$	2022-23	USD	1.51	(1.50)	0.02	$ 9,915	-	-	(0.01)	-	(0.01)	-	UNCL - 100%
			₹	124.08	(122.92)	1.24	0.08	-	-	(0.59)	-	(0.59)	-	
		2021-22	USD	1.50	(1.49)	0.01	$ 1,500	-	-	(0.01)	-	(0.01)	-	UNCL - 100%
			₹	113.69	(112.82)	0.88	0.01	-	-	(0.89)	-	(0.89)	-	
26	PT Anggana Energy Resources $$	2022-23	IDR	568.80	(471.82)	950.40	853.42	-	-	(12.60)	-	(12.60)	-	Bhumi- 100%
			₹	3.12	(2.59)	5.21	4.68	-	-	(0.07)	-	(0.07)	-	
		2021-22	IDR	568.80	(459.22)	948.99	839.42	-	-	(33.10)	-	(33.10)	-	Bhumi- 100%
			₹	3.00	(2.42)	5.01	4.43	-	-	(0.17)	-	(0.17)	-	
27	3B-Fibreglass Srl, Belgium $	2022-23	EUR	-	-	-	-	-	-	-	-	-	-	NA
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	EUR	-	-	-	-	-	17.96	(0.01)	0.02	(0.04)	-	NA
			₹	-	-	-	-	-	1555.02	(1.22)	1.99	(3.22)	-	
28	3B-Fibreglass A/S, Norway $	2022-23	EUR	-	-	-	-	-	-	-	-	-	-	NA
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	EUR	-	-	-	-	-	5.29	0.37	-	0.37	-	NA
			₹	-	-	-	-	-	457.81	31.92	-	31.92	-	
29	3B Binani Glassfibre Sarl, Luxembourg ("3B") $	2022-23	EUR	-	-	-	-	-	-	-	-	-	-	NA
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	EUR	-	-	-	-	-	-	2.09	(0.60)	2.69	-	NA
			₹	-	-	-	-	-	-	181.34	(51.96)	233.30	-	

Annexure IV (Contd.)

(Amount in crores)

Sr. No.	Name of the Subsidiary Companies	Year	Currency	Share Capital Including Share application Money	Reserves and Surplus	Total Assets	Total Liabilities	Details of Current and Non Current Investments (excluding investment in the subsidiary companies)- Treasury Bill	Net Turnover	Profit / (Loss) before Taxation	Provision for Taxation	Profit / (Loss) after Taxation	Proposed Dividend (including Corporate Dividend Tax)	% of shareholding
30	Tunfib Sarl $	2022-23	EUR	-	-	-	-	-	-	-	-	-	-	NA
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	EUR	-	-	-	-	-	-	€ 29,782	-	€ 29,782	-	NA
			₹	-	-	-	-	-	-	0.26	-	0.26	-	
31	Goa Glass Fibre Limited $	2022-23	EUR	-	-	-	-	-	-	-	-	-	-	NA
			₹	-	-	-	-	-	-	-	-	-	-	
		2021-22	EUR	-	-	-	-	-	2.87	0.78	0.25	0.53	-	NA
			₹	-	-	-	-	-	248.65	67.17	21.36	45.81	-	

$ Ceased to be subsidiary w.e.f. March 31, 2022.

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

PT UltraTech Mining Sumatera, where there is no equity infusion, is liquidated w.e.f. June 14, 2022.

Note: Amounts with a currency symbol are reported in absolute terms.

Note: For converting the figures given in foreign currency appearing in the accounts of the subsidiary companies into equivalent INR, following exchange rates are used for 1 INR.

Sr No	Currency	Balance Sheet (Closing Rate)		Profit & Loss Account (Average Rate)	
		2022-23	2021-22	2022-23	2021-22
1	Sri Lankan Rupee (SLR)	3.9678	3.8129	4.4597	2.7360
2	UAE Dirham (AED)	0.0447	0.0485	0.0457	0.0493
3	Bahrain Dirham (BHD)	0.0046	0.0050	0.0047	0.0051
4	Indonesian Rupiah (IDR)	182.4660	189.4050	187.5470	192.4690
5	US Dollar (USD)	0.0122	0.0132	0.0124	0.0134
6	Euro (EUR)	0.0112	0.0119	0.0119	0.0115
7	Ugandan shilling (UGX)	45.9097	46.5718	46.4523	47.7455
8	Tanzanian shilling (TZS)	28.4215	30.0344	28.9992	31.0427
9	Omani Rial (OMR)	0.0502	NA	0.0493	NA

Part "B" - Joint Ventures

(₹ in crores)

Sr. No	Name of Associates / Joint Ventures	Madanpura (North) Coal Company Pvt. Ltd.	Bhaskarpara Coal Company Ltd.	Aditya Birla Renewables SPV 1 Limited	Aditya Birla Renewable Energy Limited	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E	ABREL (MP) Renewables Limited	ABREL Green Energy Limited	ABREL (Odisha) SPV Limited
1	Latest audited Balance Sheet date	31.03.2023	31.03.2023	31.03.2023	31.03.2023	31.03.2023	31.03.2023	31.03.2023	31.03.2023
2	Shares of Joint ventures held by the company on year end								
	Nos.	11,52,560	81,41,050	1,62,78,663	46,15,650	14,90,16,781	2,600	2,38,60,434	50,13,879
	Amount of Investment in Joint venture	1.09	8.19	17.81	4.95	837.58	₹ 26,000	23.86	5.01
	Extent of Holding (%)	11.17	47.37	26.00	26.00	29.79	26.00	26.00	26.00
3	Networth attributable to shareholding as per latest audited Balance Sheet	0.98	6.29	18.50	5.12	513.56	(0.39)	23.76	4.96
4	Profit /(Loss) for the year	0.06	0.02	2.69	0.65	(70.10)	(1.52)	(0.40)	(0.22)
	i. Considered in consolidation	0.01	0.01	0.71	0.17	(20.88)	₹ (26,000)	(0.10)	(0.06)
	ii. Not considered in Consolidation	0.05	0.01	1.98	0.48	(49.22)	(1.52)	(0.30)	(0.16)

For and on behalf of the Board of Directors

Atul Daga
Whole-time Director & CFO
(DIN: 06416619)

K. C. Jhanwar
Managing Director
(DIN: 01743559)

Mumbai, 28th April, 2023

Sanjeeb Kumar Chatterjee
Company Secretary

Annexure V

DISCLOSURE OF PARTICULARS WITH RESPECT TO CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO AS PRESCRIBED UNDER RULE 8(3) OF THE COMPANIES (ACCOUNTS) RULES, 2014.

A. CONSERVATION OF ENERGY:

a) Steps taken or impact on the conservation of energy.

- Focused drive on improving energy consumption footprint by the continual deployment of state-of-art energy-efficient technologies.
- Redesigning or replacement of the low efficiency process fan impellers with high efficiency impellers to improve energy efficiency and process stability.
- Medium voltage drives in place of Grid Resistance Regulator (“GRR”) for roller press and fan applications operating at reduced speed to reduce energy loss in GRR.
- Improve utility power consumption by replacing old compressor and pump system with high efficiency option.
- Energy efficient motors specifically installed to improve operational efficiency over motor of old standard design in cement sections.
- Old conventional cooling tower replacement with new design fanless cooling tower for power consumption reduction.
- Replacing old electrical chillers with innovative vapour absorbtion chillers for power consumption reduction.
- Replacing conventional HDG Multirow Tube Bundles with Single Row Condenser for reduction in heat rate and auxilary power.
- Replacing conventional ACC Fan Blade to higher efficiency E-Glass Epoxy type fans for auxilary power reduction.
- Interconnection of air cooled condenser between TPP to increase heat surface area benefit in auxilary power and heat rate reduction.
- Old conventional sodium/mercury vapour lamps replaced with LEDs in plant sections for power reduction.
- Old air conditioners are replaced with new star rated series air conditioners for power reduction.
- Introduction of new S-type of liners to reduce the energy consumption in cement grinding.
- Cyclones and ducts modification with CFD analysis to reduce pressure drop to reduce energy consumption, improve process efficiencies.
- Calciner modification for maximisation of TSR%.
- Installation of advanced online health monitoring system for critical heavy duty gear boxes to improve reliability for reducing the energy conservation.
- Installation of soft sensor on different equipments for process optimisation.

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

- The Company has prioritised and is using various waste materials as substitute for fossil fuels in its kilns and TPP.
- The Company has identified different source of raw material as substitute of traditional correctives for raw mix design.
- Maximisation of pond ash in place of flyash.
- Use of waste industrial material as gypsum in place of natural or mineral gypsum.
- Significant investment is made to improve infrastructure for safe handling, storage, testing, pre-processing, and usage of waste materials as an alternative energy source and is being augmented at plants in a phased manner.
- Continuing installation of Waste Heat Recovery Systems (“WHRS”) to generate the energy by utilising the hot waste gases from the pyro process at cement plants and reducing carbon footprints significantly.
- Increased utilisation of renewable energy sources, mainly solar power, at most operational locations.

c) The capital investment on energy conservation equipment.

- During the year, the Company has invested ₹ 602 crores on equipment or various capital schemes for conserving the energy resources.

B. TECHNOLOGY ABSORPTION:

a) Efforts made towards technology absorption.

- Multi Modular Power Cell topology medium voltage drives to improve the MTBF.
- Upgrading Thyristor based SPRS to IGBT based SPRS for improved harmonics, efficiency and power factor in the system.
- Energy efficient IE3+/IE4 motors for improving operational efficiency of motor.
- 2 stage, permanent magnet motor with inbuilt VFD compressor for improving the specific power of compressor.
- Aerofoil Design Blade for cement BH process fan for improved operational efficiency.
- Fanless and Fillless cooling tower for power consumption and maintenance cost reduction.
- Old DC motor and drive replacement with latest energy efficient series AC motor and drive for improved efficiency, reduced maintenance and harmonics.
- Vapour absorption machine is a low energy cooling technology, as an alternative for electrical chillers which benefits in reduced power consumption and maintenance.
- Aluminium single row condenser tube bundles for ACC fan benefit in high heat transfer coefficient, low static pressure, leading to low power consumption.
- Aerodynamic design Axial Flow Epoxy ACC fan blades for auxillary power reduction.
- Double driver with high chip efficacy LEDs for improved lux level and burning hours.
- Adoption of digitalisation and AI/ML techniques for plant operation, processes, safety, and reliability enhancement.
- Incorporation of industry 4.0 concept for improving the productivity.
- In-house modification in advanced process control (APC) systems at cement plants and power plants.
- Participation in national / international seminars.
- Developed the exhaustive inhouse training calendar with the focus on energy management to train the bottom line of operating staff.

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

- Continuous reduction in specific energy consumption in milling and pyro-processing.
- Over achieved energy conservation targets assigned under PAT-Cycle-VI & VII (Perform, Achieve, and Trade) targets.
- Improvement in the environmental performance of the manufacturing facilities and meeting all the emission norms.
- Meeting the product quality and customer satisfaction, including offering technical support.
- Developing R&D personnel knowledge base to face future challenges such as carbon capturing and its usage in construction materials.
- Reserves assessment and raw mix optimisation for enhancing the life of limestone reserves and other natural resources.
- Use of waste materials from various industries as a substitute for natural raw materials to achieve circular economy goals.
- Design and development of new application-based building materials to meet the requirement of advance construction technology and customers need to increase the market share and profitability.
- Getting R&D future-ready by creating new capabilities in the area of new cement and concrete product development, CO_2 abatement, new supplementary cementitious materials, and process optimisation.
- Working with external and statutory agencies (such as NCCBM, CMA, BIS, DPIIT, and others) to develop, validate and support, new initiatives.

Annexure V (Contd.)

c) **In the case of imported technology (imported during the last three years reckoned from the beginning of the financial year):** Nil

d) **Expenditure incurred on Research and Development (R&D)**

(₹ in crores)

		2022-23	2021-22
I	For In-house R&D:		
	Capital Expenditure	0.83	1.55
	Recurring Expenditure	11.61	11.68
	Total In-house R&D Expenditure	12.45	13.23
II	Contribution to Scientific Research Company	11.23	7.00
III	Total R&D Expenditure (I+II)	23.68	20.23
IV	R&D Expenditure as % of turnover	0.04	0.04

C. FOREIGN EXCHANGE EARNINGS AND OUTGO:

- Foreign exchange earnings for the year ended 31st March, 2023: ₹ 395.38 crores.
- Foreign exchange outgo for the year ended 31st March, 2023: ₹ 9,159.33 crores.

For and on behalf of the Board

Kumar Mangalam Birla
Chairman
(DIN: 00012813)

Mumbai, 28th April, 2023

Annexure VI

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

i. The percentage increase in remuneration of each Director, Chief Financial Officer and Company Secretary during the financial year 2022-23, ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the financial year 2022-23 are as under:

Sr. No.	Name of Director / Key Managerial Personnel ("KMP") and Designation	Remuneration* of Director / KMP for financial year 2022-23 (₹ in crores)	% increase in remuneration in the financial year 2022-23	Ratio of remuneration of each Director / to median remuneration of employees
1	Kumar Mangalam Birla, Chairman and Non-Executive Director	-	Not Applicable	-
2	Mrs. Rajashree Birla, Non-Executive Director	5.93	20.04	84.5
3	Arun Adhikari, Independent Director	1.44	20.00	20.5
4	Mrs. Alka Bharucha, Independent Director	1.14	20.00	16.2
5	Sunil Duggal, Independent Director	0.78	20.00	11.1
6	Mrs. Sukanya Kripalu, Independent Director	1.09	19.78	15.5
7	S. B. Mathur, Independent Director	1.62	20.00	23.1
8	K. K. Maheshwari, Vice Chairman and Non-Executive Director **	-	Not Applicable	-
9	K. C. Jhanwar, Managing Director	17.29	41.61	246.3
10	Atul Daga, Whole-time Director and Chief Financial Officer	8.15	51.49	116.0
11	Sanjeeb Kumar Chatterjee, Company Secretary	1.69	13.31	Not Applicable

** Remuneration includes commission payable to Directors for the year ended 31st March, 2023 and excludes payment of sitting fees paid to the Directors during financial year 2022-23.*

*** During financial year 2022-23, ₹ 3.40 crores has been paid to Mr. K. K. Maheshwari as pension for his past services as Managing Director.*

ii. The median remuneration of employees of the Company during the financial year was ₹ 7.02 lakhs.

iii. In the financial year, there was an increase of 4.15% in the median remuneration of employees.

iv. There were 22,916 permanent employees on the rolls of Company as on 31st March, 2023.

v. Average percentage increase made in the salaries of employees other than the managerial personnel in the last financial year i.e. 2022-23 was 4.15% whereas increase in the managerial remuneration for the same financial year is 43%.

vi. It is hereby affirmed that the remuneration paid is as per the Remuneration Policy for Directors, Key Managerial Personnel and other Employees.

For and on behalf of the Board

Kumar Mangalam Birla
Chairman
(DIN: 00012813)

Date : 28th April, 2023
Place: Mumbai

Annexure VII

UltraTech Cement Limited ("the Company") an Aditya Birla Group Company adopts / shall adopt this Executive Remuneration Philosophy / Policy as applicable across Group Companies. This philosophy / policy is detailed below.

Aditya Birla Group: Executive Remuneration Philosophy / Policy

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

Our business and organisational model

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

I. Objectives of the Executive Remuneration Program

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

Our executive remuneration program is intended to:

1. Provide for monetary and non-monetary remuneration elements to our executives on a holistic basis.

2. Emphasize "Pay for Performance" by aligning incentives with business strategies to reward executives who achieve or exceed Group, business and individual goals.

II. Executives

Our Executive Remuneration Philosophy / Policy applies to the following:

1. Directors of the Company.

2. Key Managerial Personnel: Chief Executive Officer and equivalent (eg. Managing Director), Chief Financial Officer and Company Secretary.

3. Senior Management: as may be decided by the Board of Directors.

III. Business and Talent Competitors

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

IV. Executive Pay Positioning

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

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

V. Executive Pay-Mix

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

Annual Incentive Plan:

We tie annual incentive plan pay-outs of our executives to relevant financial and operational metrics achievement and their individual performance. We annually align the financial and operational metrics with priorities / focus areas for the business.

Long-Term Incentive:

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

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

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

VI. Performance Goal Setting

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

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

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

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

VII. Executive Benefits and Perquisites

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

Other Remuneration Elements

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

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

Risk and Compliance

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

Claw back Clause

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

Implementation

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

Annexure VIII

FORM NO. MR.3

SECRETARIAL AUDIT REPORT

for the Financial Year ended March 31, 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,
UltraTech Cement Limited
B-Wing Ahura Centre, 2nd Floor,
Mahakali Caves Road,
Andheri East, Mumbai - 400093

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

Auditor's Responsibility:

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

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the financial year ended on March 31, 2023 (hereinafter called the 'Audit Period') complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2023 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 External Commercial Borrowings and Overseas Direct Investment; **(Foreign Direct Investment is Not Applicable to the Company during the Audit Period)**;

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

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

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

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

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

   (e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 to the extent of listing of Commercial Papers;

   (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, 2021; **(Not Applicable to the Company during the Audit Period)** and

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

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

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

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

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines and Standards etc.

The company could not file form MR-1 with Registrar of Companies due to technical error faced while uploading forms in V3 portal of Ministry of Corporate Affairs.

We further report that having regard to the compliance system prevailing in the Company and on the examination of the relevant documents and records in pursuance thereof, on test-check basis, the Company has complied with the Mines and Minerals (Development and Regulation) Act, 1957 and Rules thereunder which is specifically applicable to the Company.

We further report that

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors, and Independent Directors. There were no changes in the composition of the Board of Directors that took place during the Audit period except reappointment of Managing Director which was carried out in compliance with the provisions of the Act and Listing Regulations.

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

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

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

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

1. Issued and allotted 15,498 Equity Shares of face value of Rs. 10/- each towards exercise of options vested under Employee Stock Option Scheme;

2. Adopted UltraTech Cement Limited Employee Stock Option and Performance Stock Unit Scheme 2022 by passing special resolution at the 22nd Annual General Meeting dated August 17, 2022.

3. Redemption of 10 unlisted redeemable non-convertible preference shares of face value ₹ 100,000/- on June 29, 2022 and accordingly share capital is altered.

4. Redeemed its Commercial Paper amounting to ₹ 10,400 Crores.

For Makarand M. Joshi & Co.
Company Secretaries

Kumudini Bhalerao
Partner
FCS No. 6667
CP No. 6690
Peer Review No: 640/2019
UDIN: F006667E000213764

Date: April 28, 2023
Place: Mumbai

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

Annexure A

To,
The Members,
UltraTech Cement Limited,
B-Wing Ahura Centre, 2nd Floor,
Mahakali Caves Road
Andheri East, Mumbai - 400093

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

1. Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.

2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.

5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.

6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For Makarand M. Joshi & Co.
Company Secretaries

Kumudini Bhalerao
Partner
FCS No. 6667
CP No. 6690
Peer Review No: 640/2019
UDIN: F006667E000213764

Date: April 28, 2023
Place: Mumbai

Report on Corporate Governance

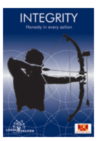
The Report on Corporate Governance as prescribed by the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, ("the Listing Regulations") is given below:

Company's Philosophy on Corporate Governance

UltraTech Cement Limited ("your Company") is always committed to the adoption of best governance practices and their adherence in true spirit. Your Company's philosophy on Corporate Governance enshrines the goal of achieving the highest levels of transparency, accountability, sustainability, ethical behaviour and safety in all spheres of its operations. Your Company subscribes to equitable treatment of all its stakeholders, which has helped in maintaining their trust and appreciation. This has helped in fostering financial stability and business integrity, resulting in inclusiveness and sustainable growth.

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

The Power of Five Values are encapsulated as: Integrity, Commitment, Passion, Seamlessness and Speed.



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

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

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

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

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

Your Company's philosophy on corporate governance truly resonates with the **Aditya Birla Group Purpose**:

**"TO ENRICH LIVES,
BY BUILDING DYNAMIC AND RESPONSIBLE BUSINESSES AND INSTITUTIONS, THAT INSPIRE TRUST"**

Board Composition:

The Board of Directors ("the Board") comprising of optimum combination of Executive, Non-Executive and Independent Directors is responsible for and are committed to sound principles of Corporate Governance in your Company. The Board's actions and decisions are aligned with your Company's best interests. Your Company keeps the governance practices under continuous review. The Board plays a crucial role in overseeing how the management serves the short and long-term interests of all stakeholders.

The Board of Directors:

Kumar Mangalam Birla (DIN - 00012813)

Category: Chairman, Non-Executive and Non-Independent Director	
Age: 56	
Date of Appointment: 14.05.2004	
Term ending date: Liable to retire by rotation	
Tenure (in years): ~19	
Shareholding: 1,90,360	
Board Memberships - Indian Listed companies: 1. Aditya Birla Capital Limited: Non-Executive Director 2. Aditya Birla Fashion and Retail Limited: Non-Executive Director 3. Aditya Birla Sun Life AMC Limited: Non-Executive Director 4. Century Textiles and Industries Limited: Non-Executive Director 5. Grasim Industries Limited: Non-Executive Director 6. Hindalco Industries Limited: Non-Executive Director	
Directorship(s) in public companies: 7	
Committee position: Chairman	Nil
Member	Nil
Areas of expertise: • Corporate Governance, Legal & Compliance • Financial literacy • General Management • Human Resource Development • Industry knowledge • Innovation, technology & digitisation • Marketing • Risk Management • Strategic expertise • Sustainability	

Mr. Kumar Mangalam Birla is the Chairman of the Board of Directors of your Company and the Chairman of Aditya Birla Group ("Group"), which operates in 36 countries across six continents. He is a chartered accountant and holds an MBA degree from the London Business School.

Mr. Birla chairs the Boards of all major Group companies in India and globally. In the 27 years that he has been at the helm of the Group, he has accelerated growth, built meritocracy, and enhanced stakeholder value. In the process he has raised the Group's turnover by over 30 times.

He has been the architect of over 40 acquisitions in India and globally, among the highest by any Indian multinational. Under his stewardship, the Group enjoys a position of leadership in all the major sectors in which it operates, from cement to chemicals, metals to textiles, fashion to financial services and real estate to renewables. Over the years, Mr. Birla has built a highly successful meritocratic organisation, anchored by an extraordinary force of over 180,000 employees.

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

Over the years, Mr. Birla has been conferred several prestigious awards. In 2023, he was conferred the prestigious Padma Bhushan, among India's highest civilian honours. He was also conferred the prestigious Business Leader of the Decade award by the All-India Management Association (AIMA), only the 2nd industrialist to receive this honour in AIMA's history. In 2021, he received the TiE Global Entrepreneurship Award for Business Transformation, the first Indian business leader to receive this honour. He is also the first Indian Industrialist to be conferred an Honorary degree by the Institute of Company Secretaries of India.

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

On the global arena, Mr. Birla is an Honorary Fellow of the London Business School. In 2019, Mr. Birla constituted a £15mn scholarship programme at the London Business School in memory of his grandfather, Mr. B. K. Birla, marking the largest ever endowed scholarship gift to a European Business School.

A firm practitioner of the trusteeship concept, Mr. Birla has institutionalised the concept of caring and giving at the Group. With his mandate, the Group is involved in meaningful welfare driven activities that distinctively enrich the lives of millions.

Rajashree Birla (DIN - 00022995)

Category: Non-Executive and Non-Independent Director		
Age: 78		
Date of Appointment: 14.05.2004		
Term ending date: Liable to retire by rotation		
Tenure (in years): ~19		
Shareholding: 41,701		
Board Memberships - Indian Listed companies: 1. Century Enka Limited: Non-Executive Director 2. Century Textiles and Industries Limited: Non-Executive Director 3. Grasim Industries Limited: Non-Executive Director 4. Hindalco Industries Limited: Non-Executive Director 5. Pilani Investment and Industries Corporation Limited: Non-Executive Director		
Directorship(s) in public companies: 5		
Committee position:	Chairman	Nil
	Member	Nil
Areas of expertise: • Industry knowledge • Corporate Governance, Legal & Compliance • General Management • Sustainability		

Mrs. Rajashree Birla is an exemplar in the area of community initiatives and rural development. Mrs. Birla spearheads the Aditya Birla Centre for Community Initiatives and Rural Development, the Group apex body responsible for development projects.

She oversees the social and welfare driven work across all the Group's major companies. The footprint of the Centre's work straddles over 7,000 villages, reaching out to 9 million people. The Group runs 20 hospitals. The Group reaches out to well over 100,000 students through its network of 52 formal schools and non-formal educational institutes. Of these, girls constitute 50%. Both its hospitals as well as schools are 'Not For Profit' institutions. Mrs. Birla is the Chairperson of the FICCI – Aditya Birla CSR Centre for Excellence, Habitat for Humanity (India) and is on the Board of the Asia Pacific Committee as well as Habitat's Global Committee.

She is the Chairperson of FICCI's first ever Expert Committee on CSR. She is on the Board of BAIF Development Research Foundation, Pune and also served on the Board of Directors of the CSR Committee of SBI Foundation and is a Trustee of the Gujarat Vidyapith. As a patron of arts and culture, she is the President of the "Sangit Kala Kendra", a Centre for performing arts, as well as the INT-ABCPA (Indian National Theatre-Aditya Birla Centre for Performing Arts).

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

In recognition of Mrs. Birla's unrelenting endeavours towards polio eradication, she was honoured with the much coveted "Polio Eradication Champion" Award by the Government of India. Likewise, the "Global Golden Peacock Award for CSR" was conferred upon her by Dr. Ola Ullsten, the Former Prime Minister of Sweden in Portugal. Among other distinctive awards received by Mrs. Birla, feature the Economic Times' prestigious Award: Corporate Citizen of the Year, twice in a decade, first in 2003 and again in 2012; the All-India Management Association's "Corporate Citizen of the Year Award", the IOD's "Distinguished Fellowship Award" and the "FICCI FLO Golden Laurel Award".

Arun Adhikari (DIN - 00591057)

Mr. Arun Adhikari is an alumnus of the Indian Institute of Technology, Kanpur and the Indian Institute of Management, Calcutta. He joined Hindustan Lever Limited as a management trainee in 1977 and worked with the Unilever Group in India, UK, Japan and Singapore. His areas of responsibility included sales and marketing, culminating in general management and leadership roles. Mr. Adhikari retired from Unilever in January, 2014 following which he was a Senior Advisor with McKinsey & Company for four years.

Category: Independent Director

Age: 69

Date of Appointment: 03.12.2013

Term ending date: 17.07.2024

Tenure (in years): ~9

Shareholding: Nil

Board Memberships - Indian Listed companies

1. Aditya Birla Capital Limited: Independent Director
2. Aditya Birla Fashion and Retail Limited: Independent Director
3. Vodafone Idea Limited: Independent Director
4. Voltas Limited: Independent Director

Directorship(s) in public companies: 5

Committee position:	Chairman	Nil
	Member	3

Areas of expertise

- Corporate Governance, Legal & Compliance
- Financial literacy
- General Management
- Human Resource Development
- Innovation, technology & digitisation
- Marketing
- Risk Management
- Strategic expertise

Alka Bharucha (DIN - 00114067)

Mrs. Alka Bharucha has obtained a bachelor's degree in law from the University of Bombay and a master's degree in law from the University of London. An advocate in the High Court in Mumbai and a solicitor in the Supreme Court of England and Wales, she began her career with Mulla & Mulla & Craigie Blunt & Caroe, a law firm in India, before joining Amarchand & Mangaldas as partner in 1992. In 2008, she co-founded Bharucha & Partners which, upon inception, was ranked by RSG Consulting, London among the top 15 firms in India.

Mrs. Bharucha has been ranked by Chambers Global, Legal 500 and Who's Who Legal as being among India's leading lawyers. She chairs the transactions practice at Bharucha & Partners. Her core areas of expertise are mergers and acquisitions, joint ventures, private equity, banking and finance.

Category: Independent Director

Age: 66

Date of Appointment: 09.06.2016

Term ending date: 08.06.2026

Tenure (in years): ~7

Shareholding: Nil

Board Memberships - Indian Listed companies

1. Aditya Birla Sun Life AMC Limited : Independent Director
2. Birlasoft Limited: Independent Director
3. Hindalco Industries Limited: Independent Director
4. Honda India Power Products Limited: Independent Director
5. Orient Electric Limited: Independent Director

Directorship(s) in public companies: 8

Committee position:	Chairman	4
	Member	9

Areas of expertise

- Corporate Governance, Legal & Compliance
- Financial literacy
- General Management
- Human Resource Development
- Risk Management

Sunil Duggal (DIN - 00041825)

Mr. Sunil Duggal has obtained a Bachelor of Technology (Honours) degree in electrical engineering from Birla Institute of Technology & Science, Pilani and holds a postgraduate diploma in Business Management (Marketing) from the Indian Institute of Management, Calcutta.

Mr. Duggal joined Dabur India Limited in 1994 and served as its longest-serving CEO for 17 years from 2002 to 2019. Mr. Duggal has chaired and co-chaired numerous committees such as Indo-Turkish JBC and FICCI Committee on Food Processing. He was awarded numerous accolades such as FMCG CEO of the year three times. He was also honoured with the distinguished Alumnus Award by the Indian Institute of Management, Calcutta in 2019 for achievements in the business and social fields.

Category: Independent Director

Age: 66

Date of Appointment: 14.08.2020

Term ending date: 13.08.2025

Tenure (in years): ~3

Shareholding: Nil

Board Memberships - Indian Listed companies: Nil

Directorship(s) in public companies: Nil

Committee position:	Chairman	Nil
	Member	Nil

Areas of expertise:
- Corporate Governance, Legal & Compliance
- General Management
- Financial literacy
- Marketing
- Strategic expertise

Sukanya Kripalu (DIN - 06994202)

Mrs. Sukanya Kripalu is an alumnus of St. Xavier's College and the Indian Institute of Management, Calcutta. She is a consultant in the fields of marketing, strategy, advertising and market research. Her experience includes working with leading companies such as Nestle India Limited and Cadbury India Limited. She was also the CEO of Quadra Advisory, a WPP plc group company.

Category: Independent Director

Age: 63

Date of Appointment: 11.10.2014

Term ending date: 10.10.2024

Tenure (in years): ~8

Shareholding: Nil

Board Memberships - Indian Listed companies:
1. Aditya Birla Fashion and Retail Limited: Independent Director
2. Colgate-Palmolive (India) Limited: Independent Director
3. Entertainment Network (India) Limited: Independent Director

Directorship(s) in public companies: 4

Committee position:	Chairman	Nil
	Member	6

Areas of expertise:
- Corporate Governance, Legal & Compliance
- General Management
- Human Resource Development
- Innovation, technology & digitisation
- Marketing
- Risk Management
- Strategic expertise
- Sustainability

Sunil Behari Mathur (DIN - 00013239)

Category: Independent Director		
Age: 79		
Date of Appointment: 10.09.2008		
Term ending date: 17.07.2024		
Tenure (in years): ~15		
Shareholding: Nil		
Board Memberships - Indian Listed companies: 1. DCM Shriram Industries Limited: Independent Director 2. Thomas Cook (India) Limited: Independent Director		
Directorship(s) in public companies: 4		
Committee position:	Chairman	1
	Member	4

Areas of expertise:
- Corporate Governance, Legal & Compliance
- Financial literacy
- General Management
- Risk Management

Mr. S. B. Mathur, a qualified Chartered Accountant, retired from the Life Insurance Corporation (LIC) in October 2004 as its Chairman. Subsequently, the Government of India appointed him as the Administrator of the Specified Undertaking of the Unit Trust of India in December 2004, up to December 2007.

Mr. Mathur took over as Chairman of LIC at a time when the insurance sector had just opened up. Under his leadership, LIC successfully rose to the challenges of a competitive environment by enhancing product offerings. He joined LIC in 1967 as a Direct Recruit Officer and rose to the rank of Chairman. He held various positions in LIC including Senior Divisional Manager of Gwalior Division, Chief of Corporate Planning, General Manager of LIC (International) E.C., Zonal Manager in-charge of Western Zone and Executive Director. He was sponsored by the United States Agency for International Development (USAID) for a training program on housing finance at the Wharton Business School of the University of Pennsylvania. He has held trusteeships, advisory and administrative roles on various government bodies, authorities, and corporations.

Krishna Kishore Maheshwari (DIN - 00017572)

Category: Vice Chairman and Non-Executive Director		
Age: 68		
Date of Appointment: 01.04.2016		
Term ending date: Liable to retire by rotation		
Tenure (in years): ~7		
Shareholding: 9,410		
Board Memberships - Indian Listed companies: 1. Vodafone Idea Limited: Non-Executive and Non Independent Director		
Directorship(s) in public companies: 2		
Committee position:	Chairman	1
	Member	2

Areas of expertise:
- Corporate Governance, Legal & Compliance
- Financial literacy
- General Management
- Human Resource Development
- Industry knowledge
- Innovation, technology & digitisation
- Marketing
- Risk Management
- Sustainability
- Strategic expertise

Mr. K. K. Maheshwari is a leader with expertise in strategy and finance, a passion for building outstanding teams and a disciplined focus on innovation and excellence in operations. In a distinguished career spanning four decades, of which 39 years have been with the Group. Mr. Maheshwari has held several key leadership roles, including that of steering the Group's chemicals, international trading, pulp and fibre, textiles and cement business. Mr. Maheshwari is credited with steering the growth of each of the businesses towards a more competitive and sustainable model and has overseen various greenfield and brownfield expansions as well as strategic acquisitions globally. He is presently Chairman of Business Review Council of the Group.

Mr. Maheshwari holds a master's degree in commerce (business administration) and is a Fellow Member of the Institute of Chartered Accountants of India.

Kailash Chandra Jhanwar (DIN - 01743559)

Mr. K. C. Jhanwar is a chartered accountant with over 43 years' experience, 42 of them with the Group. He has held various roles in finance, operations and general management across the cement and chemicals business of the Group with high focus on value accretive growth of the business. He has helped drive disproportionate growth by increasing the scale and size of the business through organic and inorganic route, while maintaining the highest standards to make them future ready.

He also has significant experience in acquisitions and integration. He has been exceptional in his networking and relationship building skills with customers and other stakeholders and has built a strong franchise for the business. He is a capable team builder and has strong people skills. Mr. Jhanwar has been honoured with the PERSON OF THE YEAR title at the 6th Indian Cement Review Awards, 2022. This award is a recognition of his exemplary service to the cement industry as well as his commendable contribution to your Company's growth journey.

Category: Managing Director

Age: 66

Date of Appointment: 19.10.2018

Term ending date: 31.12.2024

Tenure (in years): ~4

Shareholding: 21,038

Board Memberships - Indian Listed companies: Nil

Directorship(s) in public companies: 3

Committee position:	Chairman	Nil
	Member	1

Areas of expertise:

- Corporate Governance, Legal & Compliance
- Financial literacy
- General Management
- Human Resource Development
- Industry knowledge
- Innovation, technology & digitisation
- Marketing
- Risk Management
- Strategic expertise
- Sustainability

Atul Daga (DIN - 06416619)

Mr. Atul Daga, is a chartered accountant with over 36 years' experience, of which over 31 years have been with the Group. He has served as the CFO in multiple businesses within the Group. His experience is broad based in sectors such as cement, retail, aluminum, carbon black, textiles, tyre-cord and fibre. His ability to penetrate deep into business areas and his understanding of the dynamics has been his constant strength.

Mr. Daga was instrumental in restructuring of the Group's overseas businesses. As Principal Executive assistant to Mr. Aditya Vikram Birla and Mr. Kumar Mangalam Birla, he imbibed the vision to take Indian business beyond its geographical boundaries while retaining the humane values and principles espoused by the founder.

Mr. Daga has experience in different roles like financial planning, treasury management, business strategy, working capital management, risk management, information technology, mergers & acquisition, investor relations, audit and compliance. He has been ranked amongst the top 3 CFOs in the Building Materials Segment in Asia by the Institutional Investor community. Within the Group, he is a recipient of the Chairman's Exceptional Contributor award in 2009 and the Outstanding Leader Award in 2017. Some of his key achievements include acquisitions for over $ 4 billion in the cement industry in India/ UAE, divestment of assets outside India. He has also been instrumental in setting up a state of art 700-member shared services centre for the accounting function. He has pioneered raising finances through Sustainability linked bonds in 2020, the first of its kind from India and only the second in Asia.

During his tenor, your Company has grown from US$ 10 billion in 2015 to US$ 27 billion in 2023.

Category: Whole-time Director and CFO

Age: 57

Date of Appointment: 09.06.2016

Term ending date: 08.06.2024

Tenure (in years): ~7

Shareholding: 12,103

Board Memberships - Indian Listed companies: Nil

Directorship(s) in public companies: Nil

Committee position:	Chairman	Nil
	Member	Nil

Areas of expertise

- Corporate Governance, Legal & Compliance
- Financial literacy
- General Management
- Human Resource Development
- Industry knowledge
- Innovation, technology & digitisation
- Marketing
- Risk Management
- Strategic expertise
- Sustainability

Notes:

1. *No Director is related to any other Director on the Board, except for Mr. Kumar Mangalam Birla and Mrs. Rajashree Birla, who are son and mother respectively.*
2. *The number of directorships and committee positions is excluding your Company.*
3. *In terms of Regulation 26(1) of the Listing Regulations:*
   - *Foreign companies, private limited companies and companies under section 8 of the Companies Act, 2013 ("the Act") are excluded for the purpose of considering the limit of committees.*
   - *The committees considered for the purpose are audit committee and stakeholders' relationship committee.*
   - *None of the Directors held membership in more than ten public limited companies and were members of more than ten committees or chairperson of more than five committees across all listed companies in which they were Directors.*
4. *In terms of the applicable provisions of the Listing Regulations, where the non-executive chairperson is a promoter of the listed entity, at least half of the board of directors of the listed entity shall consist of Independent Directors. Your Company's Board comprises of 50% Independent Directors and is compliant with the provisions.*

Appointment and Tenure of Directors:

The composition of the Board is balanced, well diversified and compliant with the provisions of the Act, the Rules made thereunder and the Listing Regulations.

The Directors of your Company are appointed / re-appointed by the Board on the recommendations of the Nomination, Remuneration and Compensation Committee (the "NRC Committee") and approval of the members. The NRC Committee inter alia considers qualifications, positive attributes, areas of expertise and number of directorship(s) held in other companies, as part of its recommendation to the Board.

In accordance with the Articles of Association of your Company, provisions of the Act and the Listing Regulations, all Directors, except the Executive Directors and Independent Directors, are liable to retire by rotation and, if eligible, offer themselves for re-appointment. The Executive Directors are appointed for a fixed tenure.

The Independent Directors can serve a maximum of two terms of five years each and their appointment and tenure are governed by provisions of the Act and the Listing Regulations.

Board Diversity:

Your Company recognises the benefits of having a diverse Board. In compliance with the Listing Regulations, the NRC Committee of the Board has formalised a policy to ensure diversity of the Board. This Policy is available on www.ultratechcement.com ("Company website").

Board Competency and Skills:

The Board comprises of qualified members who possess required skills, expertise and competencies that allow them to make effective contributions to the Board and its Committees. The Non-Executive Directors, including the Independent Directors are well qualified, experienced and renowned persons from the fields of manufacturing; strategy; finance; governance; legal; marketing; insurance; risk management; information technology; general management; among others.

The Directors bring to the table their individual perspective for deliberations at the Board and Committee meetings, which together with their collective wisdom reflect cohesiveness and drives your Company's growth.

The following skills / expertise / competencies have been identified for the effective functioning of your Company and are currently available with the Board:

- Integrity: fulfilling a director's duties and responsibilities.
- Curiosity and courage: ask questions and persistence in challenging management and fellow board members where necessary.
- Interpersonal skills: work well in a group, listen well, tactful and ability to communicate point of view frankly.
- Interest: in the organisation, its business and the people.
- Instinct: good business instincts and acumen, ability to get to the crux of the issue quickly.
- Believer in gender diversity.
- Active participation: at deliberations in the meeting.

Independent Directors:

'Independence' of Directors is derived basis the relevant provisions of the Act and the Listing Regulations.

Declaration of Independence

Independent Directors, at the first meeting of the Board in which they participate and thereafter at the first meeting of the Board in every financial year, give a declaration that they meet the criteria of independence as provided in Section 149 (6) of the Act and Regulation 16 (1) (b) of the Listing Regulations and that they are not aware of any circumstance or situation, which exist or may be reasonably anticipated, that could impair or impact their ability to discharge duties with an object to independent judgement and without any external influence.

In the opinion of the Board, the Independent Directors fulfil the conditions specified in the Listing Regulations and are independent of your Company's management and are not related to any director or key managerial personnel.

Your Company has received necessary declarations from each Independent Director confirming that they are not debarred from holding the office of director by virtue of any order passed by the Securities and Exchange Board of India ("SEBI") or any other such authorities, supported by a certificate dated 28th April, 2023 from MMJB & Associates LLP, Company Secretaries, in terms of the Listing Regulations.

None of the Independent Directors serve as Independent Directors in more than seven listed companies in line with the requirements of the Listing Regulations.

There was no change in the composition of Independent Directors of your Company, during the year.

Meeting of Independent Directors

Your Company's Independent Directors met on 23rd February, 2023.

The Independent Directors discussed matters pertaining to your Company's affairs viz. the performance of your Company, flow of information to the Board, competition, strategy, governance, compliance, sustainability, risk management and mitigation and performance of the members of the Board, including the Chairman.

The Independent Directors have expressed satisfaction at the robustness of the evaluation process, the Board's freedom to express its views on matters transacted at the meetings and the openness and transparency with which the Management discusses various subject matters specified on the agenda of meetings.

The suggestions made by the Independent Directors were discussed at the Board meeting and are being implemented.

Induction and Familiarisation Programme:

A letter of appointment together with an induction kit is provided to Independent Directors at the time of their appointment, setting out their roles, functions, duties and responsibilities. In terms of the Listing Regulations, the terms and conditions of appointment of Independent Directors are available on your Company's website.

Familiarisation programmes for the Independent Directors generally forms part of the Board process. Board and Committees are updated on business performance; operating results; risk management and mitigation plans; efforts and initiatives around environment and sustainability; management outlook on business; economic / industry developments, among others. A meeting of Independent Directors with Senior Management team was held on 22nd February, 2023, at which the directors were appraised about the above. Directors also interacts with the Statutory and the Internal Auditors of your Company. They are also regularly kept informed of other regulatory changes and corresponding impact on your Company. The details of familiarisation programme imparted to Directors is available on your Company's website.

Succession Planning:

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

Code of Conduct:

Doing the right things following sound, moral and ethical business principles ensure that your Company is fair and transparent to both internal and external stakeholders.

Integrity, Commitment, Passion, Seamlessness and Speed are the foundation for all actions and decisions at your Company. They set standards for the organisation and for employee conduct. The Board has laid down a Code of Conduct ("the Code") for all Board members and senior management personnel of your Company. The Code is available on your Company's website.

All Board members and senior management personnel have affirmed compliance with the Code. A declaration to that effect signed by the Managing Director is attached and forms part of this Report.

Board Meetings:

The Board meets at regular intervals to discuss and decide on Company / business policy and strategy apart from other Board matters. In addition to the quarterly meetings, the Board also meets to address specific needs and business requirements of your Company. In case of a special and urgent business need, the Board's approval is obtained by passing resolutions by circulation, as permitted by law, which are noted and confirmed in the subsequent Board Meeting.

Notice of Board / Committee Meetings is given well in advance to all the Directors. The agenda is circulated atleast a week prior to the date of the meeting and includes detailed notes on items to be discussed, to enable the Directors take informed decision. It also includes an Action Taken Report comprising actions emanating from earlier Board meetings and status updates thereof. Prior approval is obtained from the Board for circulating agenda items with shorter notice for matters that are in the nature of Unpublished Price Sensitive Information ("UPSI").

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

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

The Board periodically reviews all the relevant information, which is required to be placed before it pursuant to Schedule II of Regulation 17 of the Listing Regulations.

During the financial year 2022-23 six Board Meetings were held - 6th April, 2022; 29th April, 2022; 2nd June, 2022; 22nd July, 2022, 19th October, 2022 and 21st January, 2023. The maximum interval between any two meetings was well within the maximum allowed gap of 120 days.

Attendance of Directors / Members at Board and Committee Meeting(s):

Details of attendance of each Director at the Board, Committee and the last Annual General Meeting ("AGM") are as follows:

Name of Directors	Attendance at meetings							Attendance at AGM held on 17th August, 2022 through VC / OAVM
	Board	Audit Committee	Stakeholders' Relationship Committee	Nomination, Remuneration and Compensation Committee	Risk Management and Sustainability Committee	Corporate Social Responsibility Committee	Finance Committee	
Kumar Mangalam Birla	4 of 6	-	-	2 of 3	-	-	-	✓
Mrs. Rajashree Birla	5 of 6	-	-	-	-	1 of 1	-	✓
Arun Adhikari	6 of 6	5 of 5	-	3 of 3	-	-	1 of 1	✓
Mrs. Alka Bharucha	5 of 6	5 of 5	-	3 of 3	-	-	1 of 1	✓
Sunil Duggal	6 of 6	-	-	-	-	-	-	✓
Mrs. Sukanya Kripalu	6 of 6	-	4 of 4	-	2 of 2	1 of 1	-	✓
S. B. Mathur	6 of 6	5 of 5	4 of 4	-	-	-	-	✓
K. K. Maheshwari	6 of 6	5 of 5	-	-	-	-	-	✓
K. C. Jhanwar	6 of 6	-	4 of 4	-	2 of 2	1 of 1	-	✓
Atul Daga	6 of 6	-	-	-	2 of 2	-	1 of 1	✓

Note: *All the Directors attended at least 1 out of the 6 Board meetings held during the reporting period, thus, adhering to the meeting attendance criteria as per Section 167(1)(b) of the Act. Overall attendance of Directors at the Board Meetings was >90%.*

Board Evaluation:

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

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

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

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

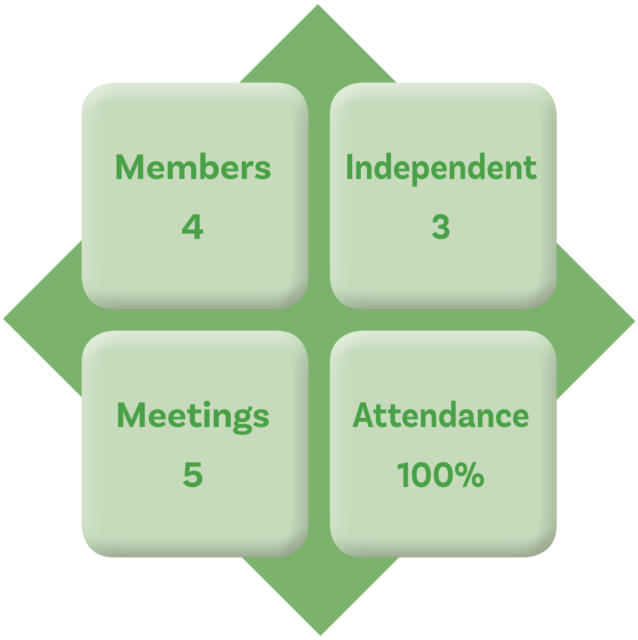
- time invested in understanding your Company and its unique requirements;
- external knowledge and perspective;
- views expressed on the issues discussed at the meetings; and
- keeping updated on areas and issues that are likely to be discussed at the Board.

Committees of the Board:

Audit	Stakeholders' Relationship	Nomination, Remuneration and Compensation
S. B. Mathur, *Chairman*	S. B. Mathur, *Chairman*	Arun Adhikari, *Chairman*
Arun Adhikari	Mrs. Sukanya Kripalu	Kumar Mangalam Birla
Mrs. Alka Bharucha	K. C. Jhanwar	Mrs. Alka Bharucha
K. K. Maheshwari		

Risk Management and Sustainability	Corporate Social Responsibility	Finance
Mrs. Sukanya Kripalu, *Chairperson*	Mrs. Rajashree Birla, *Chairperson*	Arun Adhikari, *Chairman*
K. C. Jhanwar	Mrs. Sukanya Kripalu	Mrs. Alka Bharucha
Atul Daga	K. C. Jhanwar	Atul Daga

Audit Committee



The Audit Committee is constituted in compliance with Section 177 of the Act and Regulation 18 of the Listing Regulations. During the financial year ended 31st March, 2023, five meetings were held – 29th April, 2022; 22nd July, 2022; 19th October, 2022, 21st January, 2023 and 17th March, 2023. The gap between two meetings did not exceed 120 days.

The Audit Committee monitors and effectively supervises your Company's financial reporting process with a view to provide accurate, timely and proper disclosure and maintain the integrity and quality of financial reporting. The Audit Committee also reviews from time to time, the audit and internal control procedures, the accounting policies of your Company, oversight of your Company's financial reporting process so as to ensure that the financial statements are correct, sufficient and credible.

Mr. K. C. Jhanwar, Managing Director and Mr. Atul Daga, Whole-time Director & CFO are permanent invitees to the Audit Committee meetings.

The Statutory and Internal Auditors of your Company also attend the Audit Committee meetings. The Audit Committee acts as a link between the management, the statutory and internal auditors and the Board.

Terms of Reference of Committee:

1. Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible.

2. Recommendation for appointment, remuneration and terms of appointment of auditors of the Company.

3. Approval of payment to statutory auditors for any other services rendered by the statutory auditors.

4. Reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
   a) Matters required to be included in the Director's Responsibility Statement to be included in the Board's report in terms of section 134(3) (c) of the Act;

   b) Changes, if any, in accounting policies and practices and reasons for the same;

   c) Major accounting entries involving estimates based on the exercise of judgment by management;

   d) Significant adjustments made in the financial statements arising out of audit findings;

   e) Compliance with listing and other legal requirements relating to financial statements;

   f) Disclosure of any related party transactions;

   g) Modified opinion(s) in the draft audit report.

5. Reviewing, with the management, the quarterly financial statements before submission to the Board for approval.

6. Reviewing, with the management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilised for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue, and making appropriate recommendations to the Board to take up steps in this matter.

7. Reviewing and monitoring the auditor's independence and performance, and effectiveness of audit process.

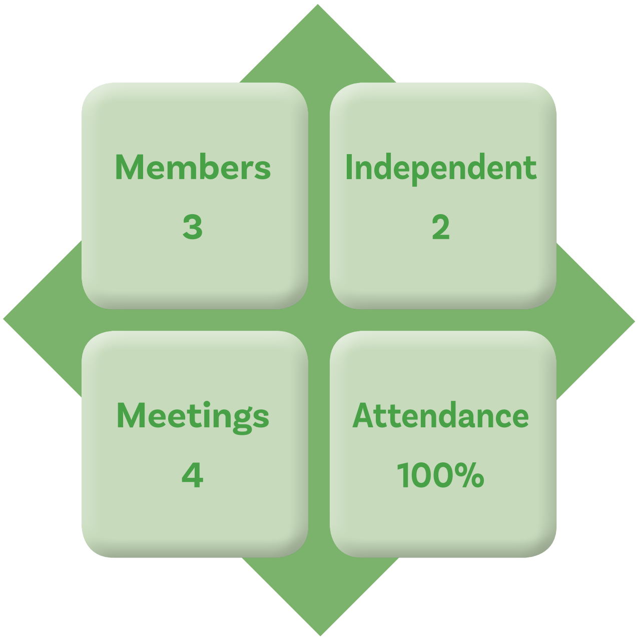
8. Approval or any subsequent modification of transactions of the Company with related parties.

9. Scrutiny of inter-corporate loans and investments.
10. Valuation of undertakings or assets of the Company, wherever it is necessary.
11. Evaluation of internal financial controls and risk management systems.
12. Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems.
13. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit.
14. Discussion with internal auditors of any significant findings and follow up there on.
15. 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.
16. Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern.
17. To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors.
18. To review the functioning of the Whistle Blower mechanism.
19. Approval of appointment of CFO after assessing the qualifications, experience and background, etc. of the candidate.
20. Carrying out any other function as is mentioned in the terms of reference of the Audit Committee.
21. Reviewing the utilisation of loans and / or advances from / investment by the holding Company in the subsidiary exceeding ₹ 100 crores or 10% of the asset size of the subsidiary, whichever is lower including existing loans / advances / investments existing as on the date of coming into force of this provision.
22. Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the listed entity and its shareholders.

Items reviewed	Frequency of review
Review of the financial results and limited review report.	Q
Review of the financial statements, the auditor's report thereon, Director's Responsibility Statement and Management Discussion and Analysis report.	A
Discussions with auditors (without the presence of member of the management) regarding the Company's financial statements and seeking auditors' judgment on the quality and applicability of the accounting principles, the reasonableness of significant judgments, the adequacy of disclosures in the financial statements and other matters as deemed necessary.	A
Recommendation of the appointment, remuneration and terms of appointment of auditors of the Company and approval of payments for any other services.	A
Review of performance of statutory and internal auditors, and adequacy of the internal control systems.	A
Review of internal audit findings, the action taken status and other matters relating to the internal audit functioning of the Company and Internal audit plan for the year.	A
Review of findings of any internal investigations by the internal auditors in matters where there is suspected fraud or irregularity or failure of internal control systems of material nature, and reporting the matter to the Board.	E
Review of related party transactions.	Q
Evaluation of internal financial controls and risk management systems of the Company.	A
Review functioning of the whistle-blower mechanism.	Q
Review material updates in litigations, and show-cause/demand/prosecution and penalty notices.	Q
Review compliance with SEBI (Prohibition of Insider Trading) Regulations, 2015 and systems for internal controls with them.	A
Recommendation of the appointment of the Chief Financial Officer of the Company and the remuneration payable.	E

Frequency: A - Annually; Q - Quarterly; E - Event based

Stakeholders' Relationship Committee



The Stakeholders' Relationship Committee ("SRC") is constituted in compliance with Section 179 of the Act and Regulation 20 of the Listing Regulations. During the financial year ended 31st March, 2023, four meetings were held - 29th April, 2022; 22nd July, 2022; 19th October, 2022 and 21st January, 2023.

Terms of Reference of Committee:

1. To monitor complaints received by the Company from its shareholders, debenture holders, other security holders, SEBI, stock exchanges, Registrar of Companies etc. and action taken by the Company for redressing the same.

2. To approve allotment of shares, debentures or any other securities as per the authority conferred / to be conferred to the SRC by the Board from time to time.

3. To approve requests for transposition, deletion, consolidation, sub-division, change of name, dematerialisation, rematerialisation etc. of shares, debentures and other securities.

4. To authorise officers of the Company to approve requests for transposition, deletion, consolidation, sub-division, change of name, dematerialisation, rematerialisation etc. of shares, debentures and other securities.

5. To approve and ratify the action taken by the authorised officers of the Company in compliance to the requests received from the shareholders / investors for issue of duplicate / replacement / consolidation / sub-division, dematerialisation, rematerialisation and other purposes for the shares, debentures and other securities of the Company.

6. To monitor and expedite the status and process of dematerialisation and rematerialisation of shares, debentures and other securities of the Company.

7. To give directions for monitoring the stock of blank stationery and for printing of stationery required by the Secretarial Department of the Company from time to time for issuance of share certificates, debenture certificates, allotment letters, dividend warrants, pay orders, cheques and other related stationery.

8. To review the measures taken to reduce the quantum of unclaimed dividend / interest and ensuring timely receipt of dividend warrants / annual reports / statutory notices by the shareholders of the Company.

9. Resolving grievances of security holders including complaints related to transfers / transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new / duplicate certificates, general meetings etc.

10. Review measures taken for effective exercise of voting rights by shareholders.

11. Review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Transfer Agent.

12. To perform such other acts, deeds, and things as may be delegated to the SRC by the Board from time to time.

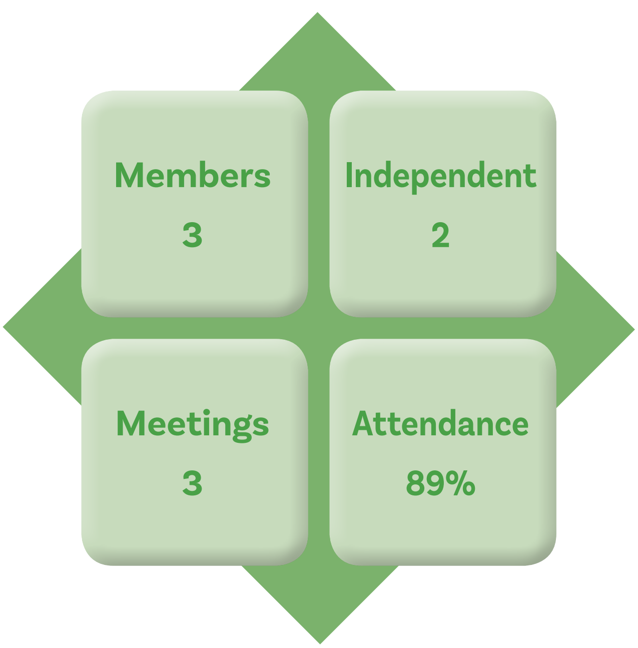
	Items reviewed	Frequency of review
1.	Monitor complaints received by the Company from shareholders, debenture holders, other security holders, SEBI, stock exchanges, Registrar of Companies etc. and action taken for redressing the same.	Q
2.	Approve allotment of shares, debentures or any other securities.	E
3.	Approve requests for transposition, deletion, consolidation, sub-division, change of name, dematerialisation, rematerialisation etc. of shares, debentures and other securities.	Q
4.	Monitor and expedite the status and process of dematerialisation and rematerialisation of shares, debentures and other securities of the Company.	Q
5.	Measures taken to reduce the quantum of unclaimed dividend / interest and ensuring timely receipt of dividend warrants / annual reports / statutory notices by the shareholders of the Company.	A
6.	Adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Transfer Agent.	A

Frequency: A - Annually; Q - Quarterly; E - Event based

Shareholders' complaints:

The number of shareholders' complaints received and resolved as on 31st March, 2023 is given in the 'Shareholder Information' section, which forms an integral part of this Report.

Nomination, Remuneration and Compensation Committee

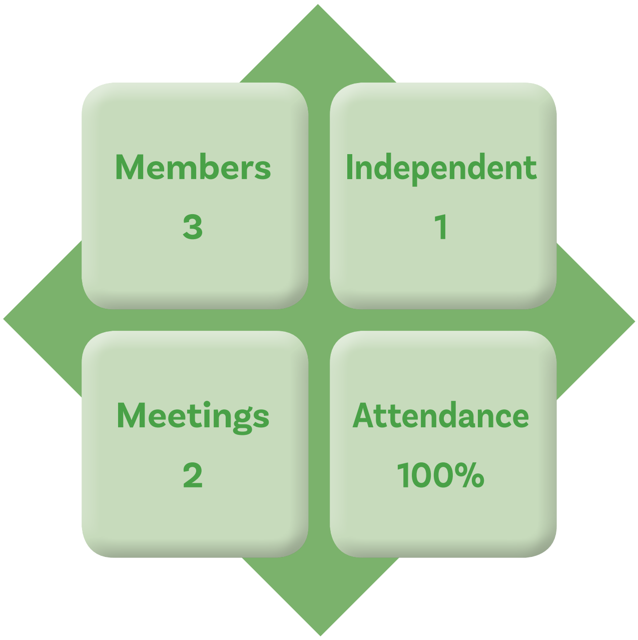


The NRC Committee is constituted in compliance with Section 178 of the Act and Regulation 19 of the Listing Regulations. During the financial year ended 31st March, 2023, three meetings were held – 29th April, 2022; 22nd July, 2022 and 19th October, 2022.

Terms of Reference of Committee:

1. To set the level and composition of remuneration which is reasonable and sufficient to attract, retain and motivate Directors and senior management of the caliber required to run the Company successfully.
2. To set the relationship of remuneration to performance.
3. To check whether the remuneration provided to Directors and senior management includes a balance between fixed and variable pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals.
4. To formulate appropriate policies, institute processes which enable the identification of individuals who are qualified to become Directors and who may be appointed in senior management and recommend the same to the Board.
5. To review and implement succession and development plans for Managing Director, Executive Directors and senior management.
6. To devise a policy on Board diversity.
7. To formulate the criteria for determining qualifications, positive attributes and independence of Directors.
8. To recommend to the Board, all remuneration, in whatever form, payable to senior management.

Risk Management and Sustainability Committee



The Risk Management and Sustainability Committee ("RMS Committee") is constituted in compliance with Regulation 21 of the Listing Regulations. During the financial year ended 31st March, 2023, two meetings were held – 14th September, 2022 and 10th March, 2023.

The RMS Committee is mandated to review the risk management and sustainability process of your Company and to provide oversight and stewardship to your Company's sustainability performance, manage risks, leverage opportunities, create stakeholder value. Your Company has established a robust governance framework to oversee strategies for driving sustainability and climate change related actions, addressing risks and opportunities and ensuring accountability.

The objectives and scope of the RMS Committee broadly include:

1. Overall responsibility to monitor and approve risk management and sustainability framework.
2. Set climate change and sustainability strategy and targets.
3. Implement strategies and targets through Corporate and Unit-level Risk Management and Sustainability Committees.
4. Review progress of climate change and sustainability related targets, KPIs and issues on a regular basis.
5. Monitor and approve risk management and sustainability framework.
6. Review various business risks, including climate change risks, and recommend action plan to mitigate the identified risks.
7. Review and monitor operational, strategic and cyber risks.
8. Assist the Board in determining measures that can be adopted to mitigate risk, ensure balance between risk and reward and create value for the Company's stakeholders.

The Committee oversees progress against climate change related targets and commitments and reviews developments in external environment and climate related risks and opportunities. During the year, discussions and review were conducted on topics, which included, among others, review of risk matrix, ESG at your Company, financial risks and mitigation plan thereof, strategy around risk relating to disruption of business on account of pandemics, natural calamities and plans to mitigate the same. The Committee also reviewed matters relating to cyber security.

Company-level targets, commitments and action plans pertaining to sustainability and climate change are also reviewed by Unit-level Committees. The Corporate Sustainability Team ensures that key decisions and commitments at the Board-level are relayed to Unit-level Committees. The Unit-level Committees are led by the Unit Head and consists of senior management at respective Units. Their role is to translate targets and commitments at Company level, such as commitment to science-based targets, renewable energy, water positivity targets, etc. to site specific action plans.

The Directors' Report and Management Discussion and Analysis sets out the risks identified and the mitigation plans thereof.

Corporate Social Responsibility Committee

Members 3

Independent 1

Meeting 1

Attendance 100%

The Corporate Social Responsibility Committee ("CSR Committee") is constituted in compliance with Section 135 of the Act. During the financial year ended 31st March, 2023, one CSR committee meeting was held on 27th February, 2023.

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

The CSR Committee recommends to the Board the CSR activities to be undertaken during the year and the amounts to be spent on these activities and monitor its progress. The CSR Report forms an integral part of this Report.

Finance Committee

Members 3

Independent 2

Meeting 1

Attendance 100%

The Finance Committee has been constituted at the Board level, under the Chairmanship of an Independent Director. During the financial year ended 31st March, 2023, one Finance committee meeting was held on 19th October, 2022.

The Finance Committee is authorised to exercise all powers and discharge all functions relating to working capital management, foreign currency contracts, operation of bank accounts and authorising officers of your Company to deal in matters relating to excise, GST, income tax, customs and other judicial or quasi-judicial authorities.

Mr. Sanjeeb Kumar Chatterjee is the Company Secretary and Compliance Officer of the Company and acts as Secretary to all the above mentioned Committees.

Employee Stock Option Scheme:

Your Company's Board has nominated the NRC Committee for the administration and superintendence of employee stock option schemes. Approval of shareholders is sought for grant of employee stock options ("Options") and / or restricted / performance stock units ("RSUs / PSUs") (collectively "Stock Options") to eligible employees as may be determined by the NRC Committee.

Presently, stock option schemes are implemented through a trust, wherein the Trust acquires equity shares of your Company through secondary acquisition. Such acquisition in a financial year cannot exceed 2% of the paid-up equity share capital of your Company as at the end of the previous financial year. Further, in terms of the applicable Regulations, the Trust cannot hold more than 5% of the paid-up equity share capital as at the end of the financial year immediately prior to the year in which the shareholder approval is obtained.

Your Company provides financial assistance to the Trust for the secondary acquisition, in one or more tranches. As and when the employees exercise the stock options, the Trust repays the money to your Company.

Details of Stock Options:

Scheme	Grant		Vested@		Allotted/ Transferred^	
	Stock Options	Restricted Stock Units	Stock Options	Restricted Stock Units	Stock Options	Restricted Stock Units
Employee Stock Options Scheme – 2013 ("ESOS-2013")	Not Applicable	Not Applicable	Nil	Nil	15,033	465
Employee Stock Option Scheme – 2018 ("ESOS-2018")	1,39,842*	52,822#	66,785	11,957	18,795$	10,008$

@ Stock options are vested to eligible employees, subject to the provisions of the schemes, statutory provisions as may be applicable from time to time and the rules and procedures set out by your Company in this regard.

^ The allotted equity shares are exercisable into the same number of equity shares of ₹ 10/- each of your Company.

** Out of 1,39,842 stock options, 99,879 and 39,963 Options were granted on 22nd July, 2022 and 19th October, 2022 respectively.*

 # Out of 52,822 Restricted Stock Units ("RSUs"), 48,089 and 4,733 RSUs were granted on 22nd July, 2022 and 19th October, 2022 respectively.

$ Applications were received from some option grantees for transfer of equity shares of your Company to their account, from the UltraTech Employee Welfare Trust account, which also include 131 stock options pending for transfer for the year ended 31st March, 2023.

Remuneration of Directors and Others:

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

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

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

The remuneration involves a balance between fixed and incentive pay, reflecting short and long-term performance objectives appropriate to the working of your Company and its goals. A material proportion of compensation for senior management is performance based - 25% to 40% of compensation. It increases as the employee grows in the organisation and takes up roles of higher responsibility. The more senior the role, the weightage of business performance on the variable pay also increases in comparison to unit performance and individual performance. This ensures a competitive pay-mix which aims to strike the appropriate balance between key components: (i) Fixed Cash compensation (Basic Salary + Allowances) (ii) Annual Incentive Plan (iii) Long-Term Incentives (iv) Perks and Benefits.

Annual incentive plan pay-outs of executives is linked to relevant financial and operational metrics achievement and their individual performance. Financial and operational metrics are annually aligned with priorities / focus areas for the business. Long-term incentive plans incentivise stretch performance, link executive remuneration to sustained long term growth and act as a retention and reward tool. Stock options are used as the primary long-term incentive vehicles as your Company believes that they best align executive incentives with stakeholder interests. Your Company also grants restricted stock units as a secondary long term incentive vehicle, to motivate and retain its executives. The ratio of stock options and restricted stock units is generally 75:25.

Your Company has integrated climate change and sustainability targets in the key responsibility areas ("KRAs") of the executive directors and senior management. Thus, emission reduction targets and other improvement targets related to climate change are also linked with the incentives provided.

Non-Executive Directors' Remuneration

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

Sitting fees are paid as under:

- Board: ₹ 50,000 per meeting.
- Audit Committee: ₹ 25,000 per meeting.
- Other Committees: ₹ 20,000 per meeting.

In addition to the sitting fees, your Company also pays commission to the Non-Executive Independent Directors of an amount not exceeding 1% per annum of the net profit of your Company. The amount of commission payable is determined after assigning weightage to various factors, which, inter alia, include providing strategic perspective, Chairmanship and contributions made by the Directors, type of meeting and responsibilities under various statutes, performance evaluation, etc. Based on the performance evaluation of each Director and the remuneration policy, the Board has recommended an amount of ₹ 12 crores as commission to be paid to the Non-Executive Directors for the financial year 2022-23.

The details of remuneration paid / to be paid to each of the Directors are given below: -

(₹ in lakhs)

Name of Director	Sitting fees paid							Commission* payable
	Board	Audit Committee	SRC Committee	NRC Committee	RMS Committee	CSR Committee	Finance Committee	
Kumar Mangalam Birla	2.00	-	-	0.40	-	-	-	-
Mrs. Rajashree Birla	2.50	-	-	-	-	0.20	-	593.00
Arun Adhikari	3.00	1.25	-	0.60	-	-	0.20	144.00
Mrs. Alka Bharucha	2.50	1.25	-	0.60	-	-	0.20	114.00
Sunil Duggal	3.00	-	-	-	-	-	-	78.00
Mrs. Sukanya Kripalu	3.00	-	0.80	-	0.40	0.20	-	109.00
S. B. Mathur	3.00	1.25	0.80	-	-	-	-	162.00
K. K. Maheshwari	3.00	1.25	-	-	-	-	-	-
K. C. Jhanwar	-	-	N.A	-	N.A	N.A	-	-
Atul Daga	-	-	-	-	N.A	-	N.A	-

** Commission will be paid, subject to deduction of tax, after adoption of financial statements for the year ended 31st March, 2023 by the Members at the AGM to be held on 11th August, 2023.*

Executive Directors' Remuneration

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

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

(₹ in crores)

Name	Relationship with other Directors	Remuneration during financial year 2022-23			
		All elements of remuneration package i.e. salary, benefits, pensions etc.	Performance linked incentives*, alongwith performance criteria (a) and (b)	Service contracts, notice period, severance fee	Stock option details, if any
K. C. Jhanwar Managing Director	-	12.11	5.18	See note (c)	See note (d)
Atul Daga Whole-time Director & CFO	-	5.90	2.25		

a) Mr. K. C. Jhanwar was paid ₹ 5.18 crores towards performance linked incentive for achievement of targets for the year 2021-22.

b) Mr. Atul Daga was paid ₹ 2.25 crores towards performance linked incentive for achievement of targets for the year 2021-22.

c) Appointment of Mr. K. C. Jhanwar as Managing Director and Mr. Atul Daga as Whole-time Director & CFO are subject to termination by three months' notice in writing on either side.

d) In terms of ESOS-2018, 7,309 options and 1,378 RSUs have vested in Mr. K. C. Jhanwar and 3,068 options and 344 RSUs vested in Mr. Atul Daga, during the year

   Further, 14,988 options and 1,775 RSUs have been granted to Mr. K. C. Jhanwar and 8,325 options and 986 RSUs have been granted to Mr. Atul Daga, during the year.

There were no pecuniary relationships or transactions between your Company and Non-Executive Directors during the year.

D&O Insurance for Directors:

In line with the requirements of Regulation 24(10) of the Listing Regulations, your Company has a Directors and Officers Insurance policy ("D&O") for all its Directors and members of the senior management for such quantum and for such risks as determined by the Board.

Prevention of Insider Trading:

In terms of the provisions of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 ("Insider Trading Regulations"), as amended, your Company has adopted a 'Code of Conduct to regulate, monitor and report trading by designated persons in listed or proposed to be listed securities' of your Company ("the Code") and the 'Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information' ("Code of Fair Disclosure"). The Board has also formulated a policy for determination of 'legitimate purposes' as a part of the Code of Fair Disclosure. The Board, designated persons and other connected persons have affirmed compliance with the Code.

The Code aims at preserving and preventing misuse of UPSI. All designated persons of your Company are covered under the Code, which provides inter alia for periodical disclosures and obtaining pre-clearances for trading in securities of your Company. PAN based online tracking mechanism for monitoring of the trade in your Company's securities by the designated persons and their immediate relatives is in place to ensure real time detection and taking appropriate action, in case of any violation / non compliance of your Company's Code.

Disclosures:

Management

- The Management Discussion & Analysis forms part of the Director's Report and is in accordance with the requirements of the Listing Regulations.

- No material transaction has been entered into by your Company with the promoters, directors or the management or relatives, etc. that may have a potential conflict with interests of your Company.

Related Party Transactions

No material transaction has been entered into by your Company with the related parties that may have potential conflict with the interest of your Company. Related party transactions entered by your Company during the year were on arm's length basis and in the ordinary course of business. All related party transactions have prior approval of the Audit Committee and are reviewed by the Audit Committee on a quarterly basis. Transactions with related parties, as per requirements of Indian Accounting Standard-24, are disclosed in Note no. 38 to Standalone Financial Statements of your Company.

The policy on Related Party Transactions as approved by the Audit Committee and the Board is available on your Company's website.

Details of non-compliance

No penalties or strictures have been imposed on your Company by stock exchanges or SEBI or any statutory authority on any matter related to capital markets during the last three years.

Vigil Mechanism / Whistle Blower Policy

Your Company has in place a vigil mechanism pursuant to which a Values Committee has been constituted for addressing complaints received from Directors and employees concerning unethical behaviour, actual or suspected fraud and violation of the Code of Conduct or Ethics Policy of your Company. The policy has also been amended to make employees aware of the existence of policies and procedures for inquiry in case of leakage of

UPSI to enable them report on leakages, if any, of such information. The policy provides for adequate safeguards against victimisation and all personnel have access to the Audit Committee. No personnel has been denied access to the Audit Committee during the financial year 2022-23.

Complaints can be made by calling on a toll free number 1800 103 9868 or writing to abg.whistleblower@ethicshelpline.in

The policy is available on your Company's website.

Anti-Money Laundering and Anti-Bribery and Corruption Policy:

Your Company's Anti-Money Laundering and Anti-Bribery and Corruption Policy outlines the Company's zero-tolerance approach towards bribery and corruption. The objective of the policy is to put appropriate anti-corruption and bribery guidelines in place across operations and thus ensure zero violation of relevant laws and regulations. Complaints can be made by calling on a toll free number 1800 202 2040 or writing to abmcpl.bvsc@adityabirla.com.

The policy is available on your Company's website.

Report On Corporate Governance

Your Company has complied with the Corporate Governance requirements specified in Regulations 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the Listing Regulations.

Subsidiary Company

Your Company does not have any material non-listed subsidiary. The Audit Committee and Board reviews the financial statements, significant transactions and working of the unlisted subsidiary companies and the minutes are placed before the Board. The policy for determining material subsidiaries is available on your Company's website.

Re-appointment of Directors

Details of the Director seeking re-appointment at the ensuing AGM, is provided in the Notice convening the AGM.

Proceeds from public issues, rights issues, preferential issues

During the year, your Company did not raise any funds by way of public issues, rights issues, preferential issues etc.

Accounting Standards

Your Company has prepared its Standalone and Consolidated Financial Statements in accordance with Indian Accounting Standards as notified under Section 133 of the Act read with Rule 3 of the Companies (Indian Accounting Standards) Rules, 2015 and the Companies (Indian Accounting Standards) Amendment Rules, 2016.

Prevention of Sexual Harassment of Women at Workplace

Your Company is committed to provide a work environment that ensures every employee is treated with dignity, respect and afforded equal treatment. As per the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 ("POSH Act") and Rules made thereunder, your Company has formed an Internal Committee to address complaints pertaining to sexual harassment in the workplace. The policy mandates prevention of sexual harassment and to ensure a free and fair enquiry process with clear timelines for resolution. To build awareness, your Company has been conducting online training programmes on a periodic basis.

Disclosures in relation to POSH Act:

Complaints		
Filed	Disposed	Pending
6	2	2

Note: 2 complaints were not related to POSH, therefore excluded.

Fees paid to Statutory Auditors

For the year ended 31st March, 2023, your Company and its subsidiaries have paid a consolidated sum of ₹ 5.87 crores to the statutory auditors and all entities in the network firm / network entity of which the statutory auditor is a part. The details are as under:

(₹ in crores)

Particulars	BSR & Co. LLP and its affiliates	KKC & Associates LLP	Total
Audit Fees	3.14	1.81	4.95
Tax Audit	-	0.23	0.23
Other Services	0.20	0.22	0.42
Subsidiary's Audit Fees	-	0.27	0.27
Total	**3.34**	**2.53**	**5.87**

Discretionary Requirements under Regulation 27 of Listing Regulations:

The status of compliance with discretionary recommendations of Regulation 27 of Listing Regulations are provided below:

Non-Executive Chairman's Office: The position of the Chairman and the Managing Director are separate. Your Company maintains a separate office for its Chairman. All necessary infrastructure and assistance is made available to enable him to discharge his responsibilities effectively.

Shareholders' Rights: Since the quarterly and half yearly financial performance along with significant events are published in the newspapers and are also posted on your Company's website, the same are not being sent to the shareholders.

Modified Opinion in Auditors' Report: Your Company's financial statements for the year 2023 do not contain any modified audit opinion.

Reporting of Internal Auditor:

The Internal Auditors report to the Audit Committee.

Compliance:

- A certificate from the statutory auditors confirming compliance with the conditions of Corporate Governance as stipulated in the Listing Regulations forms part of this Report.
- A Certificate by Company Secretary in Practice that none of the Directors have been debarred or disqualified from being appointed or continuing as Directors in the companies by SEBI / the MCA or any such statutory authority forms part of this Report.
- During the year under review, the Board has accepted all the recommendations, which are required to be made by the Committee's constituted.

CEO / CFO Certification:

The Managing Director and Whole-time Director & CFO of your Company have issued necessary certificate pursuant to the provisions of Regulation 17(8) of the Listing Regulations certifying that the financial statements do not contain any materially untrue statement and these statements represent a true and fair view of your Company's affairs and the same forms part of this Report.

Loans and advances:

No Loans and advances were given to firms / companies in which Directors are interested.

General Body Meetings:

Date and time of the AGMs, held during the preceding 3 years and the Special Resolution(s) passed thereat are as follows:

Year	Venue	Day, Date and Time	Special Resolutions Passed
2022	Through Video conferencing (VC) / Other Audio-Visual Means (OAVM)	Wednesday, 17.08.2022; 3.00 p.m.	- Adoption of the UltraTech Cement Limited Employee Stock Option and Performance Stock Unit Scheme 2022. - To approve extending the benefits of the UltraTech Cement Limited Employee Stock Option and Performance Stock Unit Scheme 2022 to the employees of the group companies, including holding, subsidiary and associate companies of the Company. - To approve (a) the use of the trust route for the implementation of the UltraTech Cement Limited Employee Stock Option and Performance Stock Unit Scheme 2022 ("the Scheme 2022"); (b) secondary acquisition of the equity shares of the Company by the trust; and (c) grant of financial assistance / provision of money by the Company to the trust to fund the acquisition of its equity shares, in terms of the Scheme 2022.
2021	Through Video conferencing (VC) / Other Audio-Visual Means (OAVM)	Wednesday, 18.08.2021; 3.00 p.m.	- No Special Resolution was passed.
2020	Through Video conferencing (VC) / Other Audio-Visual Means (OAVM)	Wednesday, 12.08.2020; 3.00 p.m.	- Continuation of directorship of Mrs. Rajashree Birla as a Non-Executive Director. - Re-appointment of Mrs. Alka Bharucha as an Independent Director.

Postal Ballot - No resolution was passed through postal ballot during the year 2022-23.

Means of Communication:

Financial results

Your Company's quarterly / half-yearly / annual financial results ("financial results") are intimated to the Stock Exchanges and also published in daily newspapers viz. The Economic Times, Business Standard, The Free Press Journal and Navshakti (Mumbai edition). They are also available on your Company's website and the website of the Group viz. www.adityabirla.com.

News releases, presentations, etc.

Official news releases and official media releases are intimated to Stock Exchanges and are displayed on your Company's website. Press releases are also available on the website of the Group.

Presentations to institutional investors / analysts

Your Company actively engages with investors – both domestic and global, keeping them updated on your Company's strategy, outlook, risks and opportunities. These efforts help investors arrive at a fair valuation of your Company's stock.

Investor calls are held after the announcement of every financial results during which highlights of the performance during the quarter are shared with the analysts and queries raised by them are addressed. Transcripts of the calls are also available on your Company's website.

All material developments are informed to the Stock Exchanges and relevant disclosures, including presentations, corporate dossiers are filed with the Stock Exchanges and uploaded on your Company's website.

The table below provides the number of investor and analyst interactions held during FY23:

Particulars		Q1	Q2	Q3	Q4	FY23
Investor Updates	Meetings and calls	18	19	15	20	72
Financial Results	Nos.	1	1	1	1	4
	Participants	379	397	396	469	1,641

Website Disclosures

The information as required to be disseminated on the website of your Company pursuant to the Listing Regulations have been updated on the Company's website viz. www.ultratechcement.com.

Weblinks for the policies/reports referred to:

No.	Particulars	Website link
1	Policy on Board Diversity	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/corporate-governance/Board%20Diversity%20Policy.pdf
2	Terms and Conditions of Appointment of Independent Director	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/aboutus/leadershipteam/6VVAlkQLmATo8OJAlsUS.pdf
3	Familiarisation Programme for Independent Directors	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/aboutus/leadershipteam/familiarisation-programme.pdf
4	Code of Conduct for Board and Senior Management	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/policies/code-of-conduct-for-board-and-senior-management.pdf
5	Code of practices and procedures for fair disclosure of Unpublished Price Sensitive Information	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/corporate-governance/QhRfgnukZZmmkaNQc7Bs.pdf
6	Policy on Related Party Transactions	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/policies/policy-on-related-party-transaction.pdf
7	Vigil Mechanism and Whistle- Blower Policy	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/corporate-governance/Whistle%20blower%20Policy.pdf
8	Anti-Money Laundering and Anti-Bribery and Corruption Policy	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/policies/anti-money-laundering-and-anti-bribery-and-corruption-policy.pdf
9	Sanctions Policy	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/policies/sanctions-policy.pdf
10	Policy for determining Material Subsidiaries	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/corporate-governance/Policy%20for%20Material%20Subsidiary.pdf
11	Archival Policy	https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/policies/Archival%20Policy%2017_Nov_2017.pdf
12	Quarterly, Half-yearly, Annual Financial Results and Annual Report	https://www.ultratechcement.com/investors/financials
13	Presentation to institutional investors and analysts	https://www.ultratechcement.com/investors/financials
14	Sustainability Reports	https://www.ultratechcement.com/about-us/sustainability/sustainability
15	Financials of subsidiaries	https://www.ultratechcement.com/investors/financials#subsidiary-accounts

Code of Conduct

DECLARATION

As provided under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board of Directors and the Senior Management Personnel have affirmed compliance with the Code of Conduct for the year ended 31st March, 2023.

K. C. Jhanwar
Managing Director
(DIN:01743559)

Mumbai
28th April, 2023

CEO / CFO Certification

The Board of Directors
UltraTech Cement Limited

We certify that:

1. We have reviewed the financial statement, read with the cash flow statement of UltraTech Cement Limited ("the Company") for the year ended 31st March, 2023 and to best of our knowledge and belief:
   (i) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;

   (ii) 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 year which are fraudulent, illegal or violative of the Company's Code of Conduct;

3. We are responsible for establishing and maintaining internal controls for financial reporting and we have evaluated the effectiveness of the internal control systems of the Company pertaining to financial reporting and have disclosed to the Company's Auditors and the Audit Committee of the Company's Board of Directors deficiencies in the design or operation of internal controls, if any, of which we are aware and the steps taken or proposed to be taken to rectify the deficiencies.

4. We have indicated to the Auditors and the Audit Committee:
   a) significant changes in the Company's internal control over financial reporting during the year.

   b) significant changes in accounting policies during the year, if any, and that the same have been disclosed in the notes to the financial statements.

   c) instances of significant fraud of which we have become aware and involvement therein if any of management or other employees having a significant role in the Company's internal control system over financial reporting.

Mumbai
28th April, 2023

K. C. Jhanwar
Managing Director
(DIN: 01743559)

Atul Daga
Whole-time Director & CFO
(DIN: 06416619)

Certificate of Non-disqualification of Directors

(Pursuant to Regulation 34(3) and Schedule V Para C Clause (10)(i) of SEBI (Listing Obligations and Disclosure Requirements) Regulations,2015)

To,
The Members
UltraTech Cement Limited
B-Wing Ahura Centre,
2nd Floor, Mahakali Caves Road,
Andheri East, Mumbai – 400093

We have examined the relevant disclosures provided by the Directors (as enlisted in Table A), to **UltraTech Cement Limited** having **CIN: L26940MH2000PLC128420** and having registered office at B-Wing Ahura Centre 2nd Floor, Mahakali Caves Road, Andheri East, Mumbai - 400093 (hereinafter referred to as **'the Company'**) for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para C clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information, based on (i) documents available on the website of the Ministry of Corporate Affairs (MCA), (ii) Verification of Directors Identification Number (DIN) status on the website of the MCA, and (iii) disclosures provided by the Directors to the Company, we hereby certify that none of the Directors on the Board of the Company (as enlisted in Table A) have been debarred or disqualified from being appointed or continuing as directors of the companies by the Securities and Exchange Board of India, MCA or any such other statutory authority as on 31st March, 2023.

Table A

Sr. No.	Name of the Directors	Director Identification Number	Date of appointment in Company
1	Mr. Kumar Mangalam Birla	00012813	14/05/2004
2	Mrs. Rajashree Birla	00022995	14/05/2004
3	Mr. Arun Adhikari Kumar	00591057	03/12/2013
4	Mrs. Alka Marezban Bharucha	00114067	09/06/2016
5	Mr. Sunil Duggal	00041825	14/08/2020
6	Mrs. Sukanya Kripalu	06994202	11/10/2014
7	Mr. Sunil Behari Mathur	00013239	10/09/2008
8	Mr. Krishna Kishore Maheshwari	00017572	01/04/2016
9	Mr. Kailash Chandra Jhanwar	01743559	19/10/2018
10	Mr. Atul Daga	06416619	09/06/2016

For MMJB & Associates LLP
Company Secretaries

Saurabh Agarwal
Designated Partner
FCS No. 9290
CP No. 20907
UDIN: F009290E000222206

Date: 28th April, 2023
Place: Mumbai

Shareholder Information

1. Annual General Meeting:

Date and Time	Deemed Venue	Book Closure	Dividend Payment Date
Friday, 11th August, 2023 at 3.00 p.m. (IST) through video conferencing ("VC") / other audio-visual means ("OAVM")	Registered Office of the Company: UltraTech Cement Limited 'B' Wing, Ahura Centre, 2nd Floor, Mahakali Caves Road, Andheri (East), Mumbai – 400 093. Tel.: (022) 6691 7800 / 2926 7800 Fax: (022) 6692 8109 Email: sharesutcl@adityabirla.com Web: www.ultratechcement.com / www.adityabirla.com CIN: L26940MH2000PLC128420	Friday, 28th July, 2023 to Friday, 11th August, 2023 (both days inclusive)	On or after Monday, 14th August, 2023

2. Financial Calendar (1st April to 31st March):

Financial reporting for the quarter ending 30th June, 2023	Third week of July, 2023
Financial reporting for the half year ending 30th September, 2023	Third week of October, 2023
Financial reporting for the quarter ending 31st December, 2023	Third week of January, 2024
Financial reporting for the year ending 31st March, 2024	End April, 2024
Annual General Meeting for the year ending 31st March, 2024	July / August, 2024

3. Listing on Stock exchanges:

a) Equity Shares

Stock Exchange	ISIN	Stock Code	Reuters	Bloomberg
BSE Limited ("BSE") Phiroze Jeejeebhoy Towers Dalal Street, Mumbai – 400 001	INE481G01011	532538	ULTC.BO	UTCEM IB
National Stock Exchange of India Limited ("NSE") "Exchange Plaza", Plot No. C-1, Block G, Bandra-Kurla Complex, Bandra (East), Mumbai - 400 051		ULTRACEMCO	ULTC.NS	UTCEM IS

b) Global Depository Receipts ("GDRs")

Stock Exchange	ISIN	Overseas Depository	Domestic Custodian	Bloomberg
Luxembourg Stock Exchange ("LSE") 35 A, Boulevard Joseph II L-1840 Luxembourg	144A GDRs - US90403E1038 Level 1 GDRs - US90403E2028	**Citibank N. A.** Depository Receipt Services, 388, 6th Floor, Greenwich Street, New York, NY - 10013 United States of America	**Citibank N.A.** Custody Services FIFC, 9th Floor, C-54 & 55, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai – 400 098	UTCEM LX

c) Sustainability Linked Bonds

Stock Exchange	ISIN
Singapore Exchange Limited 2 Shenton Way, #02-02, SGX Centre 1, Singapore 068804	US90403YAA73 USY9048BAA18

d) Non-Convertible Debentures

The Non-Convertible Debentures ("NCDs") issued by the Company are listed on NSE. The details are as under:

Type	Series	Year of Issue	ISIN	Principal Amount (₹ in crores)	Maturity Date	Debenture Trustee
Secured	7.53% NCDs	2016	INE481G07190	500	21.08.2026	**SBICAP Trustee Company Limited** Mistry Bhavan, 4th Floor, 122 Dinshaw Vachha Road, Churchgate, Mumbai – 400 020
Unsecured	7.64% NCDs	2019	INE481G08065	250	04.06.2024	
	6.68% NCDs	2020	INE481G08081	250	20.02.2025	
	4.57% NCDs	2021	INE481G08099	1,000	29.12.2023	

e) Commercial Paper

In terms of the Securities and Exchange Board of India ("SEBI") Circular no. SEBI/HO/DDHS/DDHS/CIR/P/2019/115 dated 22nd October, 2019 and SEBI circular no. SEBI/HO/DDHS/DDHS/CIR/P/2019/167 dated 24th December, 2019, the Commercial Papers issued by the Company are listed on NSE.

4. Credit Ratings:

The Company's financial discipline and prudence is reflected in the strong credit ratings ascribed by rating agencies as given below:

Instrument	Rating Agency	Rating
Non-Convertible Debentures	CRISIL	CRISIL AAA/Stable
	India Ratings and Research (Ind-Ra)	IND AAA/Stable
External Commercial Borrowing	CRISIL	CRISIL AAA/Stable
Commercial Paper	CRISIL	CRISIL A1+
	India Ratings and Research (Ind-Ra)	IND A1+
Rupee Term Loan	CRISIL	CRISIL AAA/Stable
Working Capital Limits	India Ratings and Research (Ind-Ra)	IND AAA/Stable IND A1+
Short Term Loan	India Ratings and Research (Ind-Ra)	IND A1+

5. Payment of annual listing fees:

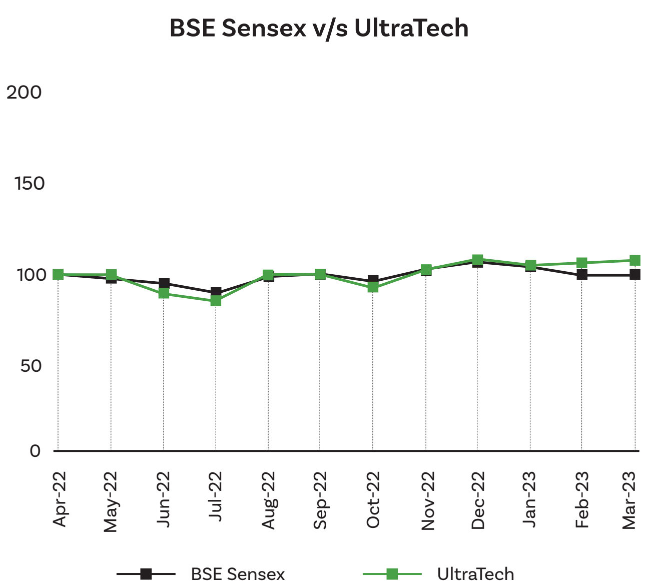
Annual listing fees for the financial year 2023-24 has been paid to both the stock exchanges i.e. BSE and NSE. Listing fee for the GDRs has been paid to LSE for the calendar year 2023. One time Listing fees has been paid to Singapore Exchange Limited.

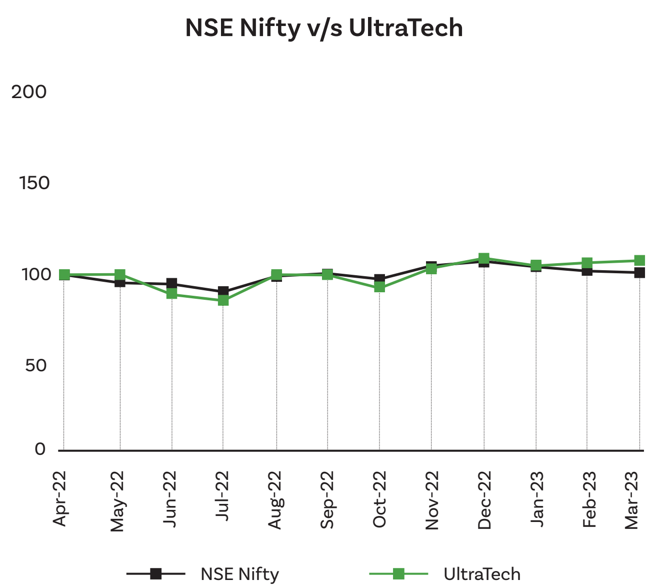
6. Stock Data:

Market Prices

Month	BSE				NSE				LSE		
	High	Low	Close	Volume	High	Low	Close	Volume	High	Low	Close
	(In ₹)			(In Nos.)	(In ₹)			(In Nos.)	(In USD)		
Apr-22	6,916.00	6,516.60	6,629.00	1,55,910	6,918.50	6,506.05	6,630.25	64,27,977	90.00	85.50	86.50
May-22	6,728.55	5,708.40	6,083.10	3,83,815	6,730.00	5,706.75	6,082.60	84,30,562	87.00	75.00	78.50
Jun-22	6,147.35	5,158.05	5,599.95	3,71,431	6,115.00	5,157.05	5,607.30	1,25,17,592	77.50	66.50	70.50
Jul-22	6,587.00	5,486.00	6,545.90	4,51,990	6,577.25	5,485.00	6,544.80	89,40,501	82.50	71.50	82.50
Aug-22	6,796.45	6,411.65	6,672.50	4,56,274	6,799.00	6,402.00	6,677.85	73,52,956	85.50	81.00	81.50
Sep-22	7,027.00	6,005.00	6,249.85	5,85,013	7,029.00	6,005.00	6,255.10	1,15,16,307	87.00	75.50	77.00
Oct-22	6,727.75	6,060.00	6,713.35	5,05,857	6,730.90	6,057.80	6,714.95	69,66,603	81.00	73.50	81.00
Nov-22	7,093.50	6,670.00	7,076.75	2,94,838	7,095.00	6,670.05	7,077.00	73,92,908	87.00	81.00	87.00
Dec-22	7,298.30	6,860.90	6,959.05	3,43,095	7,299.00	6,860.00	6,959.05	74,97,680	89.50	83.00	84.00
Jan-23	7,389.95	6,605.45	7,089.10	2,11,456	7,389.00	6,604.10	7,085.55	89,22,186	90.50	82.00	87.00
Feb-23	7,489.00	6,980.05	7,263.05	3,56,711	7,492.00	6,981.60	7,261.30	86,88,189	90.00	85.00	88.00
Mar-23	7,643.35	6,991.35	7,620.00	1,28,564	7,644.30	6,991.00	7,622.15	61,47,568	93.00	86.00	93.00

Stock Performance





Stock Performance and Returns:

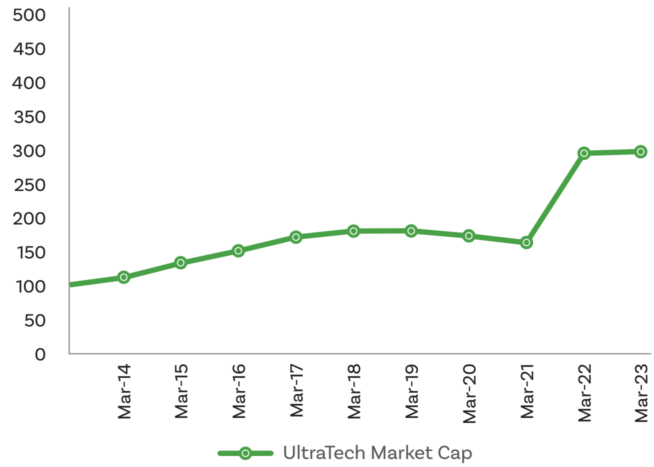
(In Percentage)	Absolute Returns			Annualised Returns		
	1 Year	3 Years	5 Years	1 Year	3 Years	5 Years
UltraTech	15.45	137.21	95.48	15.45	33.37	14.35
BSE Sensex	0.72	100.19	63.55	0.72	26.03	10.34
NSE Nifty	(0.60)	101.91	71.65	(0.60)	26.39	11.41

Market Capitalisation

(₹ in crores)

Financial Year ended	BSE	NSE
31st March, 2023	2,19,979	2,20,041
31st March, 2022	1,90,585	1,90,589
31st March, 2021	1,94,474	1,94,493
31st March, 2020	93,926	93,655
31st March, 2019	1,09,831	1,09,812
31st March, 2018	1,08,413	1,08,473
31st March, 2017	1,09,527	1,09,385
31st March, 2016	88,559	88,607
31st March, 2015	78,891	78,971
31st March, 2014	60,029	59,975

UltraTech Market Cap

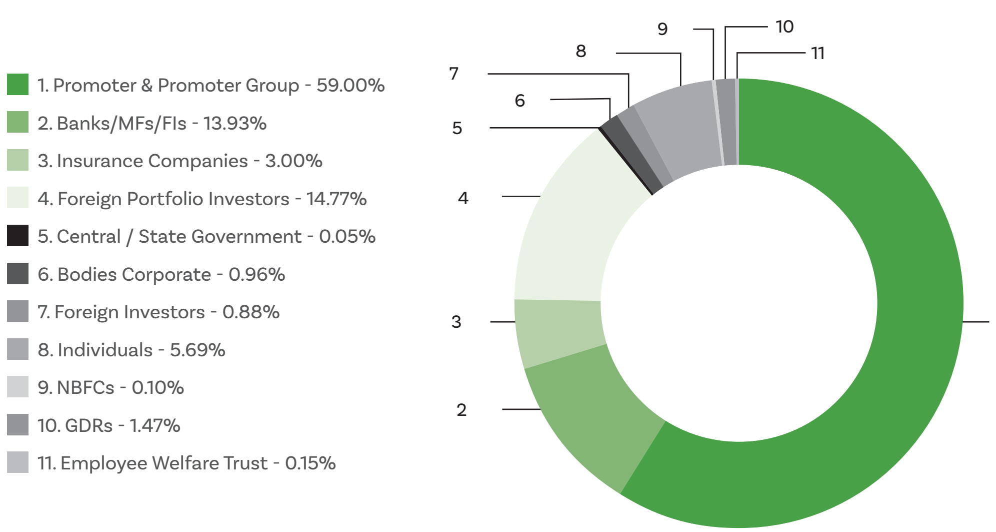


7. Shareholding as on 31st March, 2023:

Shareholding Pattern

Category	No. of shareholders	% of shareholders	No. of shares held	% shareholding
Promoter & Promoter Group	20	0.01	17,03,38,945	59.00
Banks/MFs / FIs	212	0.06	4,02,11,448	13.93
Insurance Companies	6	0.00	86,53,156	3.00
Foreign Portfolio Investors	804	0.22	4,26,52,881	14.77
Central / State Government	2	0.00	1,52,802	0.05
Bodies Corporate	2,338	0.64	27,60,946	0.96
Foreign Investors	11,031	3.01	25,37,975	0.88
Individuals	3,52,003	96.05	1,64,14,495	5.69
NBFCs	19	0.01	296,241	0.10
GDRs@	1	0.00	42,46,965	1.47
Employee Welfare Trust	1	0.00	4,20,491	0.15
Total	**3,66,437**	**100.00**	**28,86,86,345**	**100.00**

@*Includes 27,44,168 GDRs held by Promoter Group.*



Distribution of Shareholding

Range of Shareholding	No. of shareholders	% of shareholders	No. of shares held	% share holding
1 – 100	3,33,998	91.15	65,46,981	2.27
101 – 200	17,092	4.66	24,78,588	0.86
201 – 500	9,974	2.72	31,12,868	1.08
501 – 1000	2,905	0.79	20,32,858	0.70
1001 – 5000	1,788	0.49	34,78,958	1.21
5001 - 10000	204	0.06	14,47,204	0.50
10001 & above	476	0.13	26,95,88,888	93.38
Total	**3,66,437**	**100.00**	**28,86,86,345**	**100.00**

8. Useful Information for Shareholders:

Share Transfer System

As per SEBI norms, all requests for transfer of securities including transmission or transposition shall be processed only in dematerialised form.

Shareholders may please note that the SEBI by its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated 25th January, 2022 has mandated listed companies to issue securities in demat form only while processing service requests viz. issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/ exchange of securities certificate; endorsement; sub-division/ splitting of securities certificate; consolidation of securities certificates / folios; transmission and transposition.

Shareholders are requested to make service requests by submitting a duly filled and signed Form ISR – 4 (Form for various service requests), format of which is available on the weblink at https://www.ultratechcement.com/investors/useful-information#csn.

Shareholders holding equity shares of the Company in physical form are requested to kindly get their equity shares converted into demat / electronic form to get inherent benefits of dematerialisation and also considering that physical transfer of equity shares / issuance of equity shares in physical form have been disallowed by SEBI.

Common and simplified norms for investor service request

As an on-going measure to enhance ease of doing business for investors in the securities market, SEBI, by Circular Nos. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated 3rd November, 2021; SEBI/HO/MIRSD/MIRSD_RTAMB/P/ CIR/2021/687 dated 14th December, 2021 and SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/37 16th March, 2023 has prescribed common and simplified norms for processing investor's service request by Registrar and Transfer Agents ("RTA") and norms for furnishing PAN, KYC details and Nomination. Shareholders are requested to go through the communication available on the weblink at https://www.ultratechcement.com/investors/useful-information#csn relating to the same. The Company has also sent out intimations to shareholders in this regard.

Nomination

As per the provisions of Section 72 of the Act, facility for making nomination(s) is available to Individuals holding shares in the Company. Shareholders holding shares in physical form may obtain a nomination form (Form SH-13), from the Company's RTA viz. KFin Technologies Limited or download the same from the Company's website through the weblink at https://www.ultratechcement.com/investors/useful-information#csn. Shareholders holding shares in demat mode should file their nomination with their Depository Participant ("DPs") for availing this facility.

Permanent Account Number

It is mandatory for all holders of physical shares to furnish PAN, nomination, contact details, bank A/c details and specimen signature for their corresponding folio numbers. Shareholders holding shares in electronic form are, therefore, requested to submit the PAN with their DPs with whom they are maintaining their demat accounts. Shareholders holding shares in physical form are requested to submit their PAN details to the Company or its RTA.

Intimate/ update contact details

Shareholders are requested to intimate / update changes, if any, pertaining to their PAN, postal address, e-mail address, telephone / mobile numbers, with necessary documentary evidence, to the Company or its RTA, in Form ISR-1, if shares are held in physical mode or to their DP, if the holding is in electronic mode. The said form ISR-1 for change / update of details, form ISR-2 for bankers attestation of signature in case of major mismatch and form ISR-3 for declaration for opting out of nomination are available for download from the weblink at https://www.ultratechcement.com/investors/useful-information#csn.

Freezing of folios without PAN, KYC details and nomination

Folios wherein any one of the documents / details viz. PAN, KYC details and nomination are not available on or after 1st October, 2023, shall be frozen by KFin / the Company in terms of the aforementioned SEBI Circulars. The frozen folios will be referred by the Company or its RTA to the administering authority under the Benami Transactions (Prohibitions) Act, 1988 and / or Prevention of Money Laundering Act, 2002, if they continue to remain frozen as on 31st December, 2025.

Unpaid / Unclaimed dividend warrants

Dividend warrants in respect of the dividend declared in August, 2022 have been dispatched to the shareholders at the addresses registered with the Company. Those shareholders who have not yet received the dividend warrants may please write to the Company or its RTA for further information in this behalf. Shareholders who have not encashed the warrants are requested to write to the Company or its RTA regarding the same.

Payment of dividend

Keeping in mind the interest of its shareholders including speedy credit of dividend, the Company provides facility for direct credit of dividend to the shareholders' bank account. Shareholders are therefore urged to avail the facility of electronic transfer of dividend into their bank accounts, by updating their bank account details, if not done earlier, with the Company or the DP, as the case may be.

Shareholders may also note that the Income Tax Act, 1961 amended by the Finance Act, 2020, mandates that dividend paid or distributed by companies on or after 1st April, 2020 will be taxable in the hands of shareholders. The Company will accordingly deduct tax at source ("TDS"), wherever applicable, at the applicable rates at the time of making the payment of dividend.

Non-Resident shareholders

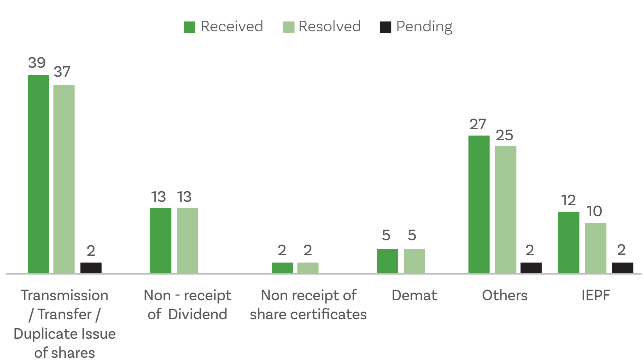
Non-Resident Indian shareholders are requested to immediately inform the Company or its RTA, if shares are held in physical mode or to their DP, if the holding is in electronic mode, regarding change in the residential status on return to India for permanent settlement and/or the particulars of the NRE account with a bank in India, if not furnished earlier.

Shareholders Handbook

A Shareholders Handbook is available on the website of the Company https://www.ultratechcement.com/investors/useful-information#shareholders-handbook. Shareholders who are keen to know the various procedures such as dematerialisation, rematerialisation, dividend, IEPF, duplicate share certificates, transmission of shares, unclaimed suspense account, nomination etc. can access the handbook.

9. Shareholders complaints:

During the year under review, the Company received 98 complaints from the shareholders. The RTA attends to investor grievances in consultation with the Secretarial Department of the Company.



Note: Out of six pending complaints, one was resolved subsequently and five were pending.

10. Dematerialisation of shares and liquidity:

98.95% of outstanding equity shares have been dematerialised as on 31st March, 2023. Under the Depository System, the International Securities Identification Number (ISIN) allotted to the Company's shares **INE481G01011**.

The break-up of equity shares held in dematerialised and physical form is as under:

Particulars	No. of Shareholders	% to Shareholders	No. of Shares	% to paid up capital
Physical:	44,885	12.25	30,43,312	1.05
Dematerialised:				
NSDL	1,84,236	50.28	11,20,88,629	38.83
CDSL	1,37,316	37.47	17,35,54,404	60.12
TOTAL	**3,66,437**	**100.00**	**28,86,86,345**	**100.00**

Note: Entire shareholding of the promoter and promoter group is in dematerialised form.

11. Details on use of public funds obtained in the last three years:

No funds have been raised from the public during the last three years.

12. Outstanding GDRs / warrants and convertible bonds:

42,46,965 GDRs are outstanding as on 31st March, 2023. Each GDR represents one underlying equity share. There are no warrants / convertible bonds outstanding as at the year end.

13. Commodity Price Risk or Foreign Exchange Risk and Hedging activities:

The Company hedges its foreign currency exposure in respect of its imports, borrowings and export receivables as per its laid down policies. The Company uses a mix of various derivative instruments like forward covers, currency swaps, interest rates swaps, principal only swaps or a mix of all. Further, the Company also hedges its commodity price risk through fixed price swaps.

The Company does not have material exposure to any commodity for which hedging instruments are available in the financial markets and accordingly, no hedging activities for the same are carried out. Consequently, there is no disclosure to offer in terms of SEBI circular no. SEBI/HO/CFD/CMD1/CIR/P/2018/0000000141 dated 15th November, 2018.

14. Unclaimed shares:

In terms of Regulation 39(4) of the Listing Regulations, the Company reports the following details in respect of equity shares lying in the suspense account which were issued in demat form and physical form, respectively:

Particulars	Demat	
	No. of shareholders	No. of shares
Outstanding at the beginning of the year i.e. 1st April, 2022	1,802	73,947
Shareholders who approached the Company and to whom shares were transferred during the year	45	12,201
Transfer to the Unclaimed Suspense Account during the year	-	-
Number of shares transferred to IEPF Authority during the year	197	5,259
Outstanding at the end of the year i.e. 31st March, 2023	1,560	56,487

Note: Voting rights on these shares shall remain frozen till the rightful owners claim the shares.

15. Transfer of Unclaimed dividend and Equity Shares to Investor Education and Protection Fund ("IEPF") Account:

In terms of the provisions of Section 124(5) of the Act, dividend for the financial year 2015-16 and the dividends for the subsequent financial years, which remain unpaid or unclaimed for a period of consecutive seven years will be transferred to IEPF.

During the year ended 31st March, 2023, the Company has transferred ₹ 1,37,56,228 to the IEPF being the unclaimed / unpaid dividend for 2014-15. Before transferring the unclaimed dividends to IEPF, the Company issues individual notices to all shareholders who have not claimed dividend for the last seven consecutive years. Further, notices are also published in newspapers on 1st July, 2022.

As required in terms of the Secretarial Standard on Dividend (SS-3), details of unpaid dividend account and due dates of transfer to the IEPF is given below:

Sr No	Financial Year	Due date of transfer to IEPF	Amount (₹ in crores)
1	2015-2016	25th August, 2023	1.62
2	2016-2017	2nd September, 2024	1.71
3	2017-2018	24th August, 2025	1.33
4	2018-2019	24th August, 2026	1.31
5	2019-2020	18th September, 2027	1.40
6	2020-2021	26th September, 2028	3.45
7	2021-2022	24th September, 2029	3.21
	Total		**14.03**

Shareholders, who have so far not encashed their dividend relating to the financial year 2015-16 are requested to do so by 15th July, 2023. Shareholders can write to the Secretarial Department of the Company at sharesutcl@adityabirla.com or write to the RTA at the address given below.

Further, in terms of the provisions of Section 124(6) of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), the Company has already transferred 54,147 equity shares pertaining to the financial year 2014-15 to the IEPF Suspense Account after providing necessary intimations to the relevant shareholders.

Details of unpaid / unclaimed dividend and equity shares for the financial year 2014-15 are uploaded on the website of the Company as well as that of the Ministry of Corporate Affairs, Government of India ("MCA"). No claim shall lie against the Company in respect of unclaimed dividend amount and equity shares transferred to the IEPF and IEPF Suspense Account, respectively.

Shareholders can however claim the unclaimed dividend amount and the underlying equity shares corresponding thereto from the IEPF Authority by following the procedure set out below:

1. Register yourself on MCA website and login to website of MCA at https://www.mca.gov.in/ mcafoportal/login.do.	2. After login, click on 'Investor Services' tab under 'MCA Services' section for filing the web-based form IEPF-5. Attach scanned copy of requisite documents with form.
3. Upload the filled e-form, save a copy of uploaded e-form and acknowledgement receipt generated with SRN. Take print of auto generated indemnity bond.	4. Submit self-attested copy of e-form, copy of acknowledgement, Indemnity Bond in original along with other documents (cancelled cheque leaf, client master list, PAN card, Aadhar card, original share certificate, entitlement letter) as mentioned in the form to Nodal Officer (IEPF) of the company in an envelope marked "Claim for refund from IEPF Authority".
5. After scrutinizing the documents received, Nodal Officer of the company to verify the claim and furnish the e-verification report to the IEPF Authority within 30 days of filing the claim.	6. On the basis of verification report refund will be released by the IEPF Authority in favour of claimant's Bank or Demat account through electronic transfer. In case of discrepancies, if any, intimated by IEPF Authority, one re-submission option is provided for rectification.
Contact Details - **IEPF:** E-mail: iepf@mca.gov.in; Call: 1800 114 667 **Public Relations Officers:** Phone No: 011-23441777 Helpdesk - 0124-4832500	**Company :** Email ID: iepf.utcl@adityabirla.com

16. Correspondence with the Company:

Shareholders / Beneficial Owners are requested to quote their Folio Number / DP & Client ID Numbers as the case may be, in all correspondence with the Company. All correspondence regarding shares and debentures of the Company should be addressed to the Company or its RTA at the addresses mentioned below:

Registered Office	Registrar & Share Transfer Agent	
UltraTech Cement Limited 'B' Wing, Ahura Centre, 2nd Floor, Mahakali Caves Road, Andheri (East), Mumbai – 400 093 Tel: (022) 6691 7800 Fax: (022) 6692 8109	KFIN Technologies Limited Selenium Building, Tower-B, Plot No 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana, India - 500 032.	
Website: www.ultratechcement.com	Email ID	einward.ris@kfintech.com
Email: sharesutcl@adityabirla.com;	Toll Free/ Phone Number	1800 309 4001
swati.patil@adityabirla.com	WhatsApp Number	(91) 910 009 4099
Contact Person: Ms. Swati Patil	KPRISM (Mobile Application)	https://kprism.kfintech.com/
	KFINTECH Corporate Website	https://www.kfintech.com
	RTA Website	https://ris.kfintech.com
	Investor Support Centre (DIY Link)	https://ris.kfintech.com/clientservices/isc

Email for investor correspondence under SEBI requirements: sharesutcl@adityabirla.com

17. Plant Locations:

Integrated Plants:

Aditya Cement Works	Andhra Pradesh Cement Works	Awarpur Cement Works
Adityapuram, Sawa – Shambhupura Road, District: Chittorgarh, Rajasthan – 312 612	Bhogasamudram, Tadipatri. District: Ananapuramu, Andhra Pradesh – 515 413	P.O. Awarpur, Taluka: Korpana, District: Chandrapur, Maharashtra – 442 917
Baga Cement Works	**Baikunth Cement Works**	**Balaji Cement Works**
Village Baga, P.O. Kandhar, Tehsil Arki, District: Solan, Himachal Pradesh – 171 102	Vill & Post Baikunth, Tehsil – Tilda, District - Raipur, Chhattisgarh - 493 116	Post Box No : 9, Survey No : 99, Village : Budawada, Jaggayyapet Mandal NTR District, Andhra Pradesh - 521 175
Bela Cement Works	**Dalla Cement Works**	**Dhar Cement Works**
P.O. Jaypee Puram, District: Rewa, Madhya Pradesh – 486 450	SH-5, Kota, Post: Dalla, District: Sonebhadra, Uttar Pradesh – 231 207	Village: Tonki; Tehsil: Manawar, District: Dhar, Madhya Pradesh – 454 446
Gujarat Cement Works	**Hirmi Cement Works**	**Jafrabad Cement Works**
P.O. Kovaya, Taluka: Rajula, District: Amreli, Gujarat – 365 541	Village & Post: Hirmi Taluka: Simga, District: Baloda Bazar, Bhatapara, Chhattisgarh – 493 195	P. B. No. 10, at Jafrabad post office, Taluka: Jafrabad, District: Amreli, Gujarat – 365 540
Kotpuli Cement Works	**Maihar Cement Works**	**Manikgarh Cement Works**
V & P. O. Mohanpura, Tehsil: Kotputli, District: Jaipur, Rajasthan - 303 108	P. O. Sarla Nagar, Tehsil Maihar, District: Satna, Madhya Pradesh - 485 772	At post Gadchandur, Tehsil : Korpana, District: Chandrapur, Maharashtra - 442 908
Pali Cement Works	**Rajashree Cement Works**	**Rawan Cement Works**
Village: Balara, Tehsil: Jaitaran, District: Pali, Rajasthan – 306 709	Adityanagar, Malkhed Road, District: Gulbarga, Karnataka – 585 292	Village: Rawan, PO: Grasim Vihar, Tehsil: Simga, District: Baloda Bazar–Bhatapara, Chhattisgarh - 493 196
Reddipalayam Cement Works	**Sewagram Cement Works**	**Sidhi Cement Works**
Reddipalayam P.O. District: Ariyalur, Tamil Nadu – 621 731	Village: Vayor, Taluka Abdasa, District: Kutch, Gujarat – 370 511	Village - Beghwar, P.O. - Bharatpur, Tehsil – Rampur Naikin, Dist. - Sidhi, Madhya Pradesh – 486 776
Vikram Cement Works		
Vikram Nagar, P.O. Khor, District : Neemuch, Madhya Pradesh – 458 470		

Grinding Plants:

Aligarh Cement Works	Arakkonam Cement Works	Bagheri Cement Works
Village: Kasimpur, Tehsil: Koel, District: Aligarh, Uttar Pradesh – 202 127	Chitteri village, Arakkonam, District: Ranipet Tamil Nadu – 631 003	Village - Pandiyana, P.O – Bagheri, Tehsil Nalagarh, Solan, Himachal Pradesh – 174 101
Bara Cement Works	**Bathinda Cement Works**	**Cuttack Cement Works**
Village : Lohara, Tahsil : Bara District : Prayagraj Uttar Pradesh - 212107	Behind GHTP, Post: Lehra Mohabat District: Bathinda Punjab - 151 111	Village-Khamarnuagaon- Kolathapangi Post Office : Radhakishorepur District : Cuttack, Odisha - 754 027
Dadri Cement Works	**Dankuni Cement Works**	**Dhule Cement Works**
Village: Ranuali, Latiffpur, Post Vidyutnagar, Tehsil: Dadri, District: Gautambudh Nagar, Uttar Pradesh – 201 008	JL-80, Village: Panchghara, P.O.: Panchghara Bazar, PS: Chanditala, District: Hooghly, West Bengal – 712 306	Plot No. 03, MIDC, Nardana Phase-1, Village - Waghode, Shindkheda, Dhule, Maharashtra – 425 406
Ginigera Cement Works	**Hotgi Cement Works**	**Jhajjar Cement Works**
Gangavathi Road, Ginigera, District: Koppal, Karnataka – 583 228	Village/ Post: Hotgi Station, South Solapur, District: Solapur, Maharashtra – 413 215	Village: Jharli, Tehsil: Matanhail, District: Jhajjar, Haryana – 124 106
Jharsuguda Cement Works	**Magdalla Cement Works**	**Nagpur Cement Works**
Near Dhutra Railway Station, P.O. Arda, District: Jharsuguda, Odisha – 768 202	Magdalla Port, Dumas Road, Surat, Gujarat – 395 007	Village: Ashti, Navegaon and Tarsa, Tehsil: Mauda, District: Nagpur, Maharashtra – 441 106
Panipat Cement Works	**Patliputra Cement Works**	**Ratnagiri Cement Works**
Village: Karad, Israna Pardhana Road, Israna, Panipat, Haryana – 132 107	Village: Shajahnapur, Near Sigariyawan Station, Daniyawana Hilsa Road, Patna, Bihar – 801 305.	MIDC Indl. Estate, Zadgaon Block, Ratnagiri, Maharashtra – 415 639
Roorkee Cement Works	**Sikandarabad Cement Works**	**Sonar Bangla Cement Works**
Village - Nalheri Dehviran, Post - Nalhera Anantapur Roorkee, District: Haridwar, Uttarakhand – 247 668	19-20, Industrial Area, Post: Sikandrabad, District: Bulandshahr, Uttar Pradesh – 203 206	Village-Dhalo, P.O. Gankar Block, Raghunathganj -1, District: Murshidabad, West Bengal - 742227
Tanda Cement Works	**Wanakbori Cement Works**	**West Bengal Cement Works**
Post: Hussainpur Sudhana Tanda, District: Ambedkarnagar, Uttar Pradesh – 224 190	Village: Sangol, Post. Sonipur, Taluka: Galteshwar, District: Kheda, Gujarat – 388 245	Near EPIP Plot, P.O. - Rajbandh, Muchipara, Durgapur, West Bengal – 713 212

Bulk Terminals:

Birla Super Bulk Terminal	Cochin Bulk Terminal	Mangalore Bulk Terminal
Near Railway Station Veerapura, Doddaballapur, Bangalore, Karnataka – 562 163	Survey No. 2578 / 4 Indira Gandhi Road, Willingdon Island, Kochi, Kerala – 682 003	Post Box No. 17 Beach Road, Panambur, Karnataka – 575 010
Navi Mumbai Bulk Terminal	**Panvel Bulk Terminal**	**Pune Bulk Terminal**
Sector-1, Dronagiri Indl. Area Uran, Navi Mumbai, Maharashtra – 400 707	CCI WereHousing Complex, Plat No. S-5, Sector 5, KWS, Kalamboli, District: Raigad, Maharashtra - 410218	Tah-Haveli, Village: Peth, District: Pune, Maharashtra – 412 110
Shankarpalli Bulk Terminal		
Village: Fathepur, Shankarpalli Mandal, District: Rangareddy, Telangana – 501 203		

White Cement:

Birla White	Birla White Unit: Katni	Birla White Unit: Nathdwara
Birla White Rajashree Nagar, P.O. Kharia Khangar, Tehsil: Bhopalgarh, District: Jodhpur, Rajasthan – 342 606	Village: Pati – Jharela, Post: Bijori, Tehsil: Badwara, District: Katni, Madhya Pradesh – 483 773	Village: Mandiyana, Taluka: Nathdwara, District: Rajsamand, Rajasthan – 313 301
Birla Whie Unit: GRC		
Plot No. 14, GIDC Estate, Village: Manjusar, Taluka: Savli, District: Vadodara, Gujarat - 391 775		

18. Other Useful Information for Shareholders:

Redressal agencies for shareholders

Ministry of Corporate Affairs (MCA) 'A' Wing, Shastri Bhawan, Rajendra Prasad Road, New Delhi – 110 001 Tel.: (011) 23381295 Web: www.mca.gov.in	**Securities and Exchange Board of India (SEBI)** Plot No.C4-A, 'G' Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 Tel.: (022) 26449000 / 40459000 Fax: (022) 26449019 - 22 Web: www.sebi.gov.in
BSE Limited (BSE) Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001 Tel.: (022) 22721233 / 34 Fax: (022) 22721919 Web: www.bseindia.com	**National Stock Exchange of India Limited (NSE)** "Exchange Plaza", C-1, Block G, Bandra-Kurla Complex, Bandra (East), Mumbai - 400 051 Tel.: (022) 26598100-8114 Fax: (022) 26598120 Web: www.nseindia.com
National Securities Depository Limited (NSDL) Trade World, 'A' Wing, 4th Floor, Kamala Mills Compound, Lower Parel, Mumbai – 400 013 Tel.: (022) 24994200 Toll Free No.: 1800 1020 990/1800 224 430 Web: www.nsdl.co.in	**Central Depository Services (India) Limited (CDSL)** Marathon Futurex, A-Wing, 25th Floor, N. M. Joshi Marg, Lower Parel, Mumbai – 400 013 Tel.: (022) 2305 8640 Web: www.cdslindia.com

Social Report

Towards Inclusive Growth:

"Global development is not possible without women's participation", a profound statement made by our Honourable Prime Minister, Shri Narendra Modiji, at the G20 Summit in Bali, clearly signals the fact that women are indeed at the core of India's G20 agenda. The Government of India is soon to hold the G20 Ministerial Conference on Women Empowerment. In this context, EMPOWER is the G20 alliance fixated on empowerment and progression of women's economic representation. A McKinsey report mentions that India can line its GDP up to 18 percent if it can work out ways to bridge the gender equity gap. This is the outcome of envisioning the positive power of women, if their creative potential was tapped to the maximum. Our Government is a signatory to the UNSDG Goals, among which SDG-5 is a commitment to gender equality. Phenomenal steps has been taken to rise up to this goal and assiduously pursue the upliftment of women every which way.

As you may be aware, G20 Presidency of India is ongoing. Within its frame EMPOWER is championing women led development pivoted on women entrepreneurship, leadership inclusive at all levels, grassroots and above as well as education. FICCI has been named the official G20 EMPOWER Secretariat. One is privileged to serve on this team and even more heartened to see that all of its objectives are already embedded in our Aditya Birla Group companies, and we are totally in sync with its focus, both at the corporate level and in the interiors.

At the corporate level, over 7,500 women are in the management cadre of which 10 percent are in leadership roles. Our constant endeavour is to go on fostering the enabling ecosystem and the inclusive culture that ABGites experience and take pride.

We are engaged in enriching lives in 9,000 villages pan India, through our multiple CSR initiatives. A call-out of our selective women centered projects:

- *More than 20,280 poorest of the poor women in UP were served through livelihood programmes enabled by the Nudge Foundation's Asha Kiran project with our support.*
- *Over 14,000 women are employed in our fashion business. These are unlettered and come from villages.*
- *Honing skills and training vulnerable communities in different vocations.*
- *Strengthening the women farmer community, endeavouring to close the marketing loop and forming women led Farmer Producer Organisations (FPO) on high value agriculture.*
- *Setting up watershed management and water harvesting processes towards sustainable livelihood.*
- *We have trained 50,000 women in different skills set.*
- *We have empowered 45,000 women through the creation of 5,000 SHGs. They are engaged in income generation activities such as tailoring (our uniforms at the manufacturing plants are tailored by the SHG women), also running salons, making masalas, papads and other kitchen condiments, which again are looped back to us besides the local market. Livestock rearing, horticulture and vegetable cultivation, besides toy making are some of the areas, these SHGs specialise in with our handholding on the financial side, helping them access loans.*
- *In the domain of education, we reach out to well over 100,000 students through our network of formal (52 schools) and non-formal educational institutes. Of these girls constitute 50%. Furthermore, we foster the cause of the girl child through 52 Kasturba Gandhi Balika Vidyalayas.*

In our journey up until now, in different phases, we have seen women evolve and develop grit and substance, reflecting the triumph of the human spirit.

Your Company is equally committed to unlock the creative potential of women to the optimal, with a clear linkage to the SDG Goals. Read on".

Rajashree Birla
Chairperson,
Aditya Birla Centre for Community Initiatives and Rural Development
Chairperson, Corporate Social Responsibility Committee, UltraTech Cement Limited

A summary of our work:

SDG-1: To rid poverty across all nations by 2030

In the 16 states where your Company operates, it is engaged in enriching the lives of the underprivileged, in multiple ways to decelerate the percentage of BPL families.

SDG-2: To end all forms of hunger and malnutrition by 2030

Through sustainable agriculture, your Company endeavors to increase productivity, sustainable use of natural resources through technology upgradation, promotion of irrigation, water harvesting and closing the marketing loop. Your Company partners under various Government Schemes and with support from the District Authorities, Agriculture Universities and Krishi Vigyan Kendras. Your Company is aiming to significantly lowering the current rate of malnutrition to 5% from 19 % in the foreseeable future. More than 15% of this constitutes malnourished girlchild.

Water Positivity

Up until now your Company has constructed 183 (165) check dams, 75 (69) rainwater harvesting structures, soak pits, and large ponds. This has enabled your Company conserve 254.42 million cubic feet of water reaching out to 33,857 farmers (28,045) at Dhar (Madhya Pradesh); Malkhed (Karnataka); Tadipatri (Andhra Pradesh) and Baga (Himachal Pradesh). Your Company has collaborated with NABARD for Watershed Management. Furthermore, its demonstration farms and work in the commons in an area of 72-acre (66-acre) has been a boon to our farming populace at Bela (Madhya Pradesh); Baikunth and Rawan (Chhattisgarh); Tadipatri, Neemuch (Madhya Pradesh); Dhar and Kovaya (Gujarat). Climate resilient agriculture at Neemuch; Dhar; Baikunth; Rawan; Hirmi (Chhattisgarh); Malkhed; Tadipatri is much encouraged. Through our agro-based livelihood and watershed management projects, your Company touched the lives of over 1,02,000 women.

Veterinary camps aided over 27,900 (23,800) cattle owners. Nearly 55,211 cattle (54,207) were immunised, and 2,490 cattle (1,649) were artificially inseminated at Hirmi; Rawan; Neemuch; Shambhupura; Kharia and Kotputli (Rajasthan); Kovaya; Jafrabad and Sewagram (Gujarat); Malkhed; Tadipatri; Bela and Dalla (Uttar Pradesh). It has enhanced the income of the farmers as the milk outcome notched up by 70%. Your Company played a strong role teaming up with the Government in controlling the Lumpy virus in the border district of Neemuch by awareness and immunisation. Farmer training programmes have been intensified. Collectively there has been an upswing in their earnings.

SDG-3: Ensuring, healthy lives and promoting well-being for all, in all age groups

Over 5 lakh people recourse to healthcare initiatives. Of these over 1.30 lakh were women beneficiaries.

Through the mobile health camps, your Company reached out to 154,312 patients, 60% of which were women. Your Company's 23 ambulances attend to the village populace. Alongside, it tends to patients at your Company's 14 hospitals and dispensaries.

Furthermore, eye camps, dental checkups, blood donation, homeopathy, thalassemia, hemoglobin testing and general health counselling resulted in benefitting 6,500 (6,288) families. A total of 1,838 eye operations were registered at Neemuch benefiting patients across 755 villages.

Importantly, collaborating with the District Health Department, your Company's 47 Family Welfare Centers reached out to 9,015 (8,415) women (antenatal, post-natal care, mass immunisation, nutrition, and escort services for institutional delivery). Over 1,22,500 (1,32,359) children were immunised against polio, BCG, DPT and Hepatitis-B across your Company's Units.

SDG-4: Education

Your Company's close involvement with the Kasturba Gandhi Balika Vidyalayas and in the other institutions have motivated 1,732 (1,681) girls to pursue formal education.

The digital literacy programmes delighted nearly 5,000 (4,600) students from the villages in Neemuch; Shambhupura; Rawan; Hirmi and Kharia.

Nearly 10,722 (10,804) children were enrolled at 289 (287) Anganwadis that your Company supports at Sidhi; Dhar; Bela; Kharia; Malkhed; Tadipatri; Balaji (Andhra Pradesh); Khor; Shambhupura; Baga; Pali (Rajasthan); Maihar (Madhya Pradesh); Dalla; Reddipalayam (Tamil Nadu); Sewagram; Hirmi; Baikunth and Rawan and nurtured on the road to health.

At 31 Aditya Birla Public Schools, your Company has 18,500 (18,114) students, of which girls account for more than 8,000 seats.

Your Company reached out to 62 schools with different programmes on coaching classes, school health programmes, education enablers like school bags (4,600), school toilets (Maihar and Balaji), school rooms (Shambhupura, Kotputli) and midday meal shed (Balaji).

Your Company reached out to more than 8,200 girls across locations on matters of school enrolment, better learning environment, digital classes, coaching classes, adolescent health. At Neemuch 3 schools were digitalised.

Your Company works with KGBVs at Malkhed, Tadipatri, Kharia, Balaji, Reddipalayam, Shambhupura, Maihar and girls' hostel at Dhar, providing support to over 700 girls.

The Navodaya coaching centers for enhancing learning outcomes benefited 353 children. These have been set up in Kharia, Rawan and Hirmi and up until now 65 students have been selected in the premier Government schools.

Bettering the infrastructure of 7(4) school buildings in Shambhupura, Balaji, Dhar and Neemuch accord sanitation and drinking water facilities at several schools. All in all, your Company accorded education facilities to 82,000 girls.

SDG-5: Women empowerment and gender equality

In the 356 of the 840 self-help groups totaling 3,800 (3,757) women, each one of them has been on a transformative journey.

At Tadipatri, Kotputli, Malkhed, Rawan, Hirmi, Bela, Reddipalayam, Neemuch and Shambhupura these gutsy women have made uniforms for your Company's plant personnel and school children.

Your Company touched the lives of 90,000 women.

The sixth, seventh and eighth SDGs, center on water and sanitation, reliable, sustainable, modern energy, decent work, and economic growth.

Your Company's 39 (29) Reverse Osmosis (RO) plants provide safe drinking water at Andhra Pradesh and Maharashtra. Pipelines and bore wells, water tanks, doorstep water facilities benefit more than 1,10,000 (92,700) villagers, reducing the drudgery.

In 90% of the villages where your Company operates, sanitation facilities have been provided.

At Baikunth your Company collaborated with NABARD to implement the solar pumps installation and repair training course. Your Company set up a women friendly Rural Market place. It trained 46 women in industrial garment making. Given the extensive training, your Company was able to position 19 women in the garment manufacturing units of Hyderabad and Bangalore. At Neemuch, it collaborated with the Department of Micro, Small & Medium Enterprises (MSME). Your Company imparted an intensive 45-day training in Computer Tally, beauty arts and wellness to 60 women, who then became certified trainers. This has enabled them get subsidised loans to set up microenterprises.

Providing vocational training, skills training, along with the farm / non-farm-based programmes and SHGs, meet with these SDG goals. At the skill development centers your Company supported 2,278 youths for heavy motor driving, electrical appliance, diesel mechanic, welding, home appliances, solar pump repair, fitter, fabrication, motorcycle repair, plumber, computer skills, tailoring, Beauty parlour and food processing. Collectively it has changed the lives of nearly 9,034 (7,793) people.

SDG-9: Build resilient infrastructure

Your Company's infrastructure projects: connectivity, road repairs, community halls and assets, rest places, installation of solar lights, cement benches, construction of water tanks and installation of piped water supply, have bettered the lives of 5,28,108 (2,94,478) people. Of which 1,40,100 constitute the women populace.

Of the 507 villages where your Company operates in, 44 villages have been slated to become model villages. Up until now, 100 villages have made the cut to be rated as model villages. Impact assessment studies by external agencies have certified / commended the transformation of these villages.

Accolades/Awards received:

- FICCI CSR Award
- CII CSR Award
- Social Impact Award from Indian Chamber of Commerce
- Bhamashah Award – Government of Rajasthan
- TERI - IWA - UNDP Water Sustainability Award

CSR spends

This year your Company invested ₹ 115.99 crores and raised ₹ 38.56 crores, leveraging the Government's development programmes.

For having come this far, we deeply acknowledge the unflinching support of the Chairman and Chairperson of the CSR Committee, and their commitment to the larger good of society. We thank the Board of Directors, the management, leadership teams, the CSR people and each and every colleague at your Company for being CSR champions. Together, we enrich the lives of 16 lakhs of our fellow Indians in 507 villages across 16 states. We take great pride that your Company like all other companies in the Aditya Birla Group is looked upon as a force for good among the communities where we operate.

Numbers Mean a Lot
But a Smile Means Everything!

At UltraTech, we endeavour to make a difference, because we care.

Business Responsibility & Sustainability Report

SECTION A: GENERAL DISCLOSURES

I. DETAILS

1.	**Corporate Identity Number (CIN) of the Listed Entity**	L26940MH2000PLC128420
2.	**Name of the Listed Entity**	UltraTech Cement Limited
3.	**Year of incorporation**	24th August, 2000
4.	**Registered office address**	B Wing, Ahura Centre, 2nd Floor, Mahakali Caves Road, Andheri (East), Mumbai 400 093
5.	**Corporate address**	B Wing, Ahura Centre, 2nd Floor, Mahakali Caves Road, Andheri (East), Mumbai 400 093
6.	**E-mail**	brr.utcl@adityabirla.com
7.	**Telephone**	022-6691 7800 / 2926 7800
8.	**Website**	www.ultratechcement.com
9.	**Financial year for which reporting is being done**	1st April, 2022 to 31st March, 2023
10.	**Name of the Stock Exchange(s) where shares are listed**	- BSE Limited - National Stock Exchange of India Limited
11.	**Paid-up Capital**	₹ 2,88,68,63,450
12.	**Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report**	Sanjeeb Kumar Chatterjee Company Secretary B Wing, Ahura Centre, 2nd Floor, Mahakali Caves Road, Andheri (East), Mumbai 400 093 Tel.: 022-6691 7800 Email: brr.utcl@adityabirla.com
13.	**Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).**	Disclosures made in this report are on a 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
1.	Manufacturing	Manufacturing of Clinker, Cement and RMC	~98

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
1.	Cement and Clinker	2394	~90

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	23 Integrated Cement Units; 25 Grinding Units; 1 White Cement Unit; 2 Wall Care Putty Units; 7 Bulk Terminals; 231 Ready Mix Concrete Units; 36 Building Product Division Units.	1 Registered Office; 1 Central Marketing Office; 8 Zonal Marketing Offices.	335
International	1 Clinkerisation Unit; 4 Grinding Units; 1 Bulk Terminal.	-	6

17. Markets served by the entity:

a. Number of locations

Locations	Number
National (No. of States)	29 States and 8 Union Territories
International (No. of Countries)	4 countries

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

- 0.5%

c. A brief on types of customers

- Individual Home Builders; Dealers; Real Estate Developers; Infrastructure Companies; Institutional Buyers.

IV. EMPLOYEES

18. Details as at the end of Financial Year 2022-2023:

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)	16,822	16,010	95	812	5
2.	Other than Permanent (E)	7,988	7,639	96	349	4
3.	**Total employees (D + E)**	24,810	23,649	95	1,161	5
WORKERS						
4.	Permanent (F)	6,098	6,085	99	13	0.21
5.	Other than Permanent (G)	39,220	38,168	97	1,052	3
6.	**Total workers (F + G)**	45,318	44,253	98	1,065	2

b. Differently abled employees and workers:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent (D)	25	24	96	1	4
2.	Other than Permanent (E)	1	1	100	-	-
3.	**Total differently abled employees (D + E)**	26	25	96	1	4
DIFFERENTLY ABLED WORKERS						
4.	Permanent (F)	26	26	100	-	-
5.	Other than permanent (G)	14	14	100	-	-
6.	**Total differently abled workers (F + G)**	40	40	100	-	-

19. Participation/Inclusion/Representation of women:

	Total (A)	No. and percentage of Females	
		No. (B)	% (B/A)
Board of Directors	10	3	30
Key Management Personnel*	3	-	-

**Includes 2 Executive Directors and Company Secretary*

20. Turnover rate for permanent employees and workers (in %):

	FY 23			FY 22			FY 21		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	9.85	15.39	10.52	9.31	15.82	9.75	5.92	11.16	5.97
Permanent Workers	5.09	-	4.96	7.05	-	6.80	5.08	8.33	5.28

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)
1	Grasim Industries Limited	Holding	57.27	S. No. 1: Grasim Industries Limited follows its separate business responsibility initiatives. S. Nos. 2 to 7: The Company's business responsibility initiatives apply to its subsidiaries.
2	Bhagwati Lime Stone Company Private Limited	Subsidiary	100	
3	Gotan Lime Stone Khanij Udyog Private Limited	Subsidiary	100	
4	Harish Cement Limited	Subsidiary	100	
5	UltraTech Cement Lanka (Pvt.) Limited	Subsidiary	80	
6	UltraTech Cement Middle East Investments Limited	Subsidiary	100	
7	UltraTech Nathdwara Cement Limited	Subsidiary	100	
8	Aditya Birla Renewable Energy Limited	Associate	26	
9	Aditya Birla Renewables SPV1 Limited	Associate	26	
10	ABReL (Odisha) SPV Limited	Associate	26	
11	ABRel (MP) Renewables Limited	Associate	26	
12	ABRel Green Energy Limited	Associate	26	
13	Bhaskarpara Coal Company Limited	Associate	47.37	
14	Madanpur (North) Coal Company Private Limited	Joint Venture	11.17	

VI. CSR DETAILS

22. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: Yes

(ii) Turnover (in ₹): 62,338 crores

(iii) Net worth (in ₹): 54,380 crores

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 2022-2023			FY 2021-2022		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes. The Company has in place a Grievance Redressal Mechanism; details whereof are available at https://www.ultratechcement.com/investors/corporate-governance#policies	-	-	-	-	-	-
Investors (other than shareholders)		-	-	-	-	-	-
Shareholders		98	6*	-	53	1	-
Employees and workers		1,495	8	-	1,349	5	-
Customers		931	22	-	1,818	6	-
Value Chain Partners		-	-	-	-	-	-
Other (please specify)		-	-	-	-	-	-

** Out of six pending complaints, one was resolved subsequently and five were pending.*

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)
1	Global regulation on curbing Green House Gases Emission	Risk	Limestone is the main input for cement manufacturing and requires fossil fuel for burning the limestone. This process releases CO_2 during calcination of limestone and combustion of fuel. This could contribute to global warming and impact business continuity and/or disruption.	To mitigate the risk, the Company has set voluntary targets to reduce emissions by 27% and 69% for scope 1 and scope 2 respectively, by 2032 from 2017 as base year, which is validated by SBTi. The Company is taking initiatives such as energy transition to renewables, increasing the waste heat recovery systems, increase in green product portfolio and use of alternative fuels and raw materials. The Company is also exploring innovative technologies like electrical energy to thermal energy for high temperature applications, carbon capture and potential energy for energy generation. The Company entered into MoU with many international players for new technologies. All these initiatives would lead to net zero by 2050.	Negative

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)
2	Climate Change	Opportunity	With increased awareness of climate change, the consumer today is consciously shifting towards greener products. This brings an opportunity of higher revenue to the Company due to its diverse product portfolio and reducing the carbon footprint.	The Company has GreenPro certification for 70+ products, high blended cement usage, Xtralite -AAC blocks and Readiplast - products with lower carbon footprint.	Positive
3	Health and Safety	Risk and Opportunity	The Company places very high importance on safety of its employees. By continuously focusing on the four pillars of safety namely behavioural, process, contractors, and transport safety. The Company is aiming for smooth operations. The basic objective is to make the working place safe for all its employees.	The Company is continuously focusing on “Zero Tolerance” Policy for safety breaches and has a target for zero fatality by 2024. Health and Safety are deeply embedded in the operations and using digitalisation and automation to enhance safety governance at all the levels. The Company is using extensively digital techniques, drones, and videos to minimise the risk in the operations. Safety campaign, online and digital tool (USHA Chatbots) for training are key to make work place safer. IT enabled systems are helping in conducting safety audits from a remote location and assessing vendors and third-party service providers on stringent safety criteria before onboarding.	Negative
4	Circular Economy	Opportunity	Circular economy offers great opportunity to lower the use of limestone, fossil fuel and clinker in cement production and reduces the emission of GHG.	The Company is investing heavily in using waste from various industries and agricultural residuals. The state-of-the-art R&D is enhancing circular economy efforts and maximising use of waste materials. The Company is also utilising Construction & Demolition waste in its Ready Mix Concrete plants.	Positive

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

The National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVGs) released by the Ministry of Corporate Affairs has adopted nine areas of Business Responsibility. These briefly are as follows:

P1 Businesses should conduct and govern themselves with Ethics, Transparency and Accountability

P2 Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle

P3 Businesses should promote the wellbeing of all employees

P4 Businesses should respect the interests of and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized

P5 Businesses should respect and promote human rights

P6 Businesses should respect, protect, and make efforts to restore the environment

P7 Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner

P8 Businesses should support inclusive growth and equitable development

P9 Businesses should engage with and provide value to their customers and consumers in a responsible manner

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)	Y	Y	Y	Y	Y	Y	Y	Y	Y
	b.	Has the policy been approved by the Board? (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
	c.	Web Link of the Policies, if available	Policies are available at https://www.ultratechcement.com/investors/corporate-governance#policies								
2.	Whether the entity has translated the policy into procedures. (Yes/No)		Y	Y	Y	Y	Y	Y	Y	Y	Y
3.	Do the enlisted policies extend to your value chain partners? (Yes/No)		Y	Y	Y	Y	Y	Y	Y	Y	Y
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.		ISO 9001; ISO 14001; OHSAS 18001; ISO 45001; ISO 50001; SA 8000; UNGC Guidelines; GRI Standards; BIS Standards; ILO Principles; WBCSD; IGBC GreenPro, PAT								
5.	Specific commitments, goals and targets set by the entity with defined timelines, if any.		For commitments, goals and targets relating to Environment and Social, please refer to Targets and Achievements section of this Report.								
6.	Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.										
Governance, leadership and oversight											
7.	Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements.		Please refer to the message of the Managing Director forming part of this Report.								

8.	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	**Mr. K.C.Jhanwar** DIN: 01743559 Designation: Managing Director Telephone: 022 66917800 email: brr.utcl@adityabirla.com
9.	Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes. Risk Management and Sustainability Committee. The Committee comprises of: - Mrs. Sukanya Kripalu, Independent Director - Mr. K. C. Jhanwar, Managing Director - Mr. Atul Daga, Whole-time Director and CFO The Committee monitors and approves risk management and sustainability framework, sets climate change and sustainability strategy and targets, reviews progress on a regular basis among others. For further details, please refer to the Report on Corporate Governance forming part of this Report.

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/Any other Committee									Frequency(Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Performance against above policies and follow up action	Committees of the Board									Annually								
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Committees of the Board									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.

P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Yes, assured by an independent certifying agency - Ernst & Young Associates LLP (EY).								

12. If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:

Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
The entity does not consider the Principles material to its business (Yes/No)	Not Applicable								
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1 - Businesses should conduct and govern themselves with integrity and in a manner that is Ethical, Transparent and Accountable

Essential Indicators:

1. **Percentage coverage by training and awareness programmes on any of the Principles during the financial year:**

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	% age of persons in respective category covered by the awareness programmes
Board of Directors	1	All	100
Key Managerial Personnel	2	All	100
Employees other than BoD and KMPs	2	All	81
Workers	1	All	100

2. **Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):**

Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine					
Settlement		Nil			
Compounding fee					

Non-Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment		Nil		
Punishment				

3. **Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.**

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
Not Applicable	

4. **Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.**

Yes. The policy is available on the Company's weblink - https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/policies/anti-money-laundering-and-anti-bribery-and-corruption-policy.pdf. It is applicable to all employees and sets out essential steps employees must take to avoid being implicated for money laundering and to present the Company's involvement in any activity relating to bribery, facilitation payments, or corruption, even where the involvement may be un-intentional.

5. **Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:**

Case Details	FY 2022-2023	FY 2021-2022
Directors		
KMPs	Nil	Nil
Employees		
Workers		

6. **Details of complaints with regard to conflict of interest:**

	FY 2022-2023		FY 2021-2022	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil		Nil	
Number of complaints received in relation to issues of Conflict of Interest of the KMPs				

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.**

Not Applicable

Leadership Indicators:

1. **Awareness programmes conducted for value chain partners on any of the Principles during the financial year:**

Total number of awareness programmes held	Topics / principles covered under the training	% age of value chain partners covered (by value) of business done with such partners) under the awareness programmes
1,54, 208	Good construction practices, site demonstration on efficient usage of cement and other building products, benefits of the Company's GreenPro certified cement and products, plant visits showcasing the Quality Assurance/Quality Control measures, sustainability initiatives taken during cement manufacturing, etc. Various aspects of Green Home construction like GreenPro certified products, home plans for better light and ventilations, Green practices like Rainwater Harvesting, etc.	40-42

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 a code of conduct for the Board and Senior Management pursuant to the provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations").

Further, the Board Members and KMPs confirms, at the beginning of every financial year and as and when there is any change in such interest, that there was no material, financial and commercial transactions with the Company, where they have interest that may have any potential conflict.

The Directors do not participate in agenda items at the Board/ Committee meetings in which they are interested or deemed to be interested.

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 2022-2023	FY 2021-2022	Details of improvements in environmental and social impacts
R&D	23	0.04	New product development, 3D printing material, energy efficiency equipment, WHRS, solar, alternative fuels.
Capex	12	11	

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?**

- The Company has developed a Sustainable Supply Chain Framework which uses an ESG criteria for vendor assessment and prefers those with better scores.
- These criteria encompass availability of robust policies, compliance certifications like ISO 14001, OHSAS 18001, etc., performance on emissions, water usage, human rights, etc.
- As part of sustainable sourcing, about 55% of annual spend sourced locally / indigenously sources.
- 20.6% of raw material used for production of cement is recycled from industrial waste which is sourced sustainably.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.**
   - The Company follows circularity principles in the manufacturing and end use stage of the product lifecycle.
   - The plastic used for packaging as well as waste generated are used in kiln operation. The Company is 2.44 times plastic negative.

4. **Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

   Yes, Extended Producer Responsibility (EPR) is applicable to the Company and the waste collection plan is under development.

Leadership Indicators:

1. **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format:**

NIC Code	Name of product/ service	% of total turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If yes, provide the web-link.
2394	OPC, PPC, PSC, PCC	96.88	Cradle-to-Gate	Yes	Yes https://api.environdec.com/api/v1/EPDLibrary/Files/f23f7e4e-486b-4dd4-acff-08da599e304a/Data

2. **If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along with action taken to mitigate the same.**

Name of product/ service	Description of the risk/ concern	Action Taken
OPC, PPC, PSC, PCC	• Abiotic Depletion • Energy intensive process - Rising GHG emissions	• Modify the product mix • Use of alternative fuels and raw materials • Energy efficiency • Energy Transition (34% Green energy by 2024)

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 2022-2023	FY 2021-2022
Recycled and reused from aluminium, steel and other sources	20.60	19.12

4. **Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:**

	FY 2022-2023			FY 2021-2022		
	Re-used	Recycled	Safely disposed	Re-used	Recycled	Safely disposed
Plastics (Including packaging)		None			None	
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	

PRINCIPLE 3 - Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators:

1. a. **Details of measures for the well-being of employees:**

Category	% of employees# covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	15,747	15,747	100	15,747	100	-	-	15,747	100	-	-
Female	798	798	100	798	100	798	100	-	-	-	-
Total	16,545	16,545	100	16,545	100	798	5	15,747	95	-	-
Other than Permanent employees											
Male	7,636	7,636	100	7,636	100	-	-	-	-	-	-
Female	349	349	100	349	100	349	100	-	-	-	-
Total	7,985	7,985	100	7,985	100	349	4	-	-	-	-

#Data specific to India

b. **Details of measures for the well-being of workers:**

Category	% of workers# covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B / A)	Number (C)	% (C / A)	Number (D)	% (D / A)	Number (E)	% (E / A)	Number (F)	% (F / A)
Permanent workers											
Male	5,839	5,839	100	5,839	100	-	-	-	-	-	-
Female	13	13	100	13	100	13	100	-	-	-	-
Total	5,852	5,852	100	5,852	100	13	0.22	-	-	-	-
Other than Permanent workers											
Male	37,929	Vendors and Contractors are required to adhere with the statutory compliance as per the state rules.									
Female	1,052										
Total	38,981										

#Data specific to India

2. **Details of retirement benefits:**

Benefits#	FY 2022-2023			FY 2021-2022		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100	100	Yes	100	100	Yes
Gratuity	100	100	Yes	100	100	Yes
ESI	NA	4.6	Yes	NA	12	Yes
Others – please specify	Superannuation : 15 NPS : 5	-	Yes	Superannuation : 10 NPS : 5	-	Yes

#Data specific to India

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, operations and office premises are accessible to differently abled employees and workers.

4. **Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.**

   The Company is committed to being an equal opportunity employer and ensures an inclusive workplace for all its employees. The Company's anti-harassment and anti-discrimination policy highlights that the Company provides equal opportunity to all without discriminating on any grounds be of gender, age, sex, religion, cultural background, health or medical condition, physical ability, appearance, marital status, etc. The policy is uploaded on the Company's website at https://www.ultratechcement.com/content/dam/ultratechcementwebsite/pdf/policies/Anti-Harassment%20and%20Discrimination%20Policy_2021.pdf

5. **Return to work and Retention rates of permanent employees and workers that took parental leave (in %).**

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	94	86	NA	NA
Female	100	88	100	100
Total	94	86	100	100

6. **Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.**

	Yes/No (If Yes, then give details of the mechanism in brief)
Permanent Workers	Yes. The Employee Relations Team meet at the shop floor twice a week to discuss concerns raised and tasks are assigned to team members for speedy redressal of grievances. The Company has a digitised Online Tool-Xpedite for receiving and attending to grievances.
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 2022-2023			FY 2021-2022		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D/C)
Total Permanent Employees	-	-	-	-	-	-
- Male	-	-	-	-	-	-
- Female	-	-	-	-	-	-
Total Permanent Workers	5,852	4,554	78	6,149	4,126	67
- Male	5,839	4,544	78	6,136	4,126	67
- Female	13	10	77	13	-	-

#*Data specific to India*

8. **Details of training given to employees and workers:**

Category	FY 2022-2023					FY 2021-2022				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (D)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B/ A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	16,010	5,944	37	11,835	74	14,996	12,983	87	13,197	88
Female	812	201	25	674	83	550	167	30	478	87
Total	16,822	6,145	37	12,509	74	15,546	13,150	85	13,675	88
Workers										
Male	6,085	5,963	98	2,113	35	6,383	6,255	98	396	6
Female	13	13	100	12	92	13	13	100	12	92
Total	6,098	5,976	98	2,125	35	6,396	6,268	98	408	6

9. **Details of performance and career development reviews of employees and workers:**

Category	FY 2022-2023			FY 2021-2022		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	15,327	15,327	100	14,996	14,996	100
Female	605	605	100	550	550	100
Total	15,932	15,932	100	15,546	15,546	100
Workers						
Male	6,085	6,085	100	6,383	6,383	100
Female	13	13	100	13	13	100
Total	6,098	6,098	100	6,396	6,396	100

10. **Health and safety management system:**

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage of such system?

- Yes. The Company's Units are ISO 45001 certified for implemented occupational health and safety management systems covering all elements of Plan-Do-Check-Act (PDCA) cycle.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

The Company has it's laid down structured Hazard Identification and Risk Assessment (HIRA) standard and the Units follow the same. Cross functional teams trained in HIRA methodology identify hazards involved in each activity and evaluate associated risks based on exposure (E), severity (S) and probability (P) following Kinney & Fine method. The initial risk score considering existing control is equal to ExSxP. If the risk score is beyond tolerable limit, additional controls are exercised and after considering them, the final score is assigned. Efforts are made to follow hierarchy of control in the order of elimination, substitution, engineering control, administrative control and personal protective equipment (PPE). Prioritised actions are taken to reduce/ manage significant risks. Apart from tier-1 risk assessment described above, tier -2 risk assessment is also done for high risk activities with the help of HAZOP, PHA and Bowtie, as applicable.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)

- Yes

d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

- Yes, facilities have medical center, and health service providers for non-occupational needs.

11. Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2022-2023	FY 2021-2022
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.21	0.30
	Workers	0.07	0.16
Total recordable work-related injuries	Employees	9	24
	Workers	34	59
No. of fatalities	Employees	0	2
	Workers	1	5
High consequence work-related injury or ill-health (excluding fatalities)	Employees	8	11
	Workers	12	25

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

The Company accords utmost importance to precious human life. Safety of people associated with the business remains the fulcrum of its operations. In order to further boost effectiveness of its already well established safety management system, the Company took a call to introduce emotional element into it. Numerous interventions were launched and driven under an organisation-wide campaign coined as "Suraksha, dil se...." (Safety by heart) encompassing almost all vital elements that constitute organisational safety culture. Positive outcome is reflected in the lagging indicators: Best ever LTIFR (0.10) achieved- with a reduction by 28% compared to the previous best.

Numerous initiatives have been undertaken to improve employee safety at the Units. Please refer to the Safety section forming part of the Directors' Report and Management Discussion and Analysis.

13. Number of Complaints on the following made by employees and workers:

	FY 2022-2023			FY 2021-2022		
	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	172	19	-	-	-	-
Health & Safety	92	17	-	-	-	-

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% by the Company, 85% by third party
Working Conditions	100% by the Company, 85% by third party

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.

- Apart from circulating the Red Corner Notices ("RCN") across Units which contained summary of past serious incidents, the recommended corrective actions were also informed. 3D-animated videos in English, Hindi and Regional Languages on past serious incidents are displayed at Units for easy understanding by employees and contractual workers. These contain reasons for occurrence and steps to prevent recurrence.

- Implementation of those recommendations are verified physically by respective cluster safety heads along with operation teams during their regular Unit visits.

- Virtual Reality (VR)-enabled safety training on 30 modules organised for contract workmen and employees at Units to ensure that job specific immersive training to each contract workman (as applicable) before deploying them on the job. VR puts learners in places and situations they are likely to encounter on the job and experience how their actions affect outcomes, all in a safe environment. Around 12,000 persons were trained.

- E-learning modules on critical processes (Coal mill, boiler, operations having likelihood of hot material exposure and management of change) developed and uploaded in LMS platform. All employees involved in these operations to mandatorily get themselves qualified by completing the courses. Around 5,000 employees completed these courses.

As far as safety governance is concerned, following six sub-committees comprising of line team members (around 8 employees) at each Unit look after various elements of safety management system and meet once a month to monitor progress on decided actions/ improvement areas:

- Standards & Procedures

- Safety Observation

- Training & Capability Building

- Incident Investigation

- Contractor Safety Management

- Logistics Safety

Unit Apex committee headed by Unit Head reviews effectiveness of these sub-committees functioning on monthly basis. Representatives of Unit-level sub-committees apprise status in the respective Board level sub-committee meetings (chaired by Cluster Heads/ Cell Head) held once every four months to decide on action to be taken, based on inputs/ review outcomes and ensure implementation of preventive actions. Finally, OHS Board chaired by the Managing Director and Chief Manufacturing Officer review organisational safety performance once every two months and further course of action is communicated across Units for implementation.

To further strengthen safety governance, the following Leaders' Connect initiatives were introduced:

- Periodical Safety Review by Chief Manufacturing Officer, Unit Head, Function Head (Technical) and Department Head (Safety) of randomly selected three Units connected every week and Chief Manufacturing Officer interacted with them on all safety KPIs of their respective Unit.

- Cluster Head – Weekly review of WTI done by employees across Units through "Pratibimb" - a creative initiative to improve and strengthen safety and awareness at all workforce levels. 576 employees connected through 144 sessions during the year.

“हमें आपकी परवाह है” Contractor Connect Initiative: Unit Heads / Function Heads engages weekly with contractors and their workers to verify their adherence to safety norms while at work. This has been continued for 84 weeks so far since launch.

Leadership Indicators:

1. **Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).**

   (A) Employees - **(Y)** (B) Workers - **(Y)**.

2. **Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**

   a. Checking and validating monthly registers and payment challans.

   b. HR team updates the compliance status in the “Compliance Manager” portal.

   c. Self-declaration by Units.

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:**

	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2022-2023	FY 2021-2022	FY 2022-2023	FY 2021-2022
Employees	- 0 fatality - 8 Lost work case (LWC)	- 2 fatalities - 11 LWC	LWC - all injured person resumed to duty.	Fatalities - compensation provided LWC - all injured person resumed to duty.
Workers	- 1 fatality - 12 LWC	- 5 fatalities - 25 LWC	Fatality - spouse of the deceased person provided employment LWC - all injured person resumed to duty.	Fatalities - 3 cases: compensation provided; 2 cases: spouse of respective deceased persons provided employment. LWC - all injured person resumed to duty.

4. **Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)**

   As an organisation, the Company eases employees’ retirement process by providing them retirement planning support. Retiring employees can give their preference of location to settle down post retirement and the goods transportation for the employees is undertaken in terms of the mobility policy. However, programs to facilitate continued employability is not a part of this support.

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	Around 75% contractors- through Pre-qualification (PQ) score and Contractor field safety audit (CFSA)
Working Conditions	

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**

- Units are abiding Safety Policy and CAPA is being carried out to eliminate the possible risks at shop floor.
- All safety standards implemented to eliminate the possible risks in the field.
- Periodical medical health check-ups of all employees and contract workmen. Medical officers and Nurses are made available in OHC to handle any health risk.
- Regular SO, WTI Rounds, gate meetings and training sessions are conducted by all employees in the Unit to assess any risk/ concern that may arise due to the working condition of Value Chain Partners.
- The Company has put in place a structured contractor safety management standard. This encompasses a six-step approach starting with pre-qualification and ending with post evaluation. Each contractor's safety performance is monitored and evaluated. Contractor field safety inspection (CFSA) is carried out on-the job, based on severity index (probability x severity).
- The contractors are rated and requisite actions are taken, which range from issuing warning letters to imposing financial penalty and termination of contract or blacklisting in some cases. Vendors who supply safety equipment and PPE are also assessed prior to entering into annual rate contract. In case of poor quality, punitive actions are taken.

PRINCIPLE 4 - Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators:

1. **Describe the processes for identifying key stakeholder groups of the entity.**

- Please refer to the Stakeholder Engagement section forming part of this Report.

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.**

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channel of Communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website) other	Frequency of Engagement (Annual / Half Yearly / Quarterly / Others - Please specify)	Purpose and Scope of engagement including key topics and concerns raised during such engagement
Industry Associations	No	- Meetings - Website - Integrated Report - Sustainability Report	Annually and as and when required	Information exchange on key sustainability parameters.
Shareholders, Lenders and Investors	No	- General meetings - Investor meetings - Integrated Report - Sustainability Report - Investor Presentation - One-on-One meetings	Quarterly / Annually and as and when required	The Company engages with all its stakeholders. It helps to enrich business conduct by understanding their priorities and addressing their queries and concerns.
Government and Regulatory Authorities	No	- Integrated report, sustainability report and regulatory filings - Facility inspections - One-on-One meetings	Annually / Quarterly / Monthly and as and when required	Good governance practice; community engagement; regulatory compliance; environmental initiatives.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channel of Communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website) other	Frequency of Engagement (Annual / Half Yearly / Quarterly / Others – Please specify)	Purpose and Scope of engagement including key topics and concerns raised during such engagement
Employees	No	– Internal communication platforms – Townhalls	Daily	Employee engagement is an on-going exercise conducted throughout the year. The Company has also set up a formal mechanism for this – the Vibes employee survey, which covers all its employees.
Customers	Yes	– Company website – Product Campaigns – Surveys – Grievance Redressal	Periodic	Evaluating satisfaction level of customers using Net Promoter Score (NPS) methodology.
Suppliers and Contractors	Yes	– Review meetings – Vendor interactions – Performance reports – Feedback and grievance forms	Periodic	Engagement with suppliers and contractors by adhering to the supply chain code of conduct, thereby developing long-term business relationships.
Community	Yes	– Community visits and meetings – Surveys – Workshops	Periodic	Support the stakeholder / identified communities by empowerment and productivity improvement through programmes on education, health and sustainable livelihood.

Leadership Indicators:

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

   The Company's Mission - To deliver superior value to our stakeholders on the four pillars of:
   Sustainability | Innovation | Team Empowerment | Customer Centricity.

   As a step in this direction, the Company engages with stakeholders as on ongoing process - be it investors; lenders; analysts; shareholders; employees; customers; suppliers and other channel partners.

   This enables the Company to feel the pulse of stakeholders, their expectations and aspirations. Feedback received during interactions with stakeholders are deliberated by the management team and implemented, where appropriate.

   The Board and relevant Committees are briefed about the interactions with the stakeholders and action implemented.

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.**

   Stakeholders form an integral part of the Company's business. Consultations are in the form of investor meetings; employee engagement; vendor / dealer meets; inter-action with host communities; training programs, among others.

   The Company is committed to driving sustainability. It is focusing on reducing the carbon emissions by a number of ways. The decarbonisation framework includes driving efficiency improvements, introducing new technologies for reducing carbon footprint, using alternative energy, recovering waste heat, increasing renewables in the energy mix, introducing green product continuously in the portfolio, adopting circularity, reducing water usage and improving biodiversity. It also has effective community management and human rights management.

The Company benchmarks its sustainability practices with global players through Global Cement and Concrete Association (GCCA). As the founding member of the GCCA, the Company has played a pivotal role in launching GCCA's India operations and exploring the new technology adoption possibilities.

The Company undertakes its social initiatives under the aegis of The Aditya Birla Centre for Community Initiatives and Rural Development, under the able leadership of Mrs. Rajashree Birla. The key focus areas are education, healthcare, women-empowerment, sustainable livelihood, infrastructure and social reform.

It follows a bottom-up approach for all social projects. All projects are planned in consultation with the community. The process involves interacting with them and understanding their challenges and issues. We interact with village panchayats and prepare a list of requirements based on in-depth focused discussions. Implementation and monitoring of a project is a mutual responsibility of the community and the team. Regular community stakeholder meetings are held to ensure appropriate implementation process is followed. Once the project achieves a status of self-sustenance, ownership is transferred to the villagers. This transfer of responsibility ensures a culture of empowerment and self-reliance.

3. **Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable / marginalized stakeholder groups.**

The Corporate Social Responsibility ("CSR") projects of the Company aim to focus on a social transformation in the life of its disadvantaged, vulnerable and marginalised stakeholders. The Company ensures that the CSR funds are utilised in an optimum manner that uplifts the weaker sections of the society.

The Company works towards overall development of the way of life of the communities around its Units, most of which are in distant rural areas and tribal belts. It reaches out to more than 1.6 million people across 500 villages spanning 16 states.

It works to actively contribute to the social and economic development of communities in which it operates. The details of projects undertaken under CSR activities towards vulnerable / marginalised stakeholder groups are provided in the Social Report section of this Report.

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 2022-2023			FY 2021-2022		
	Total (A)	No. of employee / workers covered (B)	% (B/A)	Total (C)	No. of employees / workers covered (D)	% (D/C)
Employees						
Permanent	10,277	210	2	9,528	72	0.76
Other than permanent	937	-	-	902	-	-
Total Employees	11,214	210	2	10,430	72	0.69
Workers						
Permanent	5,858	-	-	6,155	-	-
Other permanent	38,981	-	-	36,323	-	-
Total Workers	44,839	-	-	42,478	-	-

2. **Details of minimum wages paid to employees and workers, in the following format:**

Category#	FY 2022 - 2023					FY 2021 - 2022				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
Employees										
Permanent	16,545	-	-	16,545	100	15,267	-	-	15,267	100
Male	15,747	-	-	15,747	100	14,728	-	-	14,728	100
Female	798	-	-	798	100	539	-	-	539	100
Other than Permanent	7,985	315	4	7,670	96	4,710	10	0.2	4,700	99.8
Male	7,636	310	4	7,326	96	4,464	5	0.1	4,459	99.9
Female	349	5	1	344	99	246	5	2	241	98
Workers										
Permanent	5,852	-	-	5,852	100	6,155	-	-	6,155	100
Male	5,839	-	-	5,839	100	6,140	-	-	6,140	100
Female	13	-	-	13	100	15	-	-	15	100
Other than Permanent	38,981	19,100	49	19,881	51	36,323	17,069	47	19,254	53
Male	37,929	18,311	48	19,618	52	35,615	16,456	46	19,159	54
Female	1,052	789	75	263	25	708	613	87	95	13

#Data specific to India

3. **Details of remuneration/salary/wages# in the following format:**

	Male		Female	
	Number	Median remuneration / salary / wages of respective category	Number	Median remuneration / salary / wages of respective category
Board of Directors (BoD)*	5	₹ 1,11,00,000	3	₹ 1,14,00,000
Key Managerial Personnel (KMP)**	3	₹ 4,91,85,936	-	-
Employees other than BoD and KMP	15,744	₹ 9,10,417	798	₹ 7,00,000
Workers	5,839	₹ 5,53,977	13	₹ 3,30,099

#Data specific to India

** Excludes 2 Executive Directors*

*** Includes 2 Executive Directors and Company Secretary*

4. **Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)**

   - Yes

5. **Describe the internal mechanisms in place to redress grievances related to human rights issues.**

   – Internal Audit

   – Certification SA 14000 & IMS

   – Human Rights Policy

6. **Number of Complaints on the following made by employees and workers:**

Category	FY 2022-2023			FY 2021-2022		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	6	2	Report finalisation in progress for the 2 pending cases (Complaints were received towards end of the financial year)	3	-	closed
Discrimination at workplace	-	-	-	-	-	-
Child Labour	-	-	-	-	-	-
Forced Labour/Involuntary Labour	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human rights related issues	-	-	-	-	-	-

7. **Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

- POSH Committee
- HR-'Apke Dwar': People connect initiative
- Shop Floor Committee meeting
- Parakh Audit: Inter-unit HR practices audit
- Monthly meeting with Unions

8. **Do human rights requirements form part of your business agreements and contracts? (Yes/No)**

- Yes

9. **Assessments for the year:**

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	NA
Forced/involuntary labour	NA
Sexual harassment	100
Discrimination at workplace	100
Wages	100
Others – please specify	NA

10. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.**

    - Employee Relations Apke Dwar and physical verification of workmen on the shop floor. Safety Audits i.e. FPSA and SPSA, Parakh Audit, Statutory Audit, Inspection by labour department.

    - Regular employee education.

Leadership Indicators:

1. **Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.**

    - Implementation and adherence of Human Rights Policy.

    - 'Xpedite' - Online grievances handling tool for workmen at shopfloor.

2. **Details of the scope and coverage of any Human rights due-diligence conducted.**

    Human Rights due diligence covered all facets of human rights which provides discrimination against sex, caste etc. and also prohibits child labour, extra forceful working hours, etc.

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, operations and office premises are accessible to differently abled employees and workers.

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	100
Discrimination at workplace	NA
Child Labour	NA
Forced Labour/Involuntary Labour	NA
Wages	100
Others – please specify	NA

5. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.**

    Implementation and adherence of Human Rights Policy.

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 2022-2023	FY 2021-2022
Total electricity consumption (A) (TJ)	7,503.92	4,627.62
Total fuel consumption (B) (TJ)	2,81,080.00	2,66,383.00
Energy consumption through other sources (C)	-	-
Total energy consumption(A+B+C) (TJ)	2,88,583.92	2,71,010.62
Energy intensity per rupee of turnover (Total energy consumption/turnover in rupees)	462 kJ/₹	515 kJ/₹
Energy intensity (MJ/t cement)	2,777	2,871

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency: Yes, limited assurance carried out by EY.

The increase in the total energy consumption is mainly due to higher production and new capacity commissioning, however, energy intensity is lower than last year.

2. **Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**

Yes, a total of 33 Units have been notified as DCs under various PAT cycles. 22 Integrated Units and 1 Birla White Unit are currently mapped in PAT VII regime, 9 Grinding Units are notified under PAT VI regime and 1 Integrated Unit is mapped in PAT V regime. All 23 PAT VII notified Units have migrated from PAT II regime after their assessment year, for which trading is still in progress.

Performance verification (M&V) is completed for 23 PAT II notified Units and results showed 8 Integrated Units missing the targets. M&V audit for 1 PAT V notified Unit is completed and BEE scrutiny result is pending while all Grinding Units are scheduled to undergo M&V during FY24.

For compliance, 3 out of 8 Units have consumed their banked ESCerts and rest have purchased required quantity to fulfill their legal obligations. Energy reduction initiatives were identified during mandatory energy audit and progress on GTG consumption is monitored quarterly and yearly. Inclusion of Waste Heat Recovery Systems (WHRS), installation of Solar facilities, induction of energy efficient technologies, adoption of alternative fuels and renewable energy and wide scale digitisation has ushered the development of energy efficient environment.

3. **Provide details of the following disclosures related to water, in the following format:**

Parameter	FY 2022-2023	FY 2021-2022
Water withdrawal by source (in kilolitres)		
(i) Surface water	61,87,900	55,56,794
(ii) Ground water	50,60,817	49,15,446
(iii) Third party water	3,14,715	2,55,480
(iv) Sea water / desalinated water	10,06,003	7,06,035
(v) Others	1,50,53,366	1,61,76,709
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**2,76,22,801**	**2,76,10,464**
Total volume of water consumption (in kilolitres)	**2,62,11,862**	**2,77,00,605**
Water intensity per rupee of turnover (Water consumed / turnover)	0.0414 l/₹	0.0526 l/₹
Water intensity (Times water positive)	4.17	3.80

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency : No.

4. **Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

The Units are compliant with zero liquid discharge. Recycled water is reused in processes such as equipment cooling, horticulture activities within Unit premises, among others.

5. **Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:**

Parameter	Please specify unit	FY 2022-2023	FY 2021-2022
NO_x	Tonnes	84,169.11	73,717.33
SO_x	Tonnes	13,145.82	9,783.77
Particulate matter (PM 2.5)	Tonnes	3,227.46	2,873.00
Persistent organic pollutants (POP)		NA	NA
Volatile organic compounds (VOC)		NA	NA
Hazardous Air Pollutants (HAP)		NA	NA
Others – please specify		NA	NA

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency: Yes, assured by EY.

The increase in the air emission is mainly due to higher production and capacity addition, however, emission are much lower than "Emission Standards".

6. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity, in the following format:**

Parameter	Unit	FY 2022-2023	FY 2021-2022
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	6,25,30,455.00	6,14,53,953.42
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	16,95,035.71	10,49,149.39
Total Scope 1 and Scope 2 emissions per rupee of turnover	Kg CO_2/₹	0.103	0.118
Total Scope 1 and Scope 2 emission intensity	Net Kg CO_2/ cementitious material	Scope 1 - 557 Scope 2 - 16	Scope 1 - 582 Scope 2 - 11

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, assured by EY.

7. **Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.**

The Company is committed to reducing its carbon footprint. It has also signed for science-based targets (SBTi) to achieve the carbon neutrality target by 2050. The Company has taken major initiatives in the areas of efficiency, technology, energy, circularity, and green products. The Company has installed waste heat recovery systems. It is also expanding its renewable energy footprint significantly.

8. **Provide details related to waste management by the entity in the following format:**

Parameter	FY 2022-2023	FY 2021-2022
Total Waste generated (in metric tonnes)		
Plastic waste **(A)**	1,198	1,057
E-waste **(B)**	232	247
Bio-medical waste **(C)**	3	5
Construction and demolition waste **(D)**	-	-
Battery waste **(E)**	130	267
Radioactive waste **(F)**	-	-
Other Hazardous waste. Please specify, if any. **(G)**	1,032	1,025
Other Non-hazardous waste generated **(H)**	55,151	47,269
Total (A + B + C + D + E + F + G + H)	57,746	49,870

Parameter	FY 2022-2023	FY 2021-2022
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste	Recycling of total generated non-hazardous, hazardous, e-waste and battery waste (recycling/buyback) through authorised recyclers. Disposal through co-processing of entire plastic waste generated by the Company. Disposal through incineration of bio medical waste at authorised Common Biomedical Waste Treatment Facilities.	
(i) Recycled		
(ii) Re-used		
(iii) Other recovery operations (Co-processed)		
Total		
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration		
(ii) Landfilling		
(iii) Other disposal operations		
Total		

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, assured by EY.

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.

The management of waste generated is being undertaken as detailed below:

- Solid waste generated at Units and colonies are separated as per characteristic of waste viz. dry waste containing burnable fraction of paper; clothes; plastic; wet waste containing canteen / kitchen waste; horticulture waste etc. The dry waste is co-processed at the kilns and wet waste is stabilised by composting.
- Hazardous waste generated viz. lube oil, grease and oily cotton, is managed through authorised recyclers as per provisions of Hazardous Waste Rules, 2016.
- The Company fully re-uses the fly ash and bottom ash generated from its captive power plants.
- Automatic dust cleaning systems like mechanised sweeping machines for removing dust from floors, concrete/ tar topped roads inside the Units to avoid dispersion of dust and good housekeeping practices have been adopted to control fugitive emissions.

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.
1	Jafrabad Cement Works Village - Babarkot, Taluka - Jafrabad, Dist. - Amreli, Gujarat - 365 540	Limestone Mines and captive Jetty-CRZ Area	Yes

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.
2	Sewagram Cement Works Village- Vayor, Taluka- Abdasa, Dist.- Kutch, Gujarat - 370 511	Limestone Mines and captive Jetty- CRZ Area	Yes
3	Gujarat Cement Works Village- Kovaya, Taluka- Rajula, Dist.- Amreli, Gujarat - 365 541	Limestone Mines and captive Jetty- CRZ Area	Yes
4	Sidhi Cement Works Village: Beghwar, P.O.: Bharatpur, Tehsil: Rampur Naikin, District: Sidhi, Madhya Pradesh - 486 776	Unit is falling in Forest Area and Wild Life Clearance for Cement Plant, CPP and 7 existing mines have been obtained	Yes
5	Baga Cement Works Village: Baga, P.O.: Kandhar, Tehsil: Arki, District: Solan Himachal Pradesh - 171 102	Unit is falling in Forest Area and Forest clearance has been obtained for Plant and Mines	Yes

11. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year.

Sr no	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
1	Andhra Pradesh Cement Works L-3 Expansion of Integrated cement plant	EIA Notification 2006	22.07.2022	Yes	Yes	Welcome to PARIVESH (environmentclearance.nic.in)
2	Bela Cement Works - Limestone Mine	EIA Notification 2006	01.06.2022	Yes	Yes	Welcome to PARIVESH (environmentclearance.nic.in)
3	Dhar Cement Works – Limestone mine	EIA Notification 2006	27.04.2022	Yes	Yes	Welcome to PARIVESH (environmentclearance.nic.in)
4	Magdalla Cement Works - Expansion in Cement Production Capacity	EIA Notification 2006	03.01.2023	Yes	Yes	Welcome to PARIVESH (environmentclearance.nic.in)
5	Hirmi Cement Works – Paraswani Limestone Mine	EIA Notification 2006	01.02.2023	Yes	Yes	Welcome to PARIVESH (environmentclearance.nic.in)
6	Kotputli Cement Works - Increase in production capacity	EIA Notification 2006	16.01.2023	Yes	Yes	Welcome to PARIVESH (environmentclearance.nic.in)
7	Rawan Cement Works – Guma II Limestone Mines	EIA Notification 2006	15.03.2023	Yes	Yes	Welcome to PARIVESH (environmentclearance.nic.in)
8	Rawan Cement Works L-3 Expansion of Integrated Cement Plant	EIA Notification 2006	06.07.2022	Yes	Yes	Welcome to PARIVESH (environmentclearance.nic.in)
9	Maihar Cement Works L-4 Increase in clinker production	EIA Notification 2006	11.10.2022	Yes	Yes	Welcome to PARIVESH (environmentclearance.nic.in)
10	Vikram Cement Works (ML-5)	EIA Notification 2006	23.12.2022	Yes	Yes	Welcome to PARIVESH (environmentclearance.nic.in)

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:

The Company complies with all applicable environmental laws/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment Protection Act etc.

S. No.	Specify the law / regulation/ guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
		Nil		

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 2022-2023	FY 2021-2022
From renewable sources		
Total electricity consumption (A) (TJ)	1,244.90	766.27
Total fuel consumption (B) (TJ)	-	-
Energy consumption through other sources (C)	-	-
Total energy consumed from renewable sources (A+B+C) (TJ)	1,244.90	766.27
From non-renewable sources		
Total electricity consumption (D) (TJ)	6,259.02	3,861.35
Total fuel consumption (E) (TJ)	2,81,080.00	2,66,383.00
Energy consumption through other sources (F) (TJ)	-	-
Total energy consumed from non-renewable sources(D+E+F) (TJ)	2,87,339.02	2,70,244.35

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, by EY.

The increase in the total energy consumption is mainly due to higher production and new capacity commissioning, however, energy intensity is lower than last year [Ref. Principle 6(1)].

2. Provide the following details related to water discharged:

The Company has a policy of zero liquid discharge across all its Units.

Parameter	FY 2022-23	FY 2021-22
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(ii) To Groundwater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) To Seawater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-

Parameter	FY 2022-23	FY 2021-22
(iv) Sent to third-parties	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(v) Others	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency : Not applicable.

3. **Water withdrawal, consumption and discharge in areas of water stress (in kiloliters):**

For each facility / plant located in areas of water stress, provide the following information:

(i) Name of the area: Shambhupura (Rajasthan), Tadipatri (Andhra Pradesh), Kovaya (Gujarat), Nathdwara (Rajasthan), Neem Ka Thana (Rajasthan) and Kharia Khangar (Rajasthan).

(ii) Nature of operations: Cement manufacturing.

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2022-2023	FY 2021-2022
Water withdrawal by source (in kilolitres)		
(i) Surface water	3,02,311	1,79,260
(ii) Ground water	15,38,839	16,28,674
(iii) Third party water	-	-
(iv) Seawater / desalinated water	-	-
(v) Others (Rainwater)	23,40,581	21,64,504
Total volume of water withdrawal (in kilolitres)	41,81,731	39,72,438
Total volume of water consumption (in kilolitres)	39,40,839	41,49,063
Water intensity per rupee of turnover (Water consumed / turnover)	0.0307L/₹	0.0319L/₹
Water intensity (optional)		
- the relevant metric may be selected by the entity	-	-
Water discharge by destination and level of treatment (in kilolitres) Zero Discharge		
(i) Into Surface water		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(ii) Into Groundwater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) Into Seawater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(v) Others		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency : Not applicable.

4. **Please provide details of total Scope 3 emissions & its intensity in the following format:**

Parameter	Unit	FY 2022-2023	FY 2021-2022
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	42,04,917.64	45,47,816.00
Total Scope 3 emissions per rupee of turnover	Kg CO_2/₹	0.0067	0.0089
Total Scope 3 emission intensity	Kg CO_2/Cementitious material	40.46	48.18

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, assured by EY.

In Scope 3, mainly inbound and outbound material movement, liquid fuel at the site, and office travel are considered during the financial year 2022-23.

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.**

Impacts:

- Habitat degradation and loss of vegetation cover.
- Noise and associated ground vibration impact the lower vertebrate, mainly the ground dwelling reptiles and small mammals.
- Change in the normal behavior in the form of restricting the movements, feeding, resting and breeding activities of major faunal groups of the project area.

Prevention and remediation:

- Creating awareness amongst employees and local communities through capacity building sessions, introductory workshops, installing biodiversity information poster in the ecologically sensitive areas etc.
- Habitat management through management of invasive species, conservation of vegetation cover, and off setting habitat loss.
- Prevention of human-animal conflict, identification of potential mortality sites, installation of reflective signboards, training security staff for situations of animal encounter to ensure safety of fauna.
- Controlled blasting and upgradation to new noise-free technology.

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
-	-	-	-

The Company is exploring technologies to reduce its CO_2 emissions and has partnered with three start-ups – CarbonOro, Coomtech, and Fortera for carbon capture and storage projects. It has also signed an Memorandum of Understanding (MoU) with Coolbrook to explore electrification of cement kiln heating process for reducing CO_2 emissions.

7. **Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.**

   The Company has a business continuity and robust disaster management plan thoroughly implemented at each Unit. Disaster management plan, health and safety protocols and adequate communication protocols during extreme weather events ensure safety at sites and minimise the impact on workforce. Annual weather forecasts are considered to mitigate risk of delays in sourcing of fuels due to natural calamities. Insurance coverage is in place to protect against damages to business assets or loss of materials in warehouses or transit due to extreme weather events.

   The Company's Units are spread across the country. If a manufacturing Unit faces business disruption or shutdown due to extreme weather events, alternative Units in other locations can serve the respective customer. Widespread logistics network with warehouses across different parts of the country enable flexibility in the Company's operations and ensure business continuity.

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.**

   The Company has identified potential risks that may cause adverse impact on the environment resulting from water discharge and greenhouse gas emissions. Some of the measures implemented for mitigating the same are:

   - Adopted zero liquid discharge at all Units
   - Real-time monitoring of emission stacks through Continuous Emission Monitoring System (CEMS)
   - Regular assessment of performance efficiency of Air Pollution Control Devices (APCDs)
   - All emissions comply with guidelines of Ministry of Environment, Forest and Climate Change (MoEFCC)

9. **Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts:** 10%.

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.

   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 and Industry	National
2	Confederation of Indian Industry	National
3	Global Cement and Concrete Association	Global
4	Global Cement and Concrete Association, India	National
5	Federation of Indian Mineral Industries	National

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

Name of authority	Brief of the case	Corrective action taken
	Not Applicable	

Leadership Indicators:

1. Details of public policy positions advocated by the entity:

S. No.	Public Policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes / No)	Frequency of review by Board (Annually / Half yearly / Quarterly / Others)Please specify	Web Link, if available
There is no public policy advocated by the Company.					

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
Social Impact Assessment (SIA) is the part of EIA study conducted for obtaining Environmental Clearance for greenfield and brownfield projects. The Company has undertaken 7 SIAs for brownfield projects and 3 SIAs for greenfield projects during financial year 2022-23. The Company actively contributes to the social and economic development of the communities in which it operates.					

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	Amount paid to PAFs in the FY (in INR)
1	Kujota, R & R, Kotputli	Rajasthan	Jaipur (rural)	110	100	27 crores

3. Describe the mechanisms to receive and redress grievances of the community.

As a part of the CSR Policy, the Company proactively meets the community representatives and marginal stakeholders. The Company has a designated office and team at each Unit. Each need is noted, analysed and a feasible solution is implemented.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2022-2023	FY 2021-2022
Directly sourced from MSMEs/ small producers	13.9	13.9
Sourced directly from within the district and neighbouring districts	6.8	6.9

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
None	

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

S No.	State	Aspirational District	Amount spent (in INR)
1	Uttar Pradesh	Sonebhadra	2.6 crores

3. (a) **Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No)**

   No

   (b) **From which marginalized /vulnerable groups do you procure?**

   Not Applicable

   (c) **What percentage of total procurement (by value) does it constitute?**

   Not Applicable

4. **Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:**

S No.	Intellectual Property based on traditional knowledge	Owned / Acquired (Yes / No)	Benefit shares (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:**

Sr. No.	CSR Projects	No. of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1.	Education	1,62,658	> 80
2.	Health	4,77,880	> 80
3.	Sustainable Livelihood	1,94,305	> 90
4.	Infrastructure Development	5,15,700	> 80
5.	Social Empowerment	3,29,300	> 80

PRINCIPLE 9 - Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators:

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

   - The Company is a Customer Centric organisation designed to enrich customers' experience. The Company has a highly experienced technical team that provides on-site support and demonstration through a mobile testing van. There's an effective complaint handing procedure that facilitates prompt logging, investigation, resolution, and closure.

   - Customers can register complaints through dealers, Company team, Company Website, Contact Centre. Upon receipt of the customer complaint, the technical personnel attend and address the complaint within 24 hours. Most of the complaints are closed within 72 hours. It is ensured that all the complaints are closed to the fullest customer satisfaction with a formal complaint closure documentation. In addition to this, all the complaints are registered in Technical Force Automation system from where the complaint status is monitored on monthly basis.

   - The Company has a Customer Care Centre which seeks feedback from customers after every transaction (product query, complaint, and services). This Centre is also a means for anyone who wants to connect with the Company. This helps the Company to understand the emotion and pain points of all users which in turn gives insight to deliver what is best for the customer.

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	The Company's products confirm to all applicable statutory parameters.
Safe and responsible usage	
Recycling and/or safe disposal	

3. Number of consumer complaints in respect of the following:

	FY 2022-2023		Remarks	FY 2021-2022		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	-	-	-	-	-	-
Advertising	-	-	-	2	-	These were disposed off as the complaints were found to be invalid.
Cyber-security	-	-	-	-	-	-
Delivery of essential services	-	-	-	-	-	-
Restrictive Trade Practices	-	-	-	1	-	-
Unfair Trade Practices	24	15	All notices received during the year have been successfully closed. The pending matters are consumer complaints filed before various consumer forums. The matters are being heard by the respective forums as per due process of law and are at different stages of resolution.	11	1	-
Other	-	-	-	-	-	-

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	Nil	
Forced recalls		

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes. The same is available on the Company's website at www.ultratechcement.com

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.

All communications have necessary disclaimer as per Advertising Standard Council of India (ASCI) and Bureau of Indian Standard (BIS) guidelines.

Leadership Indicators:

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

   Weblink for information on products and services:
   Website : https://www.ultratechcement.com/; https://www.utecbuild.com/
   Regular information on products are shared on:
   Facebook : https://www.facebook.com/UltraTechCementLimited
   YouTube : https://www.youtube.com/c/UltraTechCementLimited
   Twitter : https://twitter.com/UltraTechCement
   LinkedIn : https://www.linkedin.com/company/ultratechcement/
   Instagram : https://www.instagram.com/ultratech.cement
   Mobile Apps for ***Utec – A total Home Building Solutions Provider*** available on Android Playstore & iOS.

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**
   - Promotion of good construction practices and good product usage during meetings.
   - Skill building workshops for masons, contractors.
   - Product demos on sites.
   - Mobile concrete lab testing services for material and concrete testing.
   - Conduct regular workshops for individual home builders on product applications, aspects of home construction.
   - DIY videos, apps and videos on product applications, good construction practices development available on YouTube, app stores, website etc.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

   Not Applicable.

4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)**

   Brand Track Study: The Company carries out a brand health study regularly across urban and rural markets. The study is conducted by globally renowned research agency - Ipsos India Pvt. Ltd., for tracking performance of brands on various metrics across multiple segments (consumers, influencers and channel partners). Two rounds of the brand health study were done in FY23.

   The Company also conducts a Customer Loyalty/Net Promoter Score (NPS) study once in 2 years with the institutional customers. The latest round of the NPS study was carried out in FY21 by Dun & Bradstreet Information Services India Pvt. Ltd.

5. **Provide the following information relating to data breaches:**

   a. Number of instances of data breaches along-with impact - Nil

   b. Percentage of data breaches involving personally identifiable information of customers - Nil

Financial Statements

Annexure

Independent Auditor's Report

To the Members of UltraTech Cement Limited

Report on the Audit of the Standalone Financial Statements Opinion

We have audited the standalone financial statements of UltraTech Cement Limited (the "Company") and its Employees Welfare Trust ("Trust") which comprise the standalone balance sheet as at 31 March 2023, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including a summary of significant accounting policies and other explanatory information (hereinafter referred to as "the standalone financial statements").

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of report of one of the joint auditors of the Company on standalone financial statements of such Trust were audited by one of the joint auditors of the Company the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2023, and its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs 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 together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules 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 obtained by us along with the consideration of report of the one of the joint auditors of the Company referred to in the "Other Matter" section below, is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements

Emphasis of Matter

We draw attention to Note 33(b) of the standalone financial statements, which refers to the orders dated 31 August 2016 (Penalty of ₹ 1,449.51 crores) and 19 January 2017 (Penalty of ₹ 68.30 crores) of the Competition Commission of India ('CCI') against which the Company had filed appeal. Upon the National Company Law Appellate Tribunal ("NCLAT") disallowing its appeal against the CCI order dated 31 August 2016, the Company has filed an appeal before the Hon'ble Supreme Court of India, which has by its order dated 5 October 2018, granted a stay against the NCLAT order. Consequently, the Company has deposited an amount of ₹ 144.95 crores equivalent to 10% of the penalty of ₹ 1,449.51 crores recorded as asset. The Company, backed by legal opinions, believes that it has a good case in both the matters basis which no provision has been recognised in the books of account.

Our opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Description of Key Audit Matters:

Revenue recognition – Discounts, incentives and rebates	
See Notes 1(B)(o) and 53 to standalone financial statements	
The key audit matter	**How the matter was addressed in our audit**
• Revenue is measured net of discounts, incentives, rebates etc. given to the customers on the Company's sales. • The Company's presence across different marketing regions within the country and the competitive business environment makes the assessment of various types of discounts, incentives and rebates complex and judgmental. • Therefore, there is a risk of revenue being misstated as a result of variations in the assessment of discounts, incentives and rebates. • Given the complexity and judgement required to assess the provision for discounts, incentives and rebates, this is a key audit matter.	Our audit procedures included: • We have assessed the Company's accounting policies relating to revenue, discounts, incentives and rebates by comparing with applicable accounting standards. • We have assessed the design and implementation and tested the operating effectiveness of Company's internal controls over the provisions, approvals and disbursements of discounts, incentives and rebates. • We have assessed the Company's computations for accrual of discounts, incentives and rebates, on a sample basis, and compared the accruals made with the approved schemes and underlying documents. • We have verified, on a sample basis, the underlying documentation for discounts, incentives and rebates recorded and disbursed during the year. • We have compared the historical trend of payments and reversal of discounts, incentives and rebates to provisions made to assess the current year accruals. • We have examined the manual journals posted to discounts, rebates and incentives to identify unusual or irregular items.
Regulations - Litigations and claims	
See Notes 1(B)(m) and 33 to standalone financial statements	
The key audit matter	**How the matter was addressed in our audit**
• The Company operates in various States within India and is exposed to different Central and State/Local laws, regulations and interpretations thereof. Due to a complex regulatory environment, there is an inherent risk of litigations and claims. • Consequently, provisions and contingent liability disclosures may arise from indirect tax proceedings, legal proceedings, including regulatory and other government/department proceedings, as well as investigations by authorities and commercial claims. • The Company applies significant judgement in estimating the likelihood of the future outcome in each case and in determining the provisions or disclosures required for each matter. • Resolution of tax and legal proceedings may span over multiple years due to the highly complex nature and magnitude of the legal matters involved and may involve protracted negotiation or litigation. • These estimates and outcome could change significantly over time as new facts emerge and each legal case progresses. • Given the inherent complexity and magnitude of potential exposures and the judgement necessary to estimate the amount of provisions required or to determine required disclosures, this is a key audit matter.	Our audit procedures included: • We understood the processes, evaluated the design and implementation of controls and tested the operating effectiveness of the Company's controls over the recording and re-assessment of uncertain legal positions, claims (including claims receivable) and contingent liabilities. • We have gained an understanding of outstanding litigations against the Company from the Company's inhouse legal counsel and other key managerial personnel who have knowledge of these matters. • We have read the correspondence between the Company and the various indirect tax/legal authorities and the legal opinions of external legal advisors, where applicable, for significant matters. • We have tested the completeness of the litigations and claims by examining, on a sample basis, the Company's legal expenses and minutes of the board meetings. • We have challenged the Company's estimate of the possible outcome of the disputed cases based on applicable indirect tax laws and legal precedence by involving our tax specialists. • We have assessed the adequacy of the Company's disclosures in respect of contingent liabilities for indirect tax and legal matters.

Independent Auditor’s Report (Continued)

Other Information

The Company’s Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Company’s annual report, but does not include the financial statements and auditor’s report thereon. The annual report is expected to be made available to us after the date of this auditor’s report.

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 identified above when it becomes available 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.

When we read the Company’s annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and describe actions applicable under the applicable laws and regulations.

Management’s and Board of Directors’/ Trustees’ Responsibilities for the Standalone Financial Statements

The Company’s Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the Company/ Trustees of the Trust are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of Company/Trust and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the respective Management and Board of Directors/ Trustees are responsible for assessing the ability of Company/Trust to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors/ Trustees either intends to liquidate the Company/Trust or to cease operations, or has no realistic alternative but to do so.

The Board of Directors/ Trustees are responsible for overseeing the financial reporting process of Company/Trust.

Auditor’s Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal 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 the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial statements of the Trust of the Company to express an opinion on the standalone financial statements. For the Trust included in the standalone financial statements, which have been audited by one of the joint auditors of the Company, such other auditors remain responsible for the direction, supervision and performance of the audit carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in the section titled "Other Matter" in this audit report.

We communicate with those charged with governance of the Company and Trust included in the standalone financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter

The financial statements of the Trust have been audited by one of the joint auditors of the Company whose report have been furnished to us, and our opinion in so far as it relates to the amounts and disclosures included in respect of the Trust, is based solely on the report of such joint auditor.

Our opinion is not modified in respect of this matter.

Independent Auditor's Report (Continued)

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, we report that:

a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.

c. The standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows dealt with by this Report are in agreement with the books of account.

d. In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

e. On the basis of the written representations received from the directors as on 31 March 2023 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 and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. 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, in our opinion and to the best of our information and according to the explanations given to us:

a. The Company has disclosed the impact of pending litigations as at 31 March 2023 on its financial position in its standalone financial statements - Refer Note 33 to the standalone financial statements.

b. The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts – Refer Note 45 to the standalone financial statements.

c. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.

d. (i) The respective management of the Company, to the best of its knowledge and belief, as disclosed in the Note 58 to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company or Trust ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The respective management of the Company, to the best of its knowledge and belief, as disclosed in the Note 58 to the standalone financial statements, no funds have been received by the Company or from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company or Trust shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

As stated in Note 46 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year 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.

f. As proviso to rule 3(1) of the Companies (Accounts) Rules, 2014 is applicable for the Company only with effect from 1 April 2023, reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 is not applicable.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Company is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**

Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317
ICAI UDIN: 23105317BGVTMW5289

Mumbai
28 April 2023

For **KKC & Associates LLP**
(formerly Khimji Kunverji & Co LLP)
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Ketan Vikamsey
Partner
Membership No: 044000
ICAI UDIN: 23044000BGYKEM1242

Mumbai
28 April 2023

Annexure A to the Independent Auditor's Report on the Standalone Financial Statements of UltraTech Cement Limited for the year ended 31 March 2023

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) According to the information and explanations given to us, the Company has a regular programme of physical verification of its Property, plant and equipment by which all Property, plant and equipment are verified in a phased manner over a period of three years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. Certain discrepancies noticed on such verification were not material and have been properly dealt with in the books of account.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the standalone financial statements are held in the name of the Company, except for the following which are not held in the name of the Company:

Description of property	Gross carrying value (₹ in crores)	Held in the name of	Whether promoter, director or their relative or employee	Period held- indicate range, where appropriate	Reason for not being held in the name of the Company. Also indicate if in dispute
Freehold Land	368.02	Grasim Industries Limited	Promoter	01 July 2010	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.
Freehold Land	7.14	Samruddhi Cement Limited	No	01 July 2010	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.
Freehold Land	542.23	Jai Prakash Associates Limited	No	29 June 2017	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.
Freehold Land	13.31	Century Textiles and Industries Limited	No	20 May 2018	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.
Freehold Land	292.69	Jaypee Cement Corporation Limited	No	11 June 2014	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.
Freehold Land	8.18	Narmada Cement Limited	No	01 July 2006	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.

Description of property	Gross carrying value (₹ in crores)	Held in the name of	Whether promoter, director or their relative or employee	Period held- indicate range, where appropriate	Reason for not being held in the name of the Company. Also indicate if in dispute
Leasehold Land	48.42	Century Textiles and Industries Limited	No	20 May 2018	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.
Leasehold Land	68.51	Grasim Industries Limited	Promoter	01 July 2010	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.
Leasehold Land	263.71	Jai Prakash Associates Limited	No	29 June 2017	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.
Leasehold Land	3.40	Larsen & Turbo Limited	No	01 April 2003	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.
Leasehold Land	11.84	Narmada Cement Limited	No	01 July 2006	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.
Building	0.50	Narmada Cement Limited	No	01 July 2006	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/ merger/ demerger are in the process of being transferred in the name of the Company.

(d) 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 revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The inventory, except goods-in-transit and stocks lying with third parties, has been physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained and for goods-in-transit subsequent evidence of receipts has been linked with inventory records. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory.

(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 been sanctioned any working capital limits in excess of five crore rupees in aggregate from banks and financial institutions on the basis of security of current assets at any point of time of the year. Accordingly, clause 3(ii)(b) of the Order is not applicable to the Company.

Annexure A to the Independent Auditor's Report on the Standalone Financial Statements of UltraTech Cement Limited for the year ended 31 March 2023 (Continued)

(iii) 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 made investments in companies and has not made any investments in firms, limited liability partnership or any other parties. The Company has provided guarantee and security and has granted loans and advances in the nature of loans to Companies during the year, in respect of which the requisite information is as below. The Company has not provided any guarantee or security, granted any loans or advances in the nature of loans, secured or unsecured, to firms, limited liability partnership or any other parties during the year.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has provided loans or provided advances in the nature of loans, or stood guarantee, or provided security to any other entity as below:

(₹ In crore)

Particulars	Guarantees	Security	Loans	Advances in nature of loans
Aggregate amount during the year				
Subsidiaries*	2,201.15	Nil	Nil	Nil
Others	Nil	Nil	8.26	Nil
Balance outstanding as at balance sheet date				
Subsidiaries*	2,180.72	Nil	2,528.91	Nil
Joint ventures*	1.70	Nil	Nil	Nil
Others	Nil	Nil	16.63	Nil

**As per the Companies Act, 2013*

(b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion the investments made, guarantees provided, security given during the year and the terms and conditions of the grant of loans and advances in the nature of loans and guarantees provided during the year are, prima facie, not prejudicial to the interest of the Company.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, in our opinion the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular except for the loan of Rs. 2,528.91 crores given to UltraTech Nathdwara Cement Limited which is repayable on demand. As informed to us, the Company has not demanded repayment of the loan during the year. Thus, there has been no default on the part of the party to whom the money has been lent. The payment of interest has been regular. Further, the Company has not given any advance in the nature of loan to any party during the year.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given. Further, the Company has not given any advances in the nature of loans to any party during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no loan or advance in the nature of loan granted falling due during the year, which has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to same parties.

(f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment except for the following loans or advances in the nature of loans to its Promoters and related parties as defined in Clause (76) of Section 2 of the

Companies Act, 2013 (“the Act”):.

Particular	Related Parties (₹ in crores)
Aggregate of loans/advances in nature of loan	2,528.91
- Repayable on demand (A)	2,528.91
- Agreement does not specify any terms or period of Repayment (B)	Nil
Total (A+B)	**2,528.91**
Percentage of loans/advances in nature of loan to the total loans	99.35%

(iv) According to the information and explanations given to us and on the basis of our examination of records of the Company, in respect of investments made and loans, guarantees and security given by the Company, in our opinion the provisions of Section 185 and 186 of the Companies Act, 2013 (“the Act”) have been complied with.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii) (a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective 1 July 2017, these statutory dues have been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion amounts deducted / accrued in the books of account in respect of undisputed statutory dues including Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues have been regularly deposited by the Company with the appropriate authorities.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31 March 2023 for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any dispute are as follows:

Name of the statute	Nature of the dues	Amount (₹ In Crores)	Period to which the amount relates	Forum where dispute is pending
		Refer Annexure 1		

(viii) 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 surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

Annexure A to the Independent Auditor's Report on the Standalone Financial Statements of UltraTech Cement Limited for the year ended 31 March 2023 (Continued)

(ix) (a) 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 defaulted in repayment of loans and borrowing or in the payment of interest thereon to any lender.

(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 been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) According to the information and explanations given to us by the management, the Company has not obtained any term loans during the year. Accordingly, clause 3(ix)(c) of the Order is not applicable.

(d) According to the information and explanations given to us and on an overall examination of the balance sheet of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures as defined under the Act.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies (as defined under the Act).

(x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(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 or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.

(xi) (a) Based on examination of the books and records of the Company and according to the information and explanations given to us, considering the principles of materiality outlined in standards on auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the course of the audit.

(b) According to the information and explanations given to us, 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 the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.

(xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, 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, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) According to the information and explanations provided to us, the Group (as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016) has more than one CIC as part of the Group. The Group has five CICs as part of the Group.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(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 Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the 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) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

For **B S R & Co. LLP**

Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317
ICAI UDIN: 23105317BGVTMW5289

Mumbai
28 April 2023

For **KKC & Associates LLP**
(formerly Khimji Kunverji & Co LLP)
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Ketan Vikamsey
Partner
Membership No: 044000
ICAI UDIN: 23044000BGYKEM1242

Mumbai
28 April 2023

Annexure A to the Independent Auditor's Report on the Standalone Financial Statements of UltraTech Cement Limited for the year ended 31 March 2023 (Continued)

Annexure 1

Name of the Statute	Nature of the dues	Amount (₹ In Crores)	Period to which the amount relates	Forum where dispute is pending
Sales Tax / Value Added Tax	Sales Tax, Value Added Tax, Interest and Penalty	554.11	2000-2017	Supreme Court
		135.29	1988-2021	High Court
		148.78	1985-2016	Tribunal
		152.41	1990-2020	Appellate Authorities
		8.48	2015-2017	Assessing Officers
Customs Act, 1962	Customs duty, Interest and Penalty	57.24	2002-2006	High Court
		279.58	2000-2014	Tribunal
		0.14	2003-2015	Appellate Authorities
		0.74	2009-2010	Assessing Officers
Central Excise Act, 1944	Excise duty, Interest and Penalty	206.60	1994-2018	Supreme Court
		92.68	1996-2016	High Court
		1,345.44	1994-2018	Tribunal
		56.20	1998-2018	Appellate Authorities
		2.50	2012-2017	Assessing Officers
Income Tax Act, 1961	Income Tax, Interest and Penalty	13.32	2001-2019	High Court
		0.03	2015-2016	Tribunal
		0.19	2010- 2019	Appellate Authorities
Finance Act, 1994 (Service Tax)	Service Tax, Interest and Penalty	23.60	2004-2008	Supreme Court
		20.19	2004-2014	High Court
		359.57	2005-2018	Tribunal
		9.09	2005-2018	Appellate Authorities
		0.07	2016-2017	Assessing Officers
Goods and Service Tax Act, 2017	Goods and Service Tax, Interest and Penalty	8.42	2017-2018	High Court
		4.71	2018-2020	Appellate Authorities
Employees Provident Funds Act, 1952 and Employees' State Insurance Act	Tax, Interest and Penalty	2.89	2008-2009	High Court
Electricity Duty Act	Cess, Interest and Penalty	58.46	2003-2021	Supreme Court
		311.49	2002-2015	High Court
		4.28	2017-2022	Tribunal

Name of the Statute	Nature of the dues	Amount (₹ In Crores)	Period to which the amount relates	Forum where dispute is pending
Land Tax and Property Tax	Tax, Interest and Penalty	16.96	2006-2022	Supreme Court
		12.25	2009-2022	High Court
		1.25	2020-2022	Assessing Officers
Mines and Mineral (Development and Regulation) Act, 1957	Royalty, Interest and Penalty	206.65	1994-2013	High Court
		24.86	1996-2013	Tribunal
		0.99	2020-2021	Others
Water Tax	Water Tax, Interest and Penalty	9.76	1998-99 to upto date	High Court
Motor Vehicle Act (Road Tax Charges)	RT Charges, Interest and Penalty	4.53	1995-1999	Supreme Court
Road Development tax	Tax, Interest and Penalty	0.49	2005-2018	Supreme Court
		0.07	2011-2012	Appellate Authorities
		84.12	2005-2022	Assessing Officers
Stamp Duty Act	Tax, Interest and Penalty	2.32	2006-2022	Supreme Court
		267.15	2008-2017	High Court
		48.86	2017-2020	Appellate Authorities
Cess	Cess, Interest and Penalty	254.66	2008-2015	Supreme Court
		14.14	2006-2017	High Court
		5.66	2008-2010	Appellate Authorities
Others	Tax, Interest and Penalty	105.23	2008-2009	High Court
		41.35	2008-2017	Tribunal
		7.41	2008-2016	Appellate Authorities
		0.81	2020-2021	Others

Annexure B to the Independent Auditor's Report on the standalone financial statements of UltraTech Cement Limited for the year ended 31 March 2023

Report on the internal financial controls with reference to the aforesaid standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of UltraTech Cement Limited ("the Company") as of 31 March 2023 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2023, based on the internal financial controls with reference to financial statements criteria established by the company considering the essential components of internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in 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 its 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

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 Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

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 standalone 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 standalone financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with 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 standalone financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

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.

For **B S R & Co. LLP**

Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317
ICAI UDIN: 23105317BGVTMW5289

Mumbai
28 April 2023

For **KKC & Associates LLP**
(formerly Khimji Kunverji & Co LLP)
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Ketan Vikamsey
Partner
Membership No: 044000
ICAI UDIN: 23044000BGYKEM1242

Mumbai
28 April 2023

Standalone Balance Sheet

as at March 31, 2023

₹ in Crores

Particulars	Note No.	As at March 31, 2023		As at March 31, 2022
ASSETS				
Non-Current Assets				
Property, Plant and Equipment	2	42,392.31		38,551.45
Capital Work-in-Progress	2	3,807.17		4,619.12
Right of Use Assets	3	1,030.57		1,004.06
Goodwill	2	2,208.82		2,208.82
Other Intangible Assets	2	3,810.44		3,812.58
Intangible Assets under Development	2	5.48		7.41
		53,254.79		**50,203.44**
Financial Assets:				
Investments	4	7,055.78		6,880.97
Loans	5	9.22		9.59
Other Financial Assets	6	1,111.72		1,083.16
		8,176.72		7,973.72
Income Tax Assets (Net)		392.73		473.98
Other Non-Current Assets	7	3,212.11		3,018.80
Total Non-Current Assets			**65,036.35**	**61,669.94**
Current Assets				
Inventories	8	6,084.24		5,162.54
Financial Assets				
Investments	9	5,803.46		4,843.54
Trade Receivables	10	3,242.17		2,706.82
Cash and Cash Equivalents	11	301.10		76.58
Bank Balances other than Cash and Cash Equivalents	12	716.01		183.28
Loans	5	2,536.32		2,573.35
Other Financial Assets	6	1,274.54		1,726.47
		13,873.60		**12,110.04**
Other Current Assets	13	1,890.11		1,710.90
Total Current Assets			**21,847.95**	**18,983.48**
Asset Held for Sale	52		16.69	8.31
TOTAL ASSETS			**86,900.99**	**80,661.73**
EQUITY AND LIABILITIES				
EQUITY				
Equity Share Capital	14 (a)	288.69		288.67
Other Equity	14 (b)	52,648.17		48,981.97
			52,936.86	**49,270.64**
LIABILITIES				
Non-Current Liabilities				
Financial Liabilities				
Borrowings	15	4,534.67		5,303.00
Lease Liabilities		832.48		792.10
Other Financial Liabilities	16	273.10		303.48
		5,640.25		**6,398.58**
Provisions	17	596.20		585.84
Deferred Tax Liabilities (Net)	18	5,475.78		5,229.92
Other Non-Current Liabilities	19	3.78		4.16
Total Non-Current Liabilities			**11,716.01**	**12,218.50**
Current Liabilities				
Financial Liabilities				
Borrowings	20	4,215.67		4,588.11
Lease Liabilities		120.92		92.70
Trade Payables				
Total Outstanding Dues of Micro Enterprises and Small Enterprises	21	176.63		117.48
Total Outstanding Dues of Creditors other than Micro Enterprises and Small Enterprises	21	6,410.36		5,225.78
Other Financial Liabilities	16	4,689.61		3,558.21
		15,613.19		**13,582.28**
Other Current Liabilities	22	5,092.49		4,831.37
Provisions	17	181.68		231.65
Current Tax Liabilities (Net)		1,360.76		527.29
Total Current Liabilities			**22,248.12**	**19,172.59**
TOTAL EQUITY AND LIABILITIES			**86,900.99**	**80,661.73**
Significant Accounting Policies	1			

The accompanying notes form an integral part of the Standalone Financial Statements.

In terms of our report of even date attached.

For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

VIKAS R KASAT
Partner
Membership No: 105317

For **KKC & Associates LLP**
(Formerly known as Khimji Kunverji & Co LLP)
Chartered Accountants
Firm Registration No: 105146W/W-100621

KETAN VIKAMSEY
Partner
Membership No: 044000

Mumbai: April 28, 2023

For and on behalf of the **Board of Directors**

ATUL DAGA
Whole-time Director and CFO
DIN: 06416619

K. C. JHANWAR
Managing Director
DIN: 01743559

S.K. CHATTERJEE
Company Secretary

Standalone Statement of Profit and Loss

for the Year ended March 31, 2023

₹ in Crores

Particulars	Note No.	Year ended March 31, 2023	Year ended March 31, 2022
Revenue from Operations	23	61,326.50	50,663.49
Other Income	24	689.43	611.80
TOTAL INCOME (I)		**62,015.93**	**51,275.29**
EXPENSES			
Cost of Materials Consumed	25	8,504.13	6,459.77
Purchases of Stock-in-Trade	26	3,020.70	2,458.19
Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	27	(490.37)	(358.37)
Employee Benefits Expense	28	2,561.60	2,359.08
Finance Costs	29	755.00	798.37
Depreciation and Amortisation Expense	30	2,619.24	2,456.76
Power and Fuel Expense		16,759.88	10,951.95
Freight and Forwarding Expense	31	13,814.23	11,567.64
Other Expenses	32	7,225.15	6,288.81
TOTAL EXPENSES (II)		**54,769.56**	**42,982.20**
Profit before Tax Expense (I)-(II)		7,246.37	8,293.09
Tax Expense:			
Current Tax Charge		2,046.00	1,213.53
Deferred Tax Charge	18	283.49	13.02
Total Tax Expense		**2,329.49**	**1,226.55**
Profit for the Year (III)		**4,916.88**	**7,066.54**
Other Comprehensive Income			
A (i) Items that will not be reclassified to Profit or Loss - Remeasurement Gain/ (Loss) on defined benefit plan		28.64	(17.80)
(ii) Income Tax Relating to Items that will not be reclassified to Profit or Loss		(10.01)	6.22
B (i) Items that will be reclassified to Profit or Loss - Cash Flow Hedge		(149.48)	(8.92)
(ii) Income Tax Relating to Items that will be reclassified to Profit or Loss		37.63	2.24
Other Comprehensive (Loss)/ Income for the year (IV)		**(93.22)**	**(18.26)**
Total Comprehensive Income for the year (III+IV)		**4,823.66**	**7,048.28**
Earnings Per Equity Share (Face Value ₹ 10 each)	40		
Basic (in ₹)		170.53	245.00
Diluted (in ₹)		170.44	244.90
Significant Accounting Policies	1		

The accompanying notes form an integral part of the Standalone Financial Statements.

In terms of our report of even date attached.

For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

VIKAS R KASAT
Partner
Membership No: 105317

For **KKC & Associates LLP**
(Formerly known as Khimji Kunverji & Co LLP)
Chartered Accountants
Firm Registration No: 105146W/W-100621

KETAN VIKAMSEY
Partner
Membership No: 044000

For and on behalf of the **Board of Directors**

ATUL DAGA
Whole-time Director and CFO
DIN: 06416619

K. C. JHANWAR
Managing Director
DIN: 01743559

S.K. CHATTERJEE
Company Secretary

Mumbai: April 28, 2023

Standalone Statement of Changes in Equity

for the Year ended March 31, 2023

A. Equity Share Capital

For the year ended March 31, 2023

₹ in Crores

Balance as at April 01, 2022	Changes in Equity Share Capital during the Year	Balance as at March 31, 2023
288.67	0.02	288.69

For the year ended March 31, 2022

₹ in Crores

Balance as at April 01, 2021	Changes in Equity Share Capital during the Year	Balance as at March 31, 2022
288.65	0.02	288.67

B. Other Equity

For the year ended March 31, 2023

₹ in Crores

Particulars	Reserves & Surplus							Cash Flow Hedge Reserve	Total Other Equity
	Capital Reserve	Securities Premium	Debenture Redemption Reserve	General Reserve	Share Option Outstanding Reserve#	Treasury Shares@@	Retained Earnings		
Balance as at April 01, 2022	170.72	5,477.10	37.50	36,330.41	49.71	(154.29)	7,091.61	(20.79)	48,981.97
Profit for the year	-	-	-	-	-	-	4,916.88	-	4,916.88
Other Comprehensive Income / (Loss) for the year									
Remeasurement Gain / (Loss) on defined benefit plan	-	-	-	-	-	-	18.63*	-	18.63
Effective portion of Gains/(Loss) on hedging instruments	-	-	-	-	-	-	-	(111.85)@	(111.85)
Total Comprehensive Income / (Loss) for the year	**-**	**-**	**-**	**-**	**-**	**-**	**4,935.51**	**(111.85)**	**4,823.66**
Purchase of Treasury Shares	-	-	-	-	-	(114.53)	-	-	(114.53)
Issue of Treasury Shares	-	-	-	-	(3.88)	11.96	-	-	8.08
Contribution by and Distribution to Owners	-								
Dividend$	-	-	-	-	-	-	(1,092.70) ##	-	(1,092.70)
Transfer from Retained Earnings	-	-	-	3,000.00	-	-	(3,000.00)	-	-
Employees Stock Options Exercised	-	7.34	-	-	2.66	-	-	-	10.00
Employees Stock Options Granted	-	-	-	-	31.69	-	-	-	31.69
Total Contribution by and Distribution to Owners	**-**	**7.34**	**-**	**3,000.00**	**34.35**	**-**	**(4,092.70)**	**-**	**(1,051.01)**
Balance as at March 31, 2023	**170.72**	**5,484.44**	**37.50**	**39,330.41**	**80.18**	**(256.86)**	**7,934.42**	**(132.64)**	**52,648.17**

\# Net of Deferred Employees Compensation Expenses ₹ 57.60 Crores.

@@ The Company has formed an Employee Welfare Trust for purchasing Company's share to be alloted to eligible employees under Employees Stock Options Scheme, 2018 (ESOS 2018). As per Ind AS 32 - Financial Instruments: Presentation, Reacquired equity shares of the Company are called Treasury Shares and deducted from equity.

* Net of Tax amounting to ₹ 10.01 Crores.

@ Net of Deferred Tax amounting to ₹ 37.63 Crores.

\## Dividend of ₹ 38 /- per share

$ Incl. ₹ 2.78 Crores refund received for Dividend Distribution Tax

Standalone Statement of Changes in Equity

for the Year ended March 31, 2023 (Continued)

For the year ended March 31, 2022

₹ in Crores

Particulars	Reserves & Surplus							Cash Flow Hedge Reserve	Total Equity
	Capital Reserve	Securities Premium	Debenture Redemption Reserve	General Reserve	Share Option Outstanding Reserve#	Treasury Shares@@	Retained Earnings		
Balance as at April 01, 2021	170.72	5,469.67	247.50	31,330.41	43.62	(77.50)	5,893.68	(14.11)	43,063.99
Profit for the year	-	-	-	-	-	-	7,066.54	-	7,066.54
Other Comprehensive Income / (Loss) for the year									
Remeasurement Gain / (Loss) on defined benefit plan	-	-	-	-	-	-	(11.58) *	-	(11.58)
Effective portion of Gains / (Loss) on hedging instruments	-	-	-	-	-	-	-	(6.68)@	(6.68)
Total Comprehensive Income / (Loss) for the year	**-**	**-**	**-**	**-**	**-**	**-**	**7,054.96**	**(6.68)**	**7,048.28**
Purchase of Treasury Shares	-	-	-	-	-	(91.19)	-	-	(91.19)
Issue of Treasury Shares	-	-	-	-	-	14.40	-	-	14.40
Contribution by and Distribution to Owners									
Dividend	-	-	-	-	-	-	(1,067.03) ##	-	(1,067.03)
Transfer to Retained Earnings	-	-	(210.00)	-	-	-	210.00	-	-
Transfer from Retained Earnings	-	-	-	5,000.00	-	-	(5,000.00)	-	-
Employees Stock Options Exercised	-	7.43	-	-	(8.92)	-	-	-	(1.49)
Employees Stock Options Granted	-	-	-	-	15.01	-	-	-	15.01
Total Contribution by and Distribution to Owners	**-**	**7.43**	**(210.00)**	**5,000.00**	**6.09**	**-**	**(5,857.03)**	**-**	**(1,053.51)**
Balance as at March 31, 2022	**170.72**	**5,477.10**	**37.50**	**36,330.41**	**49.71**	**(154.29)**	**7,091.61**	**(20.79)**	**48,981.97**

Net of Deferred Employees Compensation Expenses ₹ 37.03 Crores.

@@ The Company has formed an Employee Welfare Trust for purchasing Company's share to be alloted to eligible employees under Employees Stock Options Scheme, 2018 (ESOS 2018). As per Ind AS 32 - Financial Instruments: Presentation, Reacquired equity shares of the Company are called Treasury Shares and deducted from equity.

* Net of Tax amounting to ₹ 6.22 Crores.

@ Net of Deferred Tax amounting to ₹ 2.24 Crores.

Dividend of ₹ 37/- per share

Significant Accounting Policies - Note 1

The accompanying notes form an integral part of the Standalone Financial Statements.

In terms of our report of even date attached.

For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

VIKAS R KASAT
Partner
Membership No: 105317

For **KKC & Associates LLP**
(Formerly known as Khimji Kunverji & Co LLP)
Chartered Accountants
Firm Registration No: 105146W/W-100621

KETAN VIKAMSEY
Partner
Membership No: 044000

For and on behalf of the **Board of Directors**

ATUL DAGA
Whole-time Director and CFO
DIN: 06416619

K. C. JHANWAR
Managing Director
DIN: 01743559

S.K. CHATTERJEE
Company Secretary

Mumbai: April 28, 2023

Standalone Statement of Cash Flow

for the Year ended March 31, 2023

₹ in Crores

	Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
(A)	**Cash Flow from Operating Activities:**		
	Profit Before tax	7,246.37	8,293.09
	Adjustments for:		
	Depreciation and Amortisation Expense (Refer Note 30)	2,619.24	2,456.76
	Gain on Fair Valuation of Investments	(66.25)	(102.43)
	Gain on Fair Valuation of SGST/VAT Deferment Loan	(50.26)	(74.44)
	Gain on Liquidation of subsidiaries	(0.79)	-
	Compensation Expenses under Employees Stock Options Scheme	35.20	23.42
	Allowances for Credit Losses on Advances / Debts (net)	3.50	(7.16)
	Bad Debts Written-off	1.15	3.85
	Excess Provision/ Unclaimed Liabilities written back (net)	(136.74)	(136.44)
	Interest and Dividend Income	(472.04)	(274.90)
	Finance Costs	755.00	798.37
	Unrealised Foreign Exchange (Gain) / Loss	7.63	-
	Profit on Sale / Retirement of Property, Plant and Equipment (net)	(0.24)	(3.12)
	Profit on Sale of Current and Non-Current Investments (net)	(31.37)	(186.39)
		9,910.40	**10,790.61**
	Movements in working capital:		
	Increase in Trade payables and other Liabilities	1,764.42	1,770.76
	Increase/ (Decrease) in Provisions	14.35	(2.31)
	Increase in Trade receivables	(540.00)	(423.72)
	Increase in Inventories	(921.70)	(1,440.49)
	Decrease/ (Increase) in Financial and Other Assets	241.89	(471.23)
	Cash generated from Operations	**10,469.36**	**10,223.62**
	Income Taxes paid (net of refunds)	(1,121.18)	(1,553.96)
	Net Cash generated from Operating Activities (A)	**9,348.18**	**8,669.66**
(B)	**Cash Flow from Investing Activities:**		
	Purchase of Property, Plant and Equipment	(5,921.67)	(5,419.18)
	Proceeds from Sale of Property, Plant and Equipment	90.45	63.78
	Payment for Cost of transfer of Assets	-	(66.18)
	Redemption / (Purchase) of Liquid Investment (net)	529.40	(1,373.53)
	Purchase of Investments	(7,189.85)	(6,395.45)
	Proceeds from Sale of Investments	6,626.26	13,965.44
	Redemption / (Investment) in Non-Current Fixed Deposits with Bank and Others	37.49	(37.50)
	(Investment) / Redemption in Other Bank deposits	(532.73)	1,574.69
	Investment in Subsidiaries / Joint Venture and Associates	(846.28)	(1.52)
	Investment in Other Non-Current Equity Investments	(69.82)	(23.39)
	Proceeds from Liquidation of Subsidiaries	3.31	-
	Inter Corporate Deposit repaid by/ (given) to Subsidiaries	37.85	(1,784.10)
	Dividend Received	5.90	6.92
	Interest Received	476.12	279.29
	Net Cash generated (Used in)/ From Investing Activities (B)	**(6,753.57)**	**789.27**
(C)	**Cash Flow from Financing Activities:**		
	Proceeds from Issue of Share Capital on Exercise of ESOS	4.70	4.36
	Purchase of Treasury Shares	(114.53)	(91.19)
	Proceeds from Issue of Treasury Shares	8.08	8.67
	Repayment of Non-Current Borrowings	(330.77)	(7,530.96)
	Proceeds from Non-Current Borrowings	84.87	138.55
	(Repayment) /Proceeds from Current Borrowings (net)	(114.31)	32.71
	Repayment of Principal towards Lease Liabilities	(112.36)	(105.46)

Standalone Statement of Cash Flow

for the Year ended March 31, 2023 (Continued)

₹ in Crores

Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
Interest Paid on Lease Liabilities	(54.35)	(54.13)
Interest Paid	(650.15)	(838.48)
Dividend Paid	(1,091.27)	(1,065.00)
Net Cash used in Financing Activities (C)	**(2,370.09)**	**(9,500.93)**
Net Increase/ (Decrease) in Cash and Cash Equivalents (A + B + C)	224.52	(42.00)
Cash and Cash Equivalents at the beginning of the year (Refer Note 11)	76.58	118.58
Cash and Cash Equivalents at the end of the year (Refer Note 11)	301.10	76.58

Notes:

1. The Statement of Cash flows has been prepared under the indirect method as set out in Ind AS - 7 specified under Section 133 of the Act.

2. Purchase of Property, Plant and Equipment includes movements of capital work-in-progress (including capital advances) during the year.

3. Changes in liabilities arising from financing activities:

₹ in Crores

Particulars	As at March 31, 2022	Cashflows	Non Cash changes/ Impact of Foreign Exchange rates	As at March 31, 2023
Non-Current Borrowing (including current maturities of Non-Current Borrowings)	5,628.25	(245.90)	219.44	5,601.79
Current Borrowing	4,262.86	(114.31)	(1,000.00)	3,148.55
	9,891.11	**(360.21)**	**(780.56)**	**8,750.34**

Particulars	As at March 31, 2021	Cashflows	Non Cash changes/ Impact of Foreign Exchange rates	As at March 31, 2022
Non-Current Borrowing (including current maturities of Non-Current Borrowings)	13,088.42	(7,392.41)	(67.76)	5,628.25
Current Borrowing	4,230.15	32.71	-	4,262.86
	17,318.57	**(7,359.70)**	**(67.76)**	**9,891.11**

4. Cashflow from Operating Activities includes ₹ 569.15 (March 31, 2022 ₹ 459.69 Crores) towards short-term lease payments, payments for leases of low-value assets and variable lease payments not included in the measurement of the lease liability.

Significant Accounting Policies **Note 1**

The accompanying notes form an integral part of the Standalone Financial Statements.

In terms of our report of even date attached.

For **B S R & Co. LLP**

Chartered Accountants
Firm Registration No: 101248W/W-100022

VIKAS R KASAT
Partner
Membership No: 105317

For **KKC & Associates LLP**
(Formerly known as Khimji Kunverji & Co LLP)
Chartered Accountants
Firm Registration No: 105146W/W-100621

KETAN VIKAMSEY
Partner
Membership No: 044000

For and on behalf of the **Board of Directors**

ATUL DAGA
Whole-time Director and CFO
DIN: 06416619

K. C. JHANWAR
Managing Director
DIN: 01743559

S.K. CHATTERJEE
Company Secretary

Mumbai: April 28, 2023

Notes to Standalone Financial Statements

Note 1: Company Overview and Significant Accounting Policies:

1 (A) Company Overview

UltraTech Cement Limited ("the Company") is a Public Limited Company incorporated in India having its registered office at Mumbai, Maharashtra, India. The Company is engaged in the manufacture and sale of Cement and Cement related products. The Company's shares are listed on the Bombay Stock Exchange (BSE), India, and the National Stock Exchange (NSE), India, Global Depository Receipts are listed on the Luxembourg Stock Exchange and Sustainability Linked Bonds are listed on the Singapore Exchange Securities Trading Limited.

1 (B) Significant Accounting Policies

(a) Statement of Compliance

These standalone financial statements (hereinafter referred to as "financial statements") are prepared in accordance with the Indian Accounting Standards ("Ind AS") as per the Companies (Indian Accounting Standards) Rules, 2015 and presentation requirements of Division II of Schedule III notified under Section 133 of Companies Act, 2013 ("the Act''), amendments thereto and other relevant provisions of the Act and guidelines issued by the Securities and Exchange Board of India ("SEBI"), as applicable.

The financial statements were authorised for issue by the Board of Directors of the Company at their meeting held on 28th April, 2023.

(b) Basis of Preparation and Presentation:

Basis of Preparation

The financial statements have been prepared on a historical cost basis, except for the following assets and liabilities:

(i) Derivative Financial Instruments measured at fair value

(ii) Certain financial assets and liabilities measured at fair value (refer accounting policy regarding financial instruments)

(iii) Assets held for disposal - measured at the lower of its carrying amount and fair value less costs on disposal of assets and its value in use.

(iv) Employee's Defined Benefit Plan as per actuarial valuation.

(v) Assets and liabilities acquired under Business Combination measured at fair value; and

(vi) Employee share based payments measured at fair value.

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 under current market conditions, regardless of whether that price is directly observable or estimated using another valuation technique. In determining the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Functional and Presentation Currency

(i) The financial statements are presented in Indian Rupees, which is the functional currency of the Company and the currency of the primary economic environment in which the Company operates.

(ii) Figures less than ₹ 50,000 have been shown at actual, wherever statutorily required to be disclosed, all other figures have been rounded off in decimals to the nearest ₹ in lakhs, unless otherwise stated.

Classification of Assets and Liabilities into Current/ Non-Current

The Company has ascertained its operating cycle as twelve months for the purpose of Current / Non-Current classification of its Assets and Liabilities.

For the purpose of Balance Sheet, an asset is classified as current if:

(i) It is expected to be realised, or is intended to be sold or consumed, in the normal operating cycle; or

(ii) It is held primarily for the purpose of trading; or

(iii) It is expected to realise the asset within twelve months after the reporting period; or

(iv) The asset is a cash or cash equivalent unless it is restricted from being exchanged or used to

Notes to Standalone Financial Statements

settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

Similarly, a liability is classified as current if:

(i) It is expected to be settled in the normal operating cycle; or

(ii) It is held primarily for the purpose of trading; or

(iii) It is due to be settled within twelve months after the reporting period; or

(iv) The Company does not have an unconditional right to defer the settlement of the liability for at least twelve months after the reporting period. Terms of a liability that could result in its settlement by the issue of equity instruments at the option of the counterparty does not affect this classification.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current only.

(c) Property, Plant and Equipment (PPE):

The initial cost of PPE comprises its purchase price net of any trade discounts and rebates, including import duties and non-refundable purchase taxes, and any directly attributable costs of bringing an asset to working condition and location for its intended use, including relevant borrowing costs and any expected costs of decommissioning.

Subsequent costs are included in the assets's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance cost are charged to the Statement of Profit and Loss during the period in which they were incurred.

If significant parts of an item of PPE have different useful lives, then they are accounted for as separate items (major components) of PPE.

Material items such as spare parts, stand-by equipment and service equipment are classified as PPE when they meet the definition of PPE as specified in Ind AS 16 – Property, Plant and Equipment.

Any gain or loss on disposal of an item of PPE is recognised in the Statement of Profit and Loss.

PPE except freehold land are stated at their cost of acquisition/installation or construction net of accumulated depreciation, and impairment losses, if any. Freehold land is stated at cost less impairment losses, if any.

Expenditure during construction period:

Expenditure/ Income during construction period (including financing cost related to borrowed funds for construction or acquisition of qualifying PPE) is included under Capital Work-in-Progress (CWIP) , and the same is allocated to the respective PPE on the completion of their construction. Advances given towards acquisition or construction of PPE outstanding at each reporting date are disclosed as Capital Advances under "Other Non-Current Assets".

(d) Depreciation:

Depreciation is the systematic allocation of the depreciable amount of PPE over its useful life and is provided on a straight-line basis over the useful lives as prescribed in Schedule II to the Act or as per technical assessment. Freehold Land with indefinite life is not depreciated.

Depreciable amount for PPE is the cost of PPE less its estimated residual value. The useful life of PPE is the period over which PPE is expected to be available for use by the Company, or the number of production or similar units expected to be obtained from the asset by the Company.

In case of certain classes of PPE, the Company uses different useful lives than those prescribed in Schedule II to the Act. The useful lives have been assessed based on technical advice, taking into account the nature of the PPE and the estimated usage of the asset on the basis of management's best estimation of obtaining economic benefits from those classes of assets. The estimated useful life is reviewed periodically, with the effect of any changes in estimate being accounted for on a prospective basis.

Notes to Standalone Financial Statements

Such classes of assets and their estimated useful lives are as under:

No	Nature	Estimated Useful life
1	Buildings	3-60 Years
2	Plant & Equipment	8-50 Years
3	Railway Sidings	4-30 Years
4	Leasehold Land	Over the lease agreement
5	Office Equipment	4-7 Years
6	Furniture and Fixtures	7-12 Years
7	Mobile Phones	3 Years
8	Company Vehicles (other than those provided to the employees)	5-12 Years
9	Motor Cars given to the employees as per the Company's Scheme	4-5 Years
10	Servers and Networks	3 Years
11	Stores and Spares in the nature of PPE	8-30 Years
12	Assets individually costing less than or equal to ₹ 10,000	Fully Depreciated in the year of purchase

Depreciation on additions is provided on a pro-rata basis from the month of installation or acquisition and in case of Projects from the date of commencement of commercial production. Depreciation on deductions/disposals is provided on a pro-rata basis up to the month preceding the month of deduction/disposal.

(e) Intangible Assets and Amortisation:

- **Internally generated Intangible Assets:**

  Expenditure pertaining to research is expensed out as and when incurred. Expenditure incurred on development is capitalised if such expenditure leads to creation of an asset, otherwise such expenditure is charged to the Statement of Profit and Loss.

- **Intangible Assets acquired separately:**

  Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment loss, if any. Cost comprises the purchase price (net of tax / duty credits availed wherever applicable) and any directly attributable cost of bringing the assets to its working condition for its intended use. The Company determines the amortisation period as the period over which the future economic benefits will flow to the Company after taking into account all relevant facts and circumstances. The estimated useful life and amortisation method are reviewed periodically, with the effect of any changes in estimate being accounted for on a prospective basis.

- Class of intangible assets and their estimated useful lives / basis of amortisation are as under:

No	Nature	Estimated Useful life / Basis of amortization
1	Jetty Rights	Over the period of the relevant agreement such that the cumulative amortisation is not less than the cumulative rebate availed by the Company.
2	Mining Rights	Over the period of the respective mining agreement
3	Mining Reserve	On the basis of mineral material extraction (proportion of mineral material extracted per annum to total estimated mining reserve)
4	Surface Rights	Over the period of the respective mining agreement
5	Software	3 Years
6	Brand Rights	18 months

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from its use or disposal. Gains or losses arising from derecognition of an item of intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of such item of intangible asset and are recognised in the Statement of Profit and Loss when the asset is derecognised.

(f) Assets (or disposal groups) classified as held for sale:

The Company classifies assets as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through

Notes to Standalone Financial Statements

continuing use. This condition is regarded as met only when the asset is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such asset and its sale is highly probable. Such assets or group of assets / liabilities are presented separately in the Balance Sheet, in the line "Assets held for sale" and "Liabilities held for sale" respectively. Once classified as held for sale, intangible assets and PPE are no longer amortised or depreciated.

Such assets or disposal groups held for sale are stated at the lower of carrying amount and fair value less costs to sell.

(g) Impairment of Non-Financial Assets

At the end of each reporting period, the Company reviews the carrying amounts of non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs of disposal and value in use. 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 for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in Statement of Profit and Loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the Statement of Profit and Loss.

(h) Inventories:

Inventories are valued as follows:

- **Raw materials, fuel, stores & spares and packing materials:**

  Valued at lower of cost and net realisable value (NRV). However, these items are considered to be realisable at cost, if the finished products, in which they will be used, are expected to be sold at or above cost. Cost is determined on weighted average basis which includes expenditure incurred for acquiring inventories like purchase price, import duties, taxes (net of tax credit) and other costs incurred in bringing the inventories to their present location and condition.

- **Work-in- progress (WIP), finished goods, stock-in-trade and trial run inventories:**

  Valued at lower of cost and NRV. Cost of Finished goods, WIP and trial run inventories includes cost of raw materials, cost of conversion and other costs incurred in bringing the inventories to their present location and condition. Cost of Stock-in Trade includes cost of purchase and other costs incurred in bringing the inventories to the present location and condition. Cost of inventories is computed on weighted average basis.

- **Waste / Scrap:**

  Waste / Scrap inventory is valued at NRV.

  Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

(i) Employee Share based payments:

Equity- settled share-based payments to employees are measured at the fair value of the employee stock options at the grant date using an appropriate valuation model.

Notes to Standalone Financial Statements

The fair value determined at the grant date of the equity-settled share-based payments is amortised over the vesting period, based on the Company's estimate of equity instruments that will eventually vest, with a corresponding increase in equity.

At the end of each reporting period, the Company revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in the Statement of Profit and Loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.

For Stock Appreciation Rights ("SARs") which are cash-settled share-based payments, the fair value of liability is recognised for the services acquired over the period that the employees unconditionally become entitled to the payment. At the end of each reporting period until the liability is settled, and at the date of settlement, the liability is re-measured based on the fair value of the SAR's and any changes in fair value of the liability are recognised in the Statement of Profit and Loss.

(j) Treasury Shares:

The Company has formed an Employee Welfare Trust for purchasing the Company's shares to be allotted to eligible employees under Employee Stock Options Scheme, 2018. The Company has considered the said Employee Welfare Trust as its extension and shares held by the Trust is treated as Treasury Shares. As per Ind AS 32, the consideration paid for treasury shares including any directly attributable incremental cost is presented as a deduction from total equity, until they are cancelled, sold or reissued.

(k) Borrowing Costs:

General and specific borrowing costs that are attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of such asset till such time the asset is ready for its intended use and borrowing costs are being incurred. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use. All other borrowing costs are recognised as an expense in the period in which they are incurred.

Borrowing cost includes interest expense, amortization of discounts, hedge related cost incurred in connection with foreign currency borrowings, ancillary costs incurred in connection with borrowing of funds and exchange difference arising from foreign currency borrowings to the extent they are regarded as an adjustment to the Interest cost.

(l) Government Grants:

Government grants, related to assets, are recognised in the Statement of Profit and Loss on a systematic basis over the periods in which the Company recognises the related costs for which the grants are intended to compensate.

Government grants related to income under State Investment Promotion Scheme linked with Value Added Tax (VAT) / Goods & Services Tax (GST) payment, are recognised in the Statement of Profit and Loss in the period in which they become receivable.

Government grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attached to them and that the grants will be received.

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates and is being recognised in the Statement of Profit and Loss.

(m) Provisions, Contingent Liabilities and Contingent Assets:

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources, that can be reliably estimated, will be required to settle such an obligation.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows to net present value using an appropriate pre-tax discount rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. Unwinding of the discount is recognised in the Statement of Profit and Loss as a finance cost. Provisions are reviewed at each reporting date and are adjusted to reflect the current best estimate.

Notes to Standalone Financial Statements

A present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made, is disclosed as a contingent liability. Contingent liabilities are also disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company.

Claims against the Company where the possibility of any outflow of resources in settlement is remote, are not disclosed as contingent liabilities.

Contingent assets are not recognised in financial statements since this may result in the recognition of income that may never be realised. However, when the realisation of income is virtually certain, then the related asset is not a contingent asset and is recognised. A contingent asset is disclosed, in financial statements, where an inflow of economic benefits is probable.

(n) Mines Restoration Provision:

An obligation for restoration, rehabilitation and environmental costs arises when environmental disturbance is caused by the development or ongoing extraction from mines. Costs arising from restoration at closure of the mines and other site preparation work are provided for based on their discounted net present value, with a corresponding amount being capitalised at the start of each project. The amount provided for is recognised, as soon as the obligation to incur such costs arises. These costs are charged to the Statement of Profit and Loss over the life of the operation through the depreciation of the asset and the unwinding of the discount on the provision. The costs are reviewed periodically and are adjusted to reflect known developments which may have an impact on the cost or life of operations. The cost of the related asset is adjusted for changes in the provision due to factors such as updated cost estimates, new disturbance and revisions to discount rates. The adjusted cost of the asset is depreciated prospectively over the lives of the assets to which they relate. The unwinding of the discount is shown as a finance cost in the Statement of Profit and Loss.

(o) Revenue Recognition:

(i) Revenue from Contracts with Customers

- Revenue is recognized on the basis of approved contracts regarding the transfer of goods or services to a customer for an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services.

- Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of goods sold and services rendered is net of variable consideration and outgoing taxes on sale. Any amounts receivable from the customer are recognised as revenue after the control over the goods sold are transferred to the customer which is generally on dispatch/delivery of goods.

- Variable consideration - This includes incentives, volume rebates, discounts etc. It is estimated at contract inception considering the terms of various schemes with customers 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. It is reassessed at end of each reporting period.

- Significant financing component - Generally, the Company receives short-term advances from its customers. Using the practical expedient in Ind AS 115, the Company does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less.

(ii) Dividend income is accounted for when the right to receive the income is established.

(iii) Interest income is recognised using the Effective Interest Method.

Notes to Standalone Financial Statements

(p) Lease :

The Company assesses whether a contract contains a lease, at the inception of the contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether

(i) the contract involves the use of identified asset;

(ii) the Company has substantially all of the economic benefits from the use of the asset through the period of lease and;

(iii) the Company has the right to direct the use of the asset.

As a lessee

The Company recognizes a right-of-use asset ("ROU") and a lease liability at the lease commencement date. The ROU is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and 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.

Certain lease arrangements include the option to extend or terminate the lease before the end of the lease term. The right-of-use assets and lease liabilities include these options when it is reasonably certain that the option will be exercised.

The ROU is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprises fixed payments, including in-substance fixed payments, amounts expected to be payable under a residual value guarantee and the exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option.

The lease liability is subsequently measured at amortised cost using the effective interest method, except those which are payable other than functional currency which is measured at fair value through profit or loss. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the company's estimate of the amount expected to be payable under a residual value guarantee, or if company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the ROU, or is recorded in Statement of Profit or Loss if the carrying amount of the ROU has been reduced to zero.

Lease Liabilities have been presented as separate line and the 'ROU' have been presented separately in the Balance Sheet. Lease payments have been classified as financing activities in the Statement of Cash Flows.

Short-term leases and leases of low-value assets

The Company has elected not to recognise ROU and lease liabilities for short term leases that have a lease term of 12 months or lower and leases of low value assets. The Company recognises the lease payments associated with these leases as an expense over the lease term. The related cash flows are classified as Operating activities in the Statement of Cash Flows.

As a lessor

When the Company is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. The sublease is classified as a finance or operating lease by reference to the right of use asset arising from the head lease.

(q) Employee benefits:

Defined Benefit Plans:

For defined benefit plans, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried

Notes to Standalone Financial Statements

out by a qualified independent actuary at the end of each annual reporting period. Re-measurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding net interest), is reflected immediately in the Balance Sheet with a charge or credit recognised in Other Comprehensive Income (OCI) in the period in which they occur. Past service cost, both vested and unvested, is recognised as an expense on the plan amendment or when the curtailment or settlement occurs. The gain or loss on curtailment or settlement, is recognized immediately in the Statement of Profit or Loss when the plan amendment or when a curtailment or settlement occurs.

The retirement benefit obligations recognised in the balance sheet represents the present value of the defined benefit obligations reduced by the fair value of scheme assets. Any asset resulting from this calculation is limited to the present value of available refunds and reductions in future contributions to the scheme. The Company provides benefits such as gratuity, pension and provident fund to its employees which are treated as defined benefit plans.

Gratuity

The gratuity, a defined benefit plan, payable to the employees is the based on the Employees' service and last drawn salary at the time of the leaving of the services of the Company and is in accordance with the Rules of the Company for payment of Gratuity. Past service cost is recognised in the Statement of Profit and Loss in the period of a plan amendment. Interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset and is recognised in the Statement of Profit and Loss. Defined benefit costs are categorised as follows: service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements); net interest expense or income; and re-measurement.

The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds.

The defined benefit obligation recognised in the Balance Sheet represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

Provident Fund

The eligible employees of the Company are entitled to receive benefits in respect of provident fund, which is a defined benefit plan, for which both the employees and the Company make monthly contributions at a specified percentage of the covered employees' salary. The contributions as specified under the law are made to the approved provident fund which is set up by the Company. The Company is liable for annual contributions and any shortfall in the fund assets based on the government specified minimum rates of return and recognises such contributions and shortfall, if any, as an expense in the year incurred.

Defined contribution plans:

Contributions to defined contribution plans are recognised as expense when employees have rendered services entitling them to such benefits. The Company provides benefits such as superannuation, provident fund (other than Company managed fund) to its employees which are treated as defined contribution plans.

Superannuation

Certain employees of the Company are eligible for participation in defined contribution plans such superannuation and national pension fund. Contributions towards these funds are recognized as an expense periodically based on the contribution by the Company, since Company has no further obligation beyond its periodic contribution.

Other employee benefits:

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and sick leave in the period the related service is rendered.

Liabilities recognised in respect of short-term employee benefits are measured at the undiscounted amount of the benefits expected to be paid in exchange for the related service.

Liabilities recognised in respect of other long-term employee benefits are measured using the projected unit credit method by a qualified independent actuary at the end of each annual reporting period, at the present value of the estimated future cash

Notes to Standalone Financial Statements

outflows expected to be made by the Company in respect of services provided by employees up to the reporting date. With reference to some employees, liability of other fixed long-term employee benefits is recognised at the present value of the future cash outflows expected to be made by the Company.

Remeasurement gains / losses are recognised in the Statement of Profit and Loss in the period in which they arise.

(r) Income Taxes:

Income Tax expenses comprise current tax and deferred tax charge or credit.

Current Tax is measured on the basis of estimated taxable income for the current accounting period in accordance with the applicable tax rates and the provisions of the Income-tax Act, 1961 and other applicable tax laws.

Deferred tax liabilities are recognised for taxable temporary differences and deferred tax asset are recognised for deductible temporary differences, carry forward of unused tax losses, carry forward of unused tax credits at the reporting date. Deferred tax assets and liabilities are measured at the tax rates that are expected to be applied to the taxable temporary differences when they reverse, based on the laws that have been enacted or substantively enacted at the reporting date. Tax relating to items recognised directly in equity or OCI is recognised in equity or OCI and not in the Statement of Profit and Loss. Minimum Alternate Tax (MAT) Credits are in the form of unused tax credits that are carried forward by the Company for a specified period of time, hence it is grouped with Deferred Tax Asset. MAT is recognised as an asset only when and to the extent there is convincing evidence that the Company will pay normal income tax during the specified period.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle the asset and the liability on a net basis. Deferred tax assets and deferred tax liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities; and the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilized except:

a) 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; and

b) 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.

Deferred tax assets are reviewed at each reporting date and are recognised / reduced to the extent that it is probable / no longer probable respectively that the related tax benefit will be realised.

The Government of India, on September 20, 2019, vide the Taxation Laws (Amendment) Ordinance 2019, inserted a new Section 115BAA in the Income Tax Act, 1961, which provides an option to the Company for paying Income Tax at reduced rates as per the provisions/conditions defined in the said section. The Company is continuing with higher income tax rate option, based on the available outstanding MAT credit entitlement and different exemptions and deduction enjoyed by the Company. However, the Company has estimated and applied the lower income tax rate on the deferred tax assets / liabilities to the extent these are expected to be realized or settled in the future period when the Company may be subjected to lower tax rate.

(s) Earnings Per Share:

Basic Earnings Per Share ("EPS") is computed by dividing the net profit / (loss) after tax for the year attributable to the equity shareholders by the weighted average number of equity shares outstanding during the year. The weighted average number of equity shares outstanding during the year is adjusted for treasury shares.

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For the purpose of calculating diluted earnings per share, net profit / (loss) after tax for the year attributable to the equity shareholders is divided by the weighted average number of equity shares which could have been issued on the conversion of all dilutive potential equity shares and is adjusted for the treasury shares held by the Company to satisfy the exercise of the share options by the employees.

(t) Foreign Currency transactions:

Transactions in currencies other than the Company's functional currency (i.e. foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are translated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate as at the date of initial transactions.

Exchange differences on monetary items are recognised in the Statement of Profit and Loss in the period in which they arise except for:

- exchange differences on foreign currency borrowings relating to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings;

- exchange differences relating to qualifying effective cash flow hedges and qualifying net investment hedges in foreign operations which are recognised in OCI.

(u) Investment in Subsidiaries, Associates and Joint Ventures:

The Company's investment in its subsidiaries, associates and Joint Ventures are carried at cost net of accumulated impairment loss, if any.

On disposal of the Investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to the Statement of Profit and Loss.

(v) 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 and financial liabilities are recognised when a Company becomes a party to the contractual provisions of the instruments.

Initial Recognition:

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss and ancillary costs related to borrowings) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are charged to the Statement of Profit and Loss over the tenure of the financial assets or financial liabilities. However, trade receivables that do not contain a significant financing component are measured at transaction price (net of variable consideration).

Classification and Subsequent Measurement: Financial Assets

The Company classifies financial assets as subsequently measured at amortised cost, Fair Value through Other Comprehensive Income ("FVOCI") or Fair Value through Profit or Loss ("FVTPL") on the basis of following:

- the entity's business model for managing the financial assets and

- the contractual cash flow characteristics of the financial asset.

Amortised Cost:

A financial asset shall be classified and measured at amortised cost if both of the following conditions are met:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and

- the contractual terms of the financial asset give rise on specified dates to cash flows that are

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solely payments of principal and interest on the principal amount outstanding.

In case of financial assets classified and measured at amortised cost, any interest income, foreign exchange gains or losses and impairment are recognised in the Statement of Profit and Loss.

Fair Value through OCI (FVTOCI):

A financial asset shall be classified and measured at fair value through OCI if both of the following conditions are met:

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Fair Value through Profit or Loss (FVTPL):

A financial asset shall be classified and measured at fair value through profit or loss unless it is measured at amortised cost or at fair value through OCI.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

For financial assets at FVTPL, net gains or losses, including any interest or dividend income, are recognised in the Statement of Profit and Loss.

Classification and Subsequent Measurement: Financial liabilities

Financial liabilities are classified as either financial liabilities at FVTPL or 'other financial liabilities'.

Financial Liabilities at FVTPL:

Financial liabilities are classified as at FVTPL when the financial liability is held for trading or is a derivative (except for effective hedge) or are designated upon initial recognition as FVTPL:

Gains or Losses, including any interest expense on liabilities held for trading are recognised in the Statement of Profit and Loss.

Other Financial Liabilities:

Other financial liabilities (including borrowings and trade and other payables) are subsequently measured at amortised cost using the effective interest method.

The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost on initial recognition.

Interest expense (based on the effective interest method), foreign exchange gains and losses, and any gain or loss on derecognition is recognised in the Statement of Profit and Loss.

Impairment of financial assets:

Expected credit losses are recognized for all financial assets subsequent to initial recognition other than financials assets in FVTPL category. For financial assets other than trade receivables, as per Ind AS 109, the Company recognises 12 month expected credit losses for all originated or acquired financial assets if at the reporting date the credit risk of the financial asset has not increased significantly since its initial recognition. The expected credit losses are measured as lifetime expected credit losses if the credit risk on financial asset increases significantly since its initial recognition.

The Company's trade receivables do not contain significant financing component and as per simplified approach, loss allowances on trade receivables are measured using provision matrix at an amount equal to life time expected losses i.e. expected cash shortfall.

The impairment losses and reversals are recognised in Statement of Profit and Loss.

Derecognition of financial assets and financial liabilities:

The Company derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially

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all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises an associated liability for amounts it has to pay.

On derecognition of a financial asset, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in OCI and accumulated in equity is recognised in the Statement of Profit and Loss.

The Company de-recognises financial liabilities when and only when, the Company's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability de-recognised and the consideration paid and payable is recognised in the Statement of Profit and Loss.

Financial Guarantee Contract Liabilities

Financial Guarantee Contract Liabilities are disclosed in financial statements in accordance with Ind AS 37 – Provisions, Contingent Liabilities and Contingent Assets.

(w) Cash and cash equivalents:

Cash and cash equivalents comprise of cash at bank and in hand and short-term deposits with banks that are readily convertible into cash which are subject to insignificant risk of changes in value and are held for the purpose of meeting short-term cash commitments.

(x) Financial liabilities and equity instruments:

- **Classification as debt or equity**

  Debt and equity instruments issued by the Company are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

- **Equity instruments**

  An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by a Company are recognised at the proceeds received.

(y) Derivative financial instruments:

The Company enters into derivative financial instruments viz. foreign exchange forward contracts, interest rate swaps and cross currency swaps to manage its exposure to interest rate, foreign exchange rate risks and commodity prices. The Company does not hold derivative financial instruments for speculative purposes.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in Statement of Profit or Loss immediately excluding derivatives designated as cashflow hedge.

(z) Hedge accounting:

The Company designates certain hedging instruments in respect of foreign currency risk, interest rate risk and commodity price risk as cash flow hedges. At the inception of the hedge relationship, the entity documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Company documents whether the hedging instrument is highly effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk.

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 equity. The gain or loss relating to the ineffective portion is recognised immediately in the Statement of Profit and Loss.

Amounts previously recognised in OCI and accumulated in equity relating to effective portion as described above are reclassified to Statement of Profit and Loss in the periods when the hedged item affects the Statement of Profit or Loss, in the same line as the recognised hedged item. However, when the hedged forecast transaction results in the recognition of a non-financial asset or a non-financial

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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.

Hedge accounting is discontinued prospectively when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. Any gain or loss recognised in OCI and accumulated in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised the Statement of Profit and Loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in equity is recognised immediately in the Statement of Profit and Loss.

(aa) Segment Reporting - Identification of Segments:

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, whose operating results are regularly reviewed by the Company's Chief Operating Decision Maker ("CODM") to make decisions for which discrete financial information is available. Based on the management approach as defined in Ind AS 108, the CODM evaluates the Company's performance and allocates resources based on an analysis of various performance indicators by business segments and geographic segments.

(bb) Cash Flow Statement:

Cash flows are reported using the indirect method, whereby the net profit before tax is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Company are segregated.

(cc) Business Combination and Goodwill:

The Company applies the acquisition method in accounting for business combinations. The consideration transferred by the Company to obtain control of a business is calculated as the sum of the fair values of assets transferred, liabilities incurred and the equity interests issued by the Company as at the acquisition date i.e. date on which it obtains control of the acquiree which includes the fair value of any asset or liability arising from a contingent consideration arrangement. Acquisition-related costs are recognised in the statement of Profit and Loss as incurred, except to the extent related to the issue of debt or equity securities.

Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values on acquisition-date.

Intangible Assets acquired in a Business Combination and recognised separately from Goodwill are initially recognised at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible Assets acquired in a Business Combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

Goodwill is measured as 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. A cash generating unit (CGU) 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 CGU 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 Statement of Profit or Loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

Where goodwill has been allocated to a CGU and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the CGU retained. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the excess is termed as bargain purchase.

In case of a bargain purchase, before recognizing a gain in respect thereof, the Company determines whether there exists clear evidence of the underlying reasons for classifying the business combination as a bargain purchase thereafter, the Company reassesses whether it has correctly identified all the assets acquired and liabilities assumed and recognises any additional assets or liabilities that are so identified, any gain thereafter is recognised in OCI and accumulated in equity as Capital Reserve. If

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there does not exist clear evidence of the underlying reasons for classifying the Business combination as a bargain purchase, the Company recognises the gain, after reassessing and reviewing, directly in equity as Capital Reserve.

Contingent consideration is classified either as equity or financial liability. Amount classified as financial liability are subsequently re-measured to fair value with changes in fair value recognised in Statement of Profit and Loss.

Note 1(C) Key sources of estimation uncertainty:

The preparation of the Company'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.

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 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.

(i) Useful Lives of Property, Plant & Equipment and Intangible Assets:

The Company 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. In case of certain mining rights the amortisation is based on the extracted quantity to the total mineral reserve.

(ii) Recognition and measurement of deferred tax assets and liabilities:

Deferred tax assets and liabilities are recognised for deductible temporary differences and unused tax losses for which there is probability of utilisation against the future taxable profit. The Company uses judgement to determine the amount of deferred tax liability / asset that can be recognised, based upon the likely timing and the level of future taxable profits and business developments.

(iii) Income Taxes:

The Company calculates income tax expense based on reported income and estimated exemptions / deduction likely available to the Company. The Company is continuing with higher income tax rate option, based on the available outstanding MAT credit entitlement and different exemptions & deduction enjoyed by the Company. However, the Company has applied the lower income tax rates on the deferred tax assets / liabilities to the extent these are expected to realised or settled in the future when the Company may be subject to lower tax rate based on the future financials projections.

(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 Discounted Cash Flow 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.

(v) Defined benefit plans:

The cost of the defined benefit gratuity plan, provident fund and other post-employment medical benefits and the present value of the gratuity and provident fund obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases 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.

(vi) Mines Restoration Obligation:

In determining the fair value of the Mines Restoration Obligation, assumptions and estimates are made in relation to discount rates, the expected cost of mines restoration and the expected timing of those costs.

Notes to Standalone Financial Statements

(vii) Share-based payments:

The Company measures the cost of equity-settled transactions and cash settled transactions with employees using either Black-Scholes model or binomial tree model to determine the fair value of the liability incurred on the grant date. Estimating fair value for share-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 and dividend yield and making assumptions about them.

The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in Note 43.

(viii) Litigation and contingencies:

The Company has ongoing litigations with various regulatory authorities. Where an outflow of funds is believed to be probable and a reliable estimate of the outcome of the dispute can be made based on management's assessment of specific circumstances of each dispute and relevant external advice, management provides for its best estimate of the liability. Such accruals are by nature complex and can take number of years to resolve and can involve estimation uncertainty. Information about such litigations is provided in notes to the financial statements.

(ix) Business Combination:

(a) Fair Valuation of Intangibles:

Mining Reserve:

The Company has used royalty saved method for value analysis of limestone mining rights. The method estimates the value of future savings in royalty payments over the life of the mine accruing to the Company, by virtue of the transaction instead of obtaining the mining rights via the Government e-auction process.

The resulting post-tax cash flows for each of the years are recognised at their present value using a Weighted Average Cost of Capital ('WACC') relating to the risk of achieving the mine's projected savings.

(b) Fair Valuation of Tangibles:

Freehold land:

Freehold land was valued using the sales comparison method using prevailing rates of similar plots of land, circle rates provided by department of revenue and general market intelligence based on the size of land parcel.

Leasehold land:

Leasehold land was valued basis the leasehold interest for the remaining duration of the lease.

Other Assets:

The cost approach has been adopted for fair valuing all the assets except vehicles which have been measured at the old book values less depreciation.

The cost approach includes calculation of replacement cost using price trends applied to historical cost and capitalisation of all the indirect cost, these trends are on the basis of price indices obtained from recognized sources such as the Reserve Bank of India (RBI)/ Office of Economic Adviser (OEA) or market intelligence. In the case of buildings in cement plants, appropriate weightages have been applied to cement, iron & steel and labour indices to arrive at the escalation factor and depreciating the same for past usage based on estimated total and remaining useful life of the asset.

(x) Classification of Lease Ind AS 116:

Ind AS 116 Leases requires a lessee to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Company makes an assessment on the expected lease term on lease by lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Company considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of lease and the importance of the underlying lease to the Company's operations taking into account the location of the underlying asset and the availability of the suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances. The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

Notes to Standalone Financial Statements

Note 2 : Property, Plant and Equipment, Capital Work-in-Progress, Goodwill, Other Intangible Assets and Intangible Assets under development:

₹ in Crores

Particulars	Gross Block				Accumulated Depreciation and Amortisation				Net Block
	As at April 01, 2022	Additions	Deductions/ Held for Disposal/ Adjustments	As at March 31, 2023	As at April 01, 2022	For the year	Deductions/ Held for Disposal/ Adjustments	As at March 31, 2023	As at March 31, 2023
(A) Tangible Assets *									
Land:									
Freehold Land	6,426.88	259.66	(22.69)	6,663.85	-	-	-	-	6,663.85
Leasehold Land	1,040.66	29.31	(60.30)	1,009.67	231.57	52.89	(3.05)	281.41	728.26
Buildings	5,405.23	418.29	(5.91)	5,817.61	1,230.09	215.16	(1.47)	1,443.78	4,373.83
Railway Sidings	937.91	19.75	(0.68)	956.98	306.82	57.04	(0.46)	363.40	593.58
Plant and Equipment:									
Own	36,309.21	5,461.38	(100.88)	41,669.71	10,140.62	1,910.50	(40.06)	12,011.06	29,658.65
Given on Lease	199.05	-	-	199.05	81.17	4.61	-	85.78	113.27
Office Equipment	328.80	65.46	(15.61)	378.65	212.88	48.07	(14.02)	246.93	131.72
Furniture and Fixtures	100.71	11.57	(5.16)	107.12	76.70	9.12	(4.47)	81.35	25.77
Vehicles	152.54	54.99	(20.48)	187.05	69.69	27.54	(13.56)	83.67	103.38
Total Tangible Assets	**50,900.99**	**6,320.41**	**(231.71)**	**56,989.69**	**12,349.54**	**2,324.93**	**(77.09)**	**14,597.38**	**42,392.31**
(B) Other Intangible Assets									
Software	127.88	28.75	(0.15)	156.48	93.62	24.93	(0.13)	118.42	38.06
Mining Rights	265.09	13.80	-	278.89	90.13	18.77	-	108.90	169.99
Surface Rights	-	84.52	-	84.52	-	5.14	-	5.14	79.38
Mining Reserve	3,774.36	-	-	3,774.36	367.21	93.59	-	460.80	3,313.56
Jetty Rights	246.81	53.43	(24.66)	275.58	50.60	16.27	(0.74)	66.13	209.45
Brand Rights	155.21	-	-	155.21	155.21	-	-	155.21	-
Total Other Intangible Assets	**4,569.35**	**180.50**	**(24.81)**	**4,725.04**	**756.77**	**158.70**	**(0.87)**	**914.60**	**3,810.44**
Total Assets (A+B)	**55,470.34**	**6,500.91**	**(256.52)**	**61,714.73**	**13,106.31**	**2,483.63**	**(77.96)**	**15,511.98**	**46,202.75**

* Net Block of Tangible Assets, amounting to ₹ 5,685.27 Crores (March 31, 2022 ₹ 5,685.99 Crores) were pledged as security against the Secured Borrowings.

Notes to Standalone Financial Statements

Note 2: Property, Plant and Equipment, Capital Work-in-Progress, Goodwill, Other Intangible Assets and Intangible Assets under development: (Contd.)

₹ in Crores

Particulars	Gross Block				Accumulated Depreciation and Amortisation				Net Block
	As at April 01, 2021	Additions	Deductions/ Held for Disposal/ Adjustments	As at March 31, 2022	As at April 01, 2021	For the year	Deductions/ Held for Disposal/ Adjustments	As at March 31, 2022	As at March 31, 2022
(A) Tangible Assets									
Land:									
Freehold Land	6,147.27	285.27	(5.66)	6,426.88	-	-	-	-	6,426.88
Leasehold Land	989.01	53.31	(1.66)	1,040.66	174.39	57.50	(0.32)	231.57	809.09
Buildings	5,204.66	219.03	(18.46)	5,405.23	1,024.87	212.41	(7.19)	1,230.09	4,175.14
Railway Sidings	921.02	20.23	(3.34)	937.91	251.54	55.87	(0.59)	306.82	631.09
Plant and Equipment:									
Own	34,547.17	1,816.85	(54.81)	36,309.21	8,385.69	1,780.07	(25.14)	10,140.62	26,168.59
Given on Lease	174.64	24.41	-	199.05	70.26	10.91	-	81.17	117.88
Office Equipment	283.29	54.07	(8.56)	328.80	176.65	43.56	(7.33)	212.88	115.92
Furniture and Fixtures	98.76	8.19	(6.24)	100.71	72.22	9.79	(5.31)	76.70	24.01
Vehicles	123.62	49.97	(21.05)	152.54	62.88	21.19	(14.38)	69.69	82.85
Total Tangible Assets	**48,489.44**	**2,531.33**	**(119.78)**	**50,900.99**	**10,218.50**	**2,191.30**	**(60.26)**	**12,349.54**	**38,551.45**
(B) Other Intangible Assets									
Software	112.23	16.59	(0.94)	127.88	71.82	22.74	(0.94)	93.62	34.26
Mining Rights	232.41	32.68	-	265.09	59.75	30.38	-	90.13	174.96
Mining Reserve	3,774.36	-	-	3,774.36	294.19	73.02	-	367.21	3,407.15
Jetty Rights	224.43	22.38	-	246.81	40.75	9.85	-	50.60	196.21
Brand Rights	155.21	-	-	155.21	155.21	-	-	155.21	-
Total Other Intangible Assets	**4,498.64**	**71.65**	**(0.94)**	**4,569.35**	**621.72**	**135.99**	**(0.94)**	**756.77**	**3,812.58**
Total Assets (A+B)	**52,988.08**	**2,602.98**	**(120.72)**	**55,470.34**	**10,840.22**	**2,327.29**	**(61.20)**	**13,106.31**	**42,364.03**

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
A) Depreciation and Amortisation for the year	2,483.63	2,327.29
Add: Obsolescence	19.42	31.90
Less: Depreciation transferred to Pre-operative Expenses	(10.11)	(8.19)
Add: Depreciation on ROU (Refer Note 3)	126.30	105.76
A) Depreciation as per Statement of Profit and Loss	**2,619.24**	**2,456.76**

B)

1. Tangible Assets include assets for which ownership is not in the name of the Company - Gross Block of ₹ 474.91 Crores (March 31, 2022 ₹ 426.78 Crores).

2. Buildings include ₹12.13 Crores (March 31, 2022 ₹12.13 Crores) being cost of Debentures and Shares in a company entitling the right of exclusive occupancy and use of certain premises.

3. Opening Gross Block includes Research and Development Assets (Building, Plant and Equipment, Furniture and Fixtures, Office Equipment and Intangible Assets) of ₹ 45.69 Crores (March 31, 2022 ₹ 43.49 Crores) and Net Block of ₹ 18.21 Crores (March 31, 2022 ₹ 20.02 Crores). Addition for the Research and Development Assets during the year is ₹ 0.83 Crores (March 31, 2022 ₹ 1.55 Crores).

Notes to Standalone Financial Statements

Note 2: Property, Plant and Equipment, Capital Work-in-Progress, Goodwill, Other Intangible Assets and Intangible Assets under development: (Contd.)

4. The amount of expenditures recognised in the carrying amount of an item of PPE in the course of its construction:

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Pre-operative expenses pending allocation:		
Raw Materials Consumed	17.21	-
Power and Fuel Consumed	51.41	0.49
Salary, Wages, Bonus, Ex-gratia and Provisions	78.06	67.58
Insurance	2.49	2.14
Depreciation on ROU	1.19	3.79
Depreciation and Amortisation	10.11	8.19
Finance Costs	25.49	61.22
Miscellaneous expenses	127.51	83.37
Total Pre-operative expenses	**313.47**	**226.78**
Less: Sale of Products / Other Income	(14.91)	-
Less: Trial Run production transferred to Inventory	(25.69)	(2.18)
Add: Brought forward from Previous Year	294.92	116.24
Less: Capitalised / Charged during the Year	(414.19)	(45.92)
Balance included in Capital Work-in-Progress	**153.60**	**294.92**

5. Title of immovable properties having Gross Block of ₹ 1,627.96 Crores (March 31, 2022: ₹ 2,103.68 Crores) and Net Block of ₹ 1,577.06 Crores (March 31, 2022: ₹ 2,057.80 Crores) is yet to be transferred in the name of the Company.

Details of Immovable Properties whose title deeds are not held in the name of the Company as at March 31, 2023:

₹ in Crores

Asset Category	Title Deeds held in the name of	Title holder relative category (Promoter/ Director/Relative of Promoter/Relative of Director/ Employee)	Property held since	Reason for not being transferred in the name of Company	Gross Carrying Value as on March 31, 2023	Gross Carrying Value as on March 31, 2022
Property, Plant and Equipment						
Freehold Land (A)	Narmada Cement Limited	No	01-07-2006	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/merger/ demerger are in the process of being transferred in the name of the Company.	8.18*	6.02
	Grasim Industries Limited	Promoter	01-07-2010		368.02*	360.39
	Samruddhi Cement Limited	No	01-07-2010		7.14	7.14
	Jaypee Cement Corporation Limited	No	11-06-2014		292.69	292.69
	Jai Prakash Associates Limited	No	29-06-2017		542.23	1,002.60
	Century Textiles and Industries Limited	No	20-05-2018		13.31	18.55
Leasehold Land (B)	Larsen & Tubro Limited	No	01-04-2003	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/merger/ demerger are in the process of being transferred in the name of the Company.	3.40	3.40
	Narmada Cement Limited	No	01-07-2006		11.84	11.84
	Grasim Industries Limited	Promoter	01-07-2010		68.51	71.66
	Jai Prakash Associates Limited	No	29-06-2017		263.71	263.71
	Century Textiles and Industries Limited	No	20-05-2018		48.42	50.32

Notes to Standalone Financial Statements

Note 2: Property, Plant and Equipment, Capital Work-in-Progress, Goodwill, Other Intangible Assets and Intangible Assets under development: (Contd.)

Details of Immovable Properties whose title deeds are not held in the name of the Company as at March 31, 2023: (Contd.)

₹ in Crores

Asset Category	Title Deeds held in the name of	Title holder relative category (Promoter/ Director/Relative of Promoter/Relative of Director/ Employee)	Property held since	Reason for not being transferred in the name of Company	Gross Carrying Value as on March 31, 2023	Gross Carrying Value as on March 31, 2022
Building (C)	Narmada Cement Ltd	No	01-07-2006	The title of the asset transferred pursuant to the scheme of amalgamation/ arrangement/merger/ demerger are in the process of being transferred in the name of the Company.	0.50	0.50
	Grasim Industries Limited	Promoter	01-07-2010		-	14.86
Total (A+B+C)					**1,627.96**	**2,103.68**

** Additional compensation paid during the current year*

6. Capital work-in-progress (CWIP) and Intangible assets under development:

₹ in Crores

Particulars	Capital Work-in-progress	Intangible assets under development
Balance as on April 1, 2021	1,522.07	5.72
Add: Additions	5,602.58	71.65
Less: Deletions/ Capitalisation	(2,505.53)	(69.96)
Balance as on March 31, 2022	**4,619.12**	**7.41**
Add: Additions	5,515.35	126.48
Less: Deletions/ Capitalisation	(6,327.30)	(128.41)
Balance as on March 31, 2023	**3,807.17**	**5.48**

7. Ageing schedule of Capital work-in progress (CWIP) :

₹ in Crores

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	2,747.85	986.43	43.30	29.59	3,807.17
Total	**2,747.85**	**986.43**	**43.30**	**29.59**	**3,807.17**
As at March 31, 2022:					
Projects in progress	4,166.37	261.74	125.93	65.08	4,619.12
Total	**4,166.37**	**261.74**	**125.93**	**65.08**	**4,619.12**

Notes to Standalone Financial Statements

Note 2: Property, Plant and Equipment, Capital Work-in-Progress, Goodwill, Other Intangible Assets and Intangible Assets under development: (Contd.)

8. **Completion schedule for Project under capital-work-in progress whose completion is overdue or has exceeded its cost compared to its original plan:**

₹ in Crores

Particulars	To be completed in			
	Less than 1 year	1-2 years	2-3 years	More than 3 years
As at March 31, 2023:				
Commissioning of Brownfield grinding unit at Patliputra, Bihar (Trial Run started in March' 2023 and commissioned in April' 2023)	318.53	-	-	-
Commissioning of Brownfield grinding unit at Sonar Bangla, West Bengal (Trial Run started in March' 2023)	99.15	-	-	-
As at March 31, 2022:				
Commissioning of Greenfield grinding unit at Cuttack, Odisha	392.09	-	-	-
Commissioning of Brownfield grinding unit at Dalla, Uttar Pradesh	107.98	-	-	-

Commissioning of these units are postponed due to Covid-19 and planned to commission in FY 2023.

9. **Ageing schedule of Intangible assets under development:**

₹ in Crores

Particulars	Amount in Intangible assets under development 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	4.70	0.78	-	-	5.48
Total	**4.70**	**0.78**	**-**	**-**	**5.48**
As at March 31, 2022:					
Projects in progress	2.46	4.79	-	0.16	7.41
Total	**2.46**	**4.79**	**-**	**0.16**	**7.41**

10. **There is no overdue or cost exceed for Projects under Intangible assets under development.**

C) Goodwill

The Company had acquired cement business of Century Textiles and Industries Limited (Century Business) at an enterprise value of ₹ 8,387.71 Crores and accounted as per Ind AS 103 – Business Combinations with effect from May 20, 2018 as per order dated July 3, 2019 by National Company Law Tribunal. The Company had recognised a goodwill of ₹ 2,208.82 Crores based on the difference between the fair value of consideration transferred and fair value of net assets acquired. Goodwill acquired under business combinations has been allocated to the acquired business as Cash Generating Unit (CGU). Goodwill is tested for impairment annually or more frequently if indicators of impairment exist. Potential impairment is identified by comparing the recoverable value of a CGU to its carrying value.

The carrying amount of goodwill as at March 31, 2023 is ₹ 2,208.82 Crores (March 31, 2022: ₹ 2,208.82 Crores) . The recoverable amount of the CGU was determined using a value-in-use calculation. The key assumptions used in the value-in-use calculation include estimated future cash flows for five years, industry trend, growth rates and weighted average cost of capital.

Based on our impairment testing, the recoverable amount of the CGU exceeds its carrying amount including goodwill. Therefore, no impairment loss was recognized during the year ended March 31, 2023. Sensitivity analysis with 1% change in growth rate and weighted average cost of capital also indicates that no impairment required on carrying amount of goodwill.

Notes to Standalone Financial Statements

Note 3 - Right of Use Asset Schedule:

As a lessee

(a) Following are the carrying value of Right of Use Assets as at March 31, 2023:

₹ in Crores

Particulars	Gross Block				Accumulated depreciation				Net Block
	As at April 01, 2022	Additions	Deductions	As at March 31, 2023	As at April 01, 2022	For the year	Deductions	As at March 31, 2023	As at March 31, 2023
Leasehold Land	475.63	41.10	-	516.73	59.33	21.72	-	81.05	435.68
Leasehold Building	97.64	6.41	-	104.05	40.73	14.71	-	55.44	48.61
Plant and Machinery	107.93	34.46	-	142.39	21.31	25.03	-	46.34	96.05
Ships	615.28	72.03	-	687.31	171.05	66.03	-	237.08	450.23
Total	**1,296.48**	**154.00**	**-**	**1,450.48**	**292.42**	**127.49**	**-**	**419.91**	**1,030.57**
Less: Depreciation transferred to CWIP						1.19			
Net Depreciation Charged to Statement of Profit & Loss						**126.30**			

As at March 31, 2022

₹ in Crores

Particulars	Gross Block				Accumulated depreciation				Net Block
	As at April 01, 2021	Additions	Deductions	As at March 31, 2022	As at April 01, 2021	For the year	Deductions	As at March 31, 2022	As at March 31, 2022
Leasehold Land	439.78	37.31	(1.46)	475.63	41.25	18.87	(0.79)	59.33	416.30
Leasehold Building	90.34	13.52	(6.22)	97.64	26.21	17.38	(2.86)	40.73	56.91
Plant and Machinery	77.86	30.07	-	107.93	9.43	11.88	-	21.31	86.62
Ships	699.82	0.71	(85.25)	615.28	121.47	61.42	(11.84)	171.05	444.23
Total	**1,307.80**	**81.61**	**(92.93)**	**1,296.48**	**198.36**	**109.55**	**(15.49)**	**292.42**	**1,004.06**
Less: Depreciation transferred to CWIP						3.79			
Net Depreciation Charged to Statement of Profit & Loss						**105.76**			

(b) Lease Expenses recognized in Statement of Profit and Loss not included in the measurement of lease liabilities:

₹ in Crores

Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
Variable lease payments	98.67	73.44
Expenses relating to short-term leases	454.52	358.37
Expenses relating to leases of low-value assets, excluding short-term leases of low value assets	15.96	27.88

(c) Maturity analysis of lease liabilities– contractual undiscounted cash flows:

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Less than one year	168.38	134.28
One to five years	560.79	488.07
More than five years	636.42	703.03
Total undiscounted lease liabilities	**1,365.59**	**1,325.38**

(d) The total cash outflow for leases for year ended March 31, 2023 is ₹ 166.71 Crores (March 31, 2022 ₹ 159.59 Crores).

(e) Income from sub leasing of Right to use assets is for the year ended March 31, 2023 is ₹ 130.34 Crores (March 31, 2022 ₹ 76.39 Crores).

(f) Impact of Ind AS 116 has resulted in lower expenses in Power and Fuel, Freight and Forwarding and Other Expenses by ₹ 166.79 Crores (March 31, 2022: ₹ 134.32 Crores) whereas Finance Costs and Depreciation and amortisation expenses are higher by ₹ 102.66 Crores (March 31, 2022: ₹ 72.32 Crores) and ₹ 126.30 Crores (March 31,2022: ₹ 105.76 Crores) respectively.

Notes to Standalone Financial Statements

Note 4: Investments

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	Nos.	Amount	Nos.	Amount
Unquoted:				
Investments measured at Cost:				
Equity Instruments:				
Subsidiaries:				
Face value of ₹ 10 each fully paid:				
Harish Cement Limited	2,48,179	154.68	2,48,179	154.68
Bhagwati Lime Stone Company Private Limited	11,900	13.03	11,900	13.03
Gotan Lime Stone Khanij Udyog Private Limited (Refer Note 35)	23,15,780	184.48	23,15,780	184.48
UltraTech Nathdwara Cement Limited (UNCL)	3,40,00,00,000	3,429.20	3,40,00,00,000	3,429.20
Face value of ₹ 10 each partly paid:				
Gotan Lime Stone Khanij Udyog Private Limited (Refer Note 35)	23,000	0.98	23,000	0.98
Harish Cement Limited	1,095	0.21	-	-
Face Value of Sri Lankan Rupee 10 each fully paid:				
UltraTech Cement Lanka (Private) Limited	4,00,00,000	23.03	4,00,00,000	23.03
Face Value of UAE Dirham 10 each fully paid:				
UltraTech Cement Middle East Investments Limited	5,06,11,952	1,460.76	3,43,69,140	643.56
Face Value of Indonesian Rupiah 8,923 each fully paid:				
PT UltraTech Mining Indonesia	-	-	9,87,069	4.75
Face Value of Indonesian Rupiah 9,163 each fully paid:				
PT UltraTech Investment Indonesia	-	-	19,00,000	11.46
Less: Provision for Impairment in value of Investment in both Indonesian Subsidiaries		-		(13.69)
		5,266.37		**4,451.48**
Joint Ventures:				
Face value of ₹ 10 each fully paid:				
Bhaskarpara Coal Company Limited	81,41,050	8.14	81,41,050	8.14
Less: Provision for Impairment in value of Investment		(1.65)		(1.65)
		6.49		**6.49**
Equity Instruments:				
Associates:				
Face value of ₹ 10 each fully paid:				
Madanpur (North) Coal Company Private Limited	11,52,560	1.15	11,52,560	1.15
Less: Provision for Impairment in value of Investment		(0.22)		(0.22)
		0.93		**0.93**
Aditya Birla Renewables SPV 1 Limited	1,62,78,663	16.60	1,62,78,663	16.60
Aditya Birla Renewables Energy Limited	46,15,650	4.71	46,15,650	4.71
ABREL (MP) Renewables Limited (Equity shares of ₹ 10 each aggregating to ₹ 26,000)	2,600	-	-	-
ABREL Green Energy Limited	2,38,60,434	23.86	-	-
ABREL (Odisha) SPV Limited	50,13,879	5.01	-	-
Investments measured at Fair value through Profit or Loss:				
Equity Instruments:				
Face value of ₹ 10 each fully paid:				
Rajmahal Coal Mining Limited	10,00,000	1.00	10,00,000	1.00
Green Infra Wind Power Generation Limited	1,92,000	0.19	1,92,000	0.19
Watsun Infrabuild Private Limited	6,42,600	0.64	6,42,600	0.64

Notes to Standalone Financial Statements

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	Nos.	Amount	Nos.	Amount
Amplus Sunshine Private Limited	38,67,848	4.80	38,67,848	4.80
VSV Onsite Private Limited	78,52,649	10.15	78,52,649	10.15
Lalganj Power Private Limited	1,48,32,882	19.61	1,30,32,882	17.20
Amplus Dakshin Private Limited	1,21,85,777	12.19	1,16,90,777	11.69
Amplus Coastal Power Private Limited	17,12,279	1.76	17,12,279	1.76
VSV Offsite Private Limited	3,88,890	0.53	3,88,890	0.53
Solbridge Energy Private Limited	17,38,490	2.21	17,38,490	2.21
Sunroot Energy Private Limited	86,06,393	8.61	5,10,000	0.51
NUPower Wind Farms Limited (Equity shares of ₹ 10 each aggregating to CY: ₹ 1000 (LY: ₹ 20,000))	100	-	2,000	-
Ostro Alpha Wind Private Limited	69,66,635	8.36	-	-
Greenyana Sunstream Private Limited	16,07,692	2.09	-	-
Renew Surya Spark Private Limited	71,60,946	7.16	-	-
Clean Max Theia Private Limited	2,28,91,488	41.20	-	-
		120.50		**50.68**
Preference Shares:				
Subsidiaries:				
0.5% Cumulative Compulsory Redeemable Preference Shares Face Value of UAE Dirham 10 each fully paid:				
UltraTech Cement Middle East Investments Limited	5,14,22,000	1,150.44	5,14,22,000	1,061.10
7% Non Cumulative Non-Convertible Redeemable Preference Shares of ₹ 100 each fully paid				
Aditya Birla Health Services Private Limited	20,00,000	17.91	20,00,000	17.80
Units of Debt schemes of Various Mutual Funds		-		697.60
		6,612.82		**6,307.39**
Quoted:				
Investments measured at Fair value through Profit or Loss:				
Tax free Bonds		162.07		282.75
Taxable Corporate Bonds		280.89		290.83
		7,055.78		**6,880.97**
Aggregate Book Value of:				
Quoted Investments		442.96		573.58
Unquoted Investments		6,612.82		6,307.39
		7,055.78		**6,880.97**
Aggregate Market Value of Quoted Investments		442.96		573.58
Aggregate amount of impairment in value of investments		1.87		15.56

Note 5: Loans

₹ in Crores

Particulars	Non-Current		Current	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Considered good, Secured:				
Loans against House Property (Secured by way of title deeds)	-	-	-	0.05
Considered good, Unsecured:				
Loans to Related Parties (Refer Note 38)	-	-	2,528.91	2,566.76
Loans to Employees	9.22	9.59	7.41	6.54
	9.22	**9.59**	**2,536.32**	**2,573.35**

Notes to Standalone Financial Statements

Note 5.1: Disclosure of Loans and Advances given to subsidiaries as per Regulation 34 (3) and 53 (f) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 186 of the Companies Act, 2013:

₹ in Crores

Name of the Subsidiary Company	Amount Outstanding as at		Maximum Balance Outstanding during the year ended		Investment by Subsidiary in Shares of the Company (No. of Shares)	
	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
UltraTech Nathdwara Cement Limited (UNCL) (avg. interest rate is RBI Repo Rate + Spread) (For discharging the liabilities in UNCL upon its acquisition by the company)	2,528.91	2,566.76	2,566.76	3,102.76	-	-
UltraTech Cement Middle East Investments Limited (avg interest rate: RBI Repo Rate + Spread) (For financing business expanison)	-	-	1,511.10	-	-	-

Note 5.2: Loans or Advances are in the nature of loans are granted to promoters, Directors, KMPs and the related parties, either severally or jointly with any other person, that are repayable on demand; or without specifying any terms or period of repayment:

₹ in Crores

Type of Borrower	Amount of loan or advance in the nature of loan outstanding as at		% to the total Loans and Advances in the nature of loans as at	
	March 31, 2023	March 31, 2022	March 31, 2023	March 31, 2022
Related Parties	2,528.91	2,566.76	99.35%	99.37%
Total	**2,528.91**	**2,566.76**	**99.35%**	**99.37%**

Note 5.3: No loans are due from directors or other officers of the Company or any of them either severally or jointly with any other person. Further, no loans are due from firms or private companies in which any director is a partner, a director or a member.

Note 6: Other Financial Assets

₹ in Crores

Particulars	Non-Current		Current	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Derivative Assets	442.43	367.89	31.08	38.05
Interest Accrued on Deposits and Investments	-	-	30.36	40.34
Fixed Deposits with Bank with Maturity Greater than twelve Months^	0.41	37.90	-	-
Government Grants Receivable	481.98	529.96	819.48	1,018.83
Security Deposits (Refer Note 38)	186.90	147.41	172.53	154.54
Others (Includes Insurance Claims, Railway Claims and Other Receivables)	-	-	221.09	474.71
	1,111.72	**1,083.16**	**1,274.54**	**1,726.47**

^ *Lodged as Security for various purposes - ₹ 0.31 Crores (March 31, 2022: ₹ 0.09 Crores)*

Note 7: Other Non-Current Assets

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Capital Advances	2,517.23	2,412.51
Less: Provision for Impairment	(12.36)	(12.36)
	2,504.87	**2,400.15**
Balance with Government Authorities	701.92	614.69
Prepaid Expenses	5.32	3.96
	3,212.11	**3,018.80**

Notes to Standalone Financial Statements

Note 8: Inventories (Valued at lower of cost and net realisable value, unless otherwise stated)

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Raw Materials {includes in transit ₹ 60.22 Crores, (March 31, 2022: ₹ 125.86 Crores)}	752.07	673.74
Work-in-Progress	1,269.36	891.16
Finished Goods {includes in transit ₹ 103.9 Crores, (March 31, 2022: ₹ 58.78 Crores)}	623.45	495.21
Stock-in-trade {includes in transit ₹ 2.52 Crores, (March 31, 2022: ₹ 2.85 Crores)}	27.20	17.58
Stores & Spares {includes in transit ₹ 34.12 Crores, (March 31, 2022: ₹ 3.60 Crores)}	1,499.19	1,252.20
Fuel {includes in transit ₹ 380.08 Crores, (March 31, 2022: ₹ 513.94 Crores)}	1,762.13	1,662.70
Packing Materials {includes in transit ₹ 1.10 Crores, (March 31, 2022: ₹ 1.30 Crores)}	140.47	160.08
Scrap (valued at net realisable value)	10.37	9.87
	6,084.24	**5,162.54**

The Company follows suitable provisioning norms for writing down the value of Inventories towards slow moving, non-moving and surplus inventory. Provision as on date is ₹ 51.69 Crores (March 31, 2022 ₹ 50.65 Crores).

Note 9: Current Investments

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Quoted:		
Investments measured at Fair value through Profit or Loss:		
Taxable Corporate Bonds	534.69	90.97
Unquoted:		
Investments measured at amortised Cost:		
Fixed Deposits with Financial Institution with Maturity less than twelve months	20.00	335.00
Investments measured at Fair value through Profit or Loss:		
Units of Debt Schemes of Various Mutual Funds	5,248.77	4,417.57
	5,803.46	**4,843.54**
Aggregate Book Value of:		
Quoted Investments	534.69	90.97
Unquoted Investments	5,268.77	4,752.57
	5,803.46	**4,843.54**
Aggregate Market Value of Quoted Investments	**534.69**	**90.97**

Note 10: Trade Receivables

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Considered good, Secured	607.03	554.30
Considered good, Unsecured (Refer Note 38)	2,635.14	2,152.52
Significant increase in Credit Risk and Credit Impaired	85.89	82.39
	3,328.06	**2,789.21**
Less: Allowances for credit impaired	(85.89)	(82.39)
	3,242.17	**2,706.82**

Note 10.1: No trade receivables are due from directors or other officers of the Company, either severally or jointly with any other person. Further no trade receivables are due from firms or private companies, respectively in which any director is a partner, a director or a member.

Notes to Standalone Financial Statements

Note 10.2: Trade Receivables Ageing Schedule

₹ in Crores

Particulars	Receivable but not due	Outstanding from due date of Payment					Total
		Less than 6 Months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
As at March 31, 2023:							
(i) Undisputed Trade receivables – considered good	2,417.84	793.62	16.29	4.79	0.11	3.15	3,235.80
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	6.42	10.11	0.03	-	16.56
(iii) Undisputed Trade Receivables – credit impaired	-	-	0.06	0.90	3.84	21.57	26.37
(iv) Disputed Trade Receivables– considered good	-	-	0.26	0.57	-	5.54	6.37
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	-	0.12	1.06	-	-	1.18
(vi) Disputed Trade Receivables – credit impaired	-	-	4.31	3.41	0.97	33.09	41.78
Total As at March 31, 2023	**2,417.84**	**793.62**	**27.46**	**20.84**	**4.95**	**63.35**	**3,328.06**
As at March 31, 2022:							
(i) Undisputed Trade receivables – considered good	2,049.71	627.77	19.61	3.45	0.40	2.91	2,703.85
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	1.12	7.50	4.39	0.01	0.01	13.03
(iii) Undisputed Trade Receivables – credit impaired	-	-	2.65	2.87	5.12	21.05	31.69
(iv) Disputed Trade Receivables– considered good	-	-	0.03	0.43	0.48	2.03	2.97
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	-	0.01	0.61	-	-	0.62
(vi) Disputed Trade Receivables – credit impaired	-	-	-	0.10	6.88	30.07	37.05
Total As at March 31, 2022	**2,049.71**	**628.89**	**29.80**	**11.85**	**12.89**	**56.07**	**2,789.21**

There are no unbilled trade receivables, hence the same is not disclosed in the ageing schedules.

Note 11: Cash and Cash Equivalents

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Balance with banks (Current Account)	292.24	53.16
Cheques on hand	7.37	22.05
Cash on hand	1.49	1.37
	301.10	**76.58**

Note 12: Bank Balances other than Cash and Cash Equivalents

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Fixed Deposits with Banks (Maturity more than three months and upto twelve months)^	701.97	170.66
Earmarked Balance with Bank for Unpaid Dividends	14.04	12.62
	716.01	**183.28**

^ Lodged as security for various purposes ₹ Nil Crores (March 31, 2022 ₹ 0.88 Crores). Earmarked for specific purpose ₹ 144.95 Crores (March 31, 2022 ₹ 144.95 Crores).

Notes to Standalone Financial Statements

Note 13: Other Current Assets

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Advances to related parties (Refer Note 38)	149.52	179.74
Balance with Government Authorities	647.51	487.53
Advances to Suppliers	782.39	802.51
Prepaid Expenses	111.50	63.67
Others (Balance with Gratuity Trust and Other Receivables)	199.19	177.45
	1,890.11	**1,710.90**

Note 14 (a): Equity Share Capital

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	No. of Shares	Amount	No. of Shares	Amount
Authorised				
Equity Shares of ₹ 10 each	78,00,00,000	780.00	78,00,00,000	780.00
Issued, Subscribed and Fully Paid-up				
Equity Shares of ₹ 10 each fully paid-up	28,86,86,345	288.69	28,86,70,847	288.67
(a) Reconciliation of the Shares Outstanding at the beginning and at the end of the year				
Outstanding at the beginning of the year	28,86,70,847	288.67	28,86,53,398	288.65
Add: Shares issued under Employees Stock Options Scheme (ESOS)	15,498	0.02	17,449	0.02
Outstanding at the end of the year	28,86,86,345	288.69	28,86,70,847	288.67
(b) Shares held by Holding Company				
Grasim Industries Limited	16,53,35,150	165.34	16,53,35,150	165.34
(c) List of shareholders holding more than 5% of Paid-up Equity Share Capital	**No. of Shares**	**% Holding**	**No. of Shares**	**% Holding**
Grasim Industries Limited	16,53,35,150	57.27%	16,53,35,150	57.27%
	No. of Shares	**Amount**	**No. of Shares**	**Amount**
(d) Equity Shares of ₹ 10 each reserved for issue under ESOS	26,433	0.03	41,931	0.04
(e) Aggregate number of Shares issued for consideration other than cash during the period of five years immediately preceding the reporting date				
Equity Shares of ₹ 10 each issued as fully paid up to the shareholders of Century Textiles and Industries Limited, pursuant to the Scheme of Demerger	1,39,61,960	13.96	13,961,960	13.96

(f) Rights, Preferences and Restrictions attached to shares:

The Company has only one class of Equity Shares having a par value of ₹ 10 per share. Each shareholder is eligible for one vote per share held except for Global Depository Receipts. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

Notes to Standalone Financial Statements

(g) Shares held by Promoters:

Promoter Name	As at March 31, 2023		As at March 31, 2022		% change during the year
	No of Shares	% of total shares	No of Shares	% of total shares	
Mr. Kumar Mangalam Birla	1,80,132	0.06%	180,132	0.06%	-
Grasim Industries Limited	16,53,35,150	57.27%	16,53,35,150	57.27%	-
Total	**16,55,15,282**	**57.33%**	**16,55,15,282**	**57.33%**	**-**

Promoter Name	As at March 31, 2022		As at March 31, 2021		% change during the year
	No of Shares	% of total shares	No of Shares	% of total shares	
Mr. Kumar Mangalam Birla	180,132	0.06%	1,80,132	0.06%	-
Grasim Industries Limited	16,53,35,150	57.27%	16,53,35,150	57.28%	-
Total	**16,55,15,282**	**57.33%**	**16,55,15,282**	**57.34%**	**-**

Note 14 (b): Other Equity

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Capital Reserve	170.72	170.72
Securities Premium	5,484.44	5,477.10
Debenture Redemption Reserve	37.50	37.50
General Reserve	39,330.41	36,330.41
Share option outstanding reserve	80.18	49.71
Treasury Shares	(256.86)	(154.29)
Retained Earnings	7,934.42	7,091.61
Cash Flow Hedge Reserve	(132.64)	(20.79)
Total Other Equity	**52,648.17**	**48,981.97**

The Description of the nature and purpose of each reserve within equity is as follows:

a) **Capital Reserve:** Company's capital reserve is mainly on account of acquisition of cement business of Larsen & Toubro Ltd., Gujarat Units of Jaypee Cement Corporation Ltd (JCCL) and cement capacities of 21.2 MTPA of Jaiprakash Associates Ltd (JAL) and JCCL, being excess of the net assets acquired over the consideration paid.

b) **Securities Premium:** Securities premium is credited when shares are issued at premium. It is utilised in accordance with the provisions of the Act, to issue bonus shares, to provide for premium on redemption of shares or debentures, equity related expenses like underwriting costs, etc.

c) **Debenture Redemption Reserve (DRR):** The Company has issued redeemable non-convertible debentures. Accordingly, the Companies (Share capital and Debentures) Rules, 2014 (as amended), requires the company to create DRR out of profits of the company available for payment of dividend. DRR is required to be created for an amount which is equal to 25% of the value of debentures issued. However, this requirement is no more applicable w.e.f. April 1, 2018 as per the amendment in the Companies (Share capital and Debentures) Rules, 2014 vide dated August 16, 2019; accordingly the Company has not made any new addition in the said reserve and accounted the reversal of outstanding reserve linked to payment of specific non-convertible debentures.

d) **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 provision of Companies Act, 1956. Mandatory transfer to general reserve is not required under the Companies Act, 2013.

e) **Shares Options Outstanding Reserve:** The Company has three share option schemes under which options to subscribe for the Company's shares have been granted to certain executives and senior employees. The share-

Notes to Standalone Financial Statements

based payment reserve is used to recognise the value of equity-settled share-based payments provided to employees, including key management personnel, as part of their remuneration.

f) **Treasury Shares:** The Company has formed an Employee Welfare Trust for purchasing Company's shares to be allotted to eligible employees under Employees Stock Options Scheme, 2018 (ESOS 2018). As per Ind AS 32 - Financial Instruments: Presentation, Reacquired equity shares of the Company are called Treasury Shares and deducted from equity.

g) **Cashflow Hedge Reserve:** The Company has designated its hedging instruments as cash flow hedges and any effective portion of cashflow hedge is maintained in the said reserve. In case the hedging becomes ineffective, the amount is recognised in the Statement of Profit and Loss.

Note 15: Non-Current Borrowings

₹ in Crores

Particulars	Non-Current		Current Maturities of Long-Term debts *	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Secured:				
Non-Convertible Debentures - Note (a1)	500.00	500.00	-	-
Sales Tax/ VAT/ GST Deferment Loan - Note (b1)	168.10	159.04	34.61	34.60
	668.10	**659.04**	**34.61**	**34.60**
Unsecured:				
Non-Convertible Debentures - Note (a2)	500.00	1,500.00	1,000.00	250.00
Foreign Currency Bonds - Note (c)	3,286.80	3,031.70	-	-
Sales Tax/ VAT/ GST Deferment Loan - Note (b2)	79.77	112.26	32.51	40.65
	3,866.57	**4,643.96**	**1,032.51**	**290.65**
Total	**4,534.67**	**5,303.00**	**1,067.12**	**325.25**

** Amount disclosed under the head 'Current Borrowings' (Refer Note 20).*

(a1) Non-Convertible Debentures (NCDs):

₹ in Crores

Particulars		As at March 31, 2023	As at March 31, 2022
Secured:			
7.53% NCDs	Redeemable at par on August 21, 2026	500.00	500.00
Total		**500.00**	**500.00**

The NCDs are secured by way of first charge, having pari passu rights, on the Company's fixed assets (save and except stocks and book debts), both present and future, situated at certain locations, in favour of Debenture Trustees.

(a2) Non-Convertible Debentures (NCDs):

₹ in Crores

Particulars		As at March 31, 2023	As at March 31, 2022
Unsecured:			
6.68% NCDs	Redeemable at par on February 20, 2025	250.00	250.00
7.64% NCDs	Redeemable at par on June 04, 2024	250.00	250.00
4.57% NCDs	Redeemable at par on December 29, 2023	1,000.00	1,000.00
6.72% NCDs	Redeemed at par on December 09, 2022	-	250.00
		1,500.00	**1,750.00**
Less: Current Portion of NCDs shown under Current Borrowings		(1,000.00)	(250.00)
Total		**500.00**	**1,500.00**

Notes to Standalone Financial Statements

(b1) Sales Tax/ VAT/ GST Deferment Loan:

₹ in Crores

Particulars		As at March 31, 2023	As at March 31, 2022
Secured:			
Uttar Pradesh Financial Corporation	Varied Annual Payments started from August 2019 to December 2024	50.80	84.95
Department of Industries and Commerce, Karnataka	Varied Annual Payments from August 2032 to March 2035	151.91	108.69
		202.71	**193.64**
Less: Current Portion shown under Current Borrowings		(34.61)	(34.60)
Total		**168.10**	**159.04**

Sales Tax/ VAT/ GST Deferment Loan is secured by bank guarantee and corporate guarantees.

(b2) Sales Tax/ VAT/ GST Deferment Loan:

₹ in Crores

Particulars		As at March 31, 2023	As at March 31, 2022
Unsecured:			
Department of Industries and Commerce, Haryana	Repaid in October 2022	-	11.01
Commercial Tax Department, Hyderabad	Varied Annual payments started from October 2021 to October 2026	112.28	141.90
		112.28	**152.91**
Less: Current Portion shown under Current Borrowings		(32.51)	(40.65)
Total		**79.77**	**112.26**

(c) Foreign Currency Bonds:

₹ in Crores

Particulars		As at March 31, 2023	As at March 31, 2022
Unsecured:			
2.80% Sustainability Linked Bonds (US Dollar: 40.00 Crores; March 31, 2022: US Dollar: 40.00 Crores)	February 2031	3,286.80	3,031.70
		3,286.80	**3,031.70**

The Company had issued unsecured fixed rate US Dollar denominated notes (in the form of “Sustainability Linked Bonds”), aggregating to USD 400 million, due on February 16,2031, bearing coupon of 2.80% per annum payable semi-annually. The Bonds are linked to ‘Sustainability Performance Target (SPT) of reducing Scope 1 GHG emissions by 22.2% from a 2017 baseline. If SPT is not achieved by observation date in 2030, the coupon will step-up by 0.75% for last two coupons.The Bonds are listed on the Singapore Exchange Securities Trading Limited.

Notes to Standalone Financial Statements

Note 16: Other Financial Liabilities

₹ in Crores

Particulars	Non-Current		Current	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Interest Accrued but not due on Borrowings	-	-	75.67	76.29
Deferred Premium Payable	273.10	303.48	30.37	28.87
Derivative Liability	-	-	103.76	10.17
Liability for Capital Goods (Refer Note 54)	-	-	1,468.23	681.24
Security Deposits	-	-	2,133.87	2,027.24
Salaries, Wages, Bonus and Other Employee Payables	-	-	340.97	307.68
Investor Education and Protection Fund, will be credited with the following amounts (as and when due)				
Unpaid Dividends	-	-	14.06	12.62
Unpaid Fractional liability on issue of shares pursuant to scheme of Demerger	-	-	0.41	0.42
Others (Retention money, Liquidated Damages, etc.)	-	-	522.27	413.68
	273.10	**303.48**	**4,689.61**	**3,558.21**

Note 17: Provisions

₹ in Crores

Particulars	Non-Current		Current	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Provision for Employee Benefits:				
For Employee Benefits (Refer Note 36)	246.24	263.99	49.63	45.61
Others:				
For Mines Restoration Expenditure	349.96	321.85	-	-
For Cost of transfer of Assets	-	-	132.05	186.04
	596.20	**585.84**	**181.68**	**231.65**

Note 17.1: Movement of provisions during the year as required by Ind AS - 37 "Provisions, Contingent Liabilities and Contingent Assets" specified under Section 133 of the Companies Act, 2013:

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
(a) **Mines Restoration Expenditure:**	**Non-Current**	
Opening Balance	321.85	291.06
Add: Provision / (Reversal) during the year	14.88	10.47
Add: Unwinding of discount on Mine Restoration Provision	13.79	21.88
Less: Utilisation during the year	(0.56)	(1.56)
Closing Balance	**349.96**	**321.85**
(b) **Provision for Cost of Transfer of Assets:**	**Current**	
Opening Balance	186.04	252.22
Less: Utilisation / Reversal during the year	(53.99)	(66.18)
Closing Balance	**132.05**	**186.04**

Notes to Standalone Financial Statements

Note 18: Deferred Tax Liabilities (NET)

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022	Recognised in Statement of Profit and Loss	Recognised in OCI	Recognised directly in Other Equity
Deferred Tax Assets:					
Provision allowed under tax on payment basis	(236.95)	(234.19)	(2.76)	-	-
Others	(181.88)	(122.40)	(21.85)	(37.63)	-
	(418.83)	**(356.59)**	**(24.61)**	**(37.63)**	**-**
Deferred Tax Liabilities:					
Tangible and Intangible Assets	5,842.37	5,527.36	315.01	-	-
Fair valuation of Investments	12.45	28.36	(15.91)	-	-
Others	39.79	30.79	9.00	-	-
	5,894.61	**5,586.51**	**308.10**	**-**	**-**
Net Deferred Tax Liability	**5,475.78**	**5,229.92**	**283.49**	**(37.63)**	**-**

₹ in Crores

Particulars	As at March 31, 2022	As at March 31, 2021	Recognised in Statement of Profit and Loss	Recognised in OCI	Recognised directly in Other Equity
Deferred Tax Assets:					
Provision allowed under tax on payment basis	(234.19)	(235.16)	0.97	-	-
Others	(122.40)	(105.69)	(14.47)	(2.24)	
	(356.59)	**(340.85)**	**(13.50)**	**(2.24)**	**-**
Deferred Tax Liabilities:					
Tangible and Intangible Assets	5,527.36	5,455.27	72.09	-	-
Fair valuation of Investments	28.36	88.54	(60.18)	-	-
Others	30.79	16.18	14.61	-	-
	5,586.51	**5,559.99**	**26.52**	**-**	**-**
Net Deferred Tax Liability	**5,229.92**	**5,219.14**	**13.02**	**(2.24)**	**-**

During the Previous year ended March 31,2022, pursuant to completion of prior income tax assessments, the Company has (i) reversed accumulated provision for tax amounting to ₹ 303.92 Crores and same has been utilized in current year and (ii) accrued Minimum Alternate Tax Credit Entitlement of ₹ 1,213.94 Crores which has been utilised against the previous year tax expense.

Note 19: Other Non-Current Liabilities

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Deferred Income on Government Grants	3.67	3.83
Others	0.11	0.33
	3.78	**4.16**

Notes to Standalone Financial Statements

Note 20: Current Borrowings

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Secured:		
Current Maturities of Long Term Debts (Refer Note 15)	34.61	34.60
Unsecured:		
Redeemable preference shares issued (Refer Note 54)	-	1,000.10
Current Maturities of Long Term Debts (Refer Note 15)	1,032.51	290.65
Loans repayable on demand: From Banks - Cash Credits / Working Capital Borrowings	2,655.13	383.84
Others		
From Banks (includes commercial paper)	493.42	1,210.23
From Others (commercial paper)	-	1,668.69
	3,148.55	**3,262.76**
	4,215.67	**4,588.11**

Note 21: Trade Payables

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Total Outstanding dues of Micro and Small Enterprises (Refer Note 55)	176.63	117.48
Total Outstanding dues of Creditors other than Micro and Small Enterprise		
Other Trade Payable	6,360.13	5,214.93
Due to Related Parties (Refer Note 38)	50.23	10.85
	6,410.36	**5,225.78**
	6,586.99	**5,343.26**

Note 21.1: Trade Payables Ageing Schedule

₹ in Crores

Particulars	Unbilled	Outstanding but not due	Outstanding for the following periods from the due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
As on March 31, 2023:							
(i) Micro and Small Enterprises	-	175.17	1.10	-	-	-	176.27
(ii) Other than Micro and Small Enterprises	1,473.80	2,040.75	2,888.34	-	-	-	6,402.89
(iii) Disputed - Micro and Small Enterprises	-	-	0.13	0.23	-	-	0.36
(iv) Disputed dues - Others	-	-	0.36	4.29	0.89	1.93	7.47
Total as on March 31, 2023	**1,473.80**	**2,215.92**	**2,889.93**	**4.52**	**0.89**	**1.93**	**6,586.99**
As on March 31, 2022:							
(i) Micro and Small Enterprises	-	107.68	9.80	-	-	-	117.48
(ii) Other than Micro and Small Enterprises	1,184.56	1,827.47	2,208.73	-	-	-	5,220.76
(iii) Disputed - Micro and Small Enterprises	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	2.00	3.02	-	5.02
Total as on March 31, 2022	**1,184.56**	**1,935.15**	**2,218.53**	**2.00**	**3.02**	**-**	**5,343.26**

Note 22: Other Current Liabilities

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Advance from Customers and Others	378.03	458.27
Deferred Income on Government Grants	0.17	0.17
Statutory liabilities	2,150.56	1,956.66
Others (includes Rebate to Customers and others)	2,563.73	2,416.27
	5,092.49	**4,831.37**

Notes to Standalone Financial Statements

NOTE 23: Revenue from Operations (Refer Note 53)

₹ in Crores

Particulars		As at March 31, 2023	As at March 31, 2022
Revenue from Contract with Customer			
Sale of Manufactured Products	55,582.89		46,079.75
Sale of Traded Products	4,878.67		3,648.25
Sale of Services	1.04		1.38
		60,462.60	**49,729.38**
Other Operating Revenues			
Scrap Sales	135.96		108.44
Lease Rent	0.49		0.23
Insurance Claim	32.42		27.33
Provisions no longer required written back	62.68		50.51
Unclaimed Liabilities written back	74.06		85.93
Government Grants (Refer Note 51)	406.97		530.87
Miscellaneous Income / Receipts	151.32		130.80
		863.90	**934.11**
Total Revenue form Operations		**61,326.50**	**50,663.49**

NOTE 24: Other Income

₹ in Crores

Particulars		As at March 31, 2023	As at March 31, 2022
Interest Income on			
Government and Other Securities	17.42		18.85
Bank and Other Accounts	448.72		249.13
		466.14	**267.98**
Dividend Income on Non-Current Investment - From Subsidiary and Associates		5.90	6.92
Exchange Gain (net)		93.97	-
Profit on Sale of Property, plant and equipment (net)		0.24	3.12
Gain on Fair valuation of Investments through Profit or Loss		66.25	102.43
Profit on Sale of Current and Non-Current Investments (net)		31.37	186.39
Others		25.56	44.96
		689.43	**611.80**

Note 25: Cost of Materials Consumed

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Opening Stock	673.74	435.81
Add: Purchases	8,582.46	6,697.70
	9,256.20	**7,133.51**
Less: Closing Stock	752.07	673.74
	8,504.13	**6,459.77**

Notes to Standalone Financial Statements

Note 26: Purchases of Stock-In-Trade

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Grey Cement	2,636.76	1,982.65
Others (UltraTech Building Solution)	383.94	475.54
	3,020.70	**2,458.19**

Note 27: Changes in Inventories of Finished Goods, Stock-In-Trade and Work-In-Progress

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Closing Inventories		
Work-in-progress	1,269.36	891.16
Finished Goods	623.45	495.21
Stock in Trade	27.20	17.58
	1,920.01	**1,403.95**
Opening Inventories		
Work-in-progress	891.16	602.79
Finished Goods	495.21	426.74
Stock in Trade	17.58	13.87
	1,403.95	**1,043.40**
(Increase) / Decrease in Inventories	(516.06)	(360.55)
Add: Stock Transfer from Pre-Operative Account	25.69	2.18
	(490.37)	**(358.37)**

Note 28: Employee Benefits Expense

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Salaries, Wages and Bonus	2,247.22	2,069.10
Contribution to Provident and Other Funds		
Contribution to Gratuity and Other Defined Benefit Plans (Refer Note 36)	154.57	141.80
Contribution to Superannuation and Other Defined Contribution Funds (Refer Note 36)	20.44	21.10
Expenses on Employees Stock Options Scheme	35.20	23.42
Staff Welfare Expenses	104.17	103.66
	2,561.60	**2,359.08**

Note 29: Finance Costs

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Interest Expense:		
On Borrowings (at amortised cost)	513.10	639.46
Others (including interest on deposits from dealers and contractors)	130.20	101.51
Interest on Sales Tax/ VAT/ GST Deferment Loan	14.51	16.38
Interest on Lease Liabilities	54.35	54.13
Unwinding of discount on Mine Restoration Provision	13.79	21.88
	725.95	**833.36**
Exchange Loss on revaluation of Lease Liabilities	48.31	18.19
Other Borrowing Cost (Finance Charges)	6.23	8.04
Less: Finance Costs Capitalised	(25.49)	(61.22)
	755.00	**798.37**

Borrowing costs are capitalised using rates based on specific borrowings ranging from 4.57% to 6.93% per annum. (For the year ended March 31, 2022: 4.57% to 6.93% per annum)

Notes to Standalone Financial Statements

Note 30: Depreciation and Amortisation Expense

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Depreciation of Property, Plant and Equipment (Refer Note 2)	2,314.82	2,183.11
Depreciation of Right of Use (ROU) Assets (Refer Note 3)	126.30	105.76
Amortisation of Intangible Assets (Refer Note 2)	158.70	135.99
Obsolescence	19.42	31.90
	2,619.24	**2,456.76**

Note 31: Freight and Forwarding Expense

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
On Finished Products	11,713.92	9,897.17
On Clinker Transfer & others	2,100.31	1,670.47
	13,814.23	**11,567.64**

Note 32: Other Expenses

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Consumption of Stores, Spare Parts and Components	1,078.50	943.10
Consumption of Packing Materials	1,800.69	1,668.85
Repairs to Plant and Machinery, Buildings and Others	1,155.33	992.94
Insurance	162.58	119.05
Rent	194.15	155.73
Rates and Taxes	145.78	130.14
Directors' Fees	0.31	0.28
Directors' Commission	12.00	10.00
Advertisement	477.22	487.51
Sales Promotion and Other Selling Expenses	816.64	629.97
Exchange Loss (net)	-	16.90
Miscellaneous Expenses	1,453.90	1,192.04
	7,297.10	**6,346.51**
Less: Captive Consumption of Cement	(71.95)	(57.70)
	7,225.15	**6,288.81**

Notes to Standalone Financial Statements

Note 33 - Contingent Liabilities (to the extent not provided for) (Ind AS 37):

(a) Claims against the Company not acknowledged as debt:

₹ in Crores

Sr No	Particulars	Brief Description of Matter	As at March 31, 2023	As at March 31, 2022
i	Excise Duty and Service Tax Matters	Related to valuation matter (Rule 8 vs. Rule 4), Denial of Cenvat credit on Input Service Distributor (ISD) and others	1,645.76	1,614.32
ii	GST/ Sales-tax/ VAT / Entry Tax Matters	Related to stock transfer treated as interstate sales, Demand on freight component and levy of purchase tax on exempted supply, Demand of Entry Tax and others	1,062.30	1,033.87
iii	Royalty on Limestone/ Marl / Shale	Based on fixed conversion factor on limestone, royalty rate difference on Marl and additional royalty on mines transfer	382.12	373.47
iv	Land Related Matters	Demand of Higher Compensation	279.75	272.33
v	Electricity Duty / Energy Development Cess	Related to electricity duty, Minimum power consumption, Energy development Cess and denial of electricity duty exemption	269.87	691.91
vi	Customs	Related to classification dispute	264.82	250.53
vii	Stamp duty	Related to stamp duty on name change	357.90	353.08
viii	Others	Related to Fly ash matters, claim raised by vendor/ supplier, Road Tax matter, Income Tax matters and others	366.65	360.18

Cash outflows for the above are determinable only on receipt of judgments pending at various forums / authorities.

(b) The Company had filed appeals against the orders of the Competition Commission of India (CCI) dated 31 August 2016 (Penalty of ₹ 1,449.51 Crores) and 19 January 2017 (Penalty of ₹ 68.30 Crores). Upon the National Company Law Appellate Tribunal ("NCLAT") disallowing its appeal against the CCI order dated 31 August 2016, the Company filed an appeal before Hon'ble Supreme Court which has, by its order dated 5 October 2018, granted a stay against the NCLAT order. Consequently, the Company has deposited an amount of ₹ 144.95 Crores equivalent to 10% of the penalty of ₹ 1,449.51 Crores. The Company, backed by legal opinions, believes that it has a good case in both the matters and accordingly no provision has been recognised in the financial statements.

(c) Guarantees:

The Company has issued corporate guarantees as under:

In favour of the Banks / Lenders on behalf of some of its Subsidiaries and Joint Venture (JV), as mentioned below, for the purposes of replacing old loans, acquisition financing, working capital and other general corporate purposes:

i. UltraTech Nathdwara Cement Limited: ₹ 350.00 Crores (March 31, 2022 ₹ 350.00 Crores).

ii. Bhaskarpara Coal Company Limited (JV) ₹ 1.70 Crores (March 31, 2022 ₹ 1.70 Crores).

iii. UltraTech Cement Middle East Investment Limited and its subsidiaries: USD 222.80 Million (Equivalent to ₹ 1,830.72 Crores) {March 31, 2022 USD 191.30 Million (Equivalent to ₹ 1,449.89 Crores)}.

(These Corporate Guarantees are issued in different currencies viz. Indian Rupee, USD and UAE Dirham.)

Note 34 - Capital and other commitments:

Estimated amount of contracts remaining to be executed on capital account not provided for (net of advances) ₹ 4,199.93 Crores. (March 31, 2022 ₹ 1,988.69 Crores).

Note 35

The Supreme Court of India has allowed an appeal filed by the State of Rajasthan in a matter relating to transfer of mining lease in the name of the Company's wholly owned subsidiary, Gotan Lime Stone Khanij Udyog Private Limited ("GKUPL") and has directed the State of Rajasthan to frame and notify its policy relating to transfer of mining lease and thereafter pass appropriate order in respect of the mining lease of GKUPL. State Government has notified the new policy related to transfer of new mining lease, based on which the Company has requested the State Government to consider reinstatement of the mines in its favour.

Notes to Standalone Financial Statements

Note 36 - Employee Benefits (Ind AS 19):

{A} Defined Benefit Plans:

(a) Gratuity:

The gratuity payable to employees is based on the employee's service and last drawn salary at the time of leaving the services of the Company and is in accordance with the Rules of the Company for payment of gratuity.

Inherent Risk

The plan is defined benefit in nature which is sponsored by the Company and hence it underwrites all the risks pertaining to the plan. In particular, this exposes the Company to actuarial risk such as adverse salary growth, change in demographic experience, inadequate return on underlying plan assets. This may result in an increase in cost of providing these benefits to employees in future. Since the benefits are lump sum in nature, the plan is not subject to any longevity risks.

(b) Pension:

The Company considers pension for some of its employees at senior management based on the period of service and contribution for the Company. There is no material risk associated with this plan.

(c) Post-Retirement Medical Benefits:

The Company provides post-retirement medical benefits to certain ex-employees who were transferred under the Scheme of arrangement for acquiring Larsen & Toubro cement business and eligible for such benefits from earlier Company. There is no material risk associated with this plan.

₹ in Crores

Sr No	Particulars	As at March 31, 2023			As at March 31, 2022		
		Gratuity (Funded)	Pension	Post-Retirement Medical Benefits	Gratuity (Funded)	Pension	Post -Retirement Medical Benefits
(i)	**Change in defined benefit obligation**						
	Balance at the beginning of the year	733.73	5.63	0.56	671.71	6.18	0.56
	Adjustment of:						
	Current Service Cost	53.34	-	-	50.06	-	-
	Interest Cost	46.94	0.38	0.04	44.92	0.44	0.04
	Actuarial (gains) losses recognised in Other Comprehensive Income:						
	- Change in Financial Assumptions	(39.03)	(0.13)	(0.02)	12.32	(0.07)	0.01
	- Change in Demographic Assumption	-	-	-	(28.80)	-	-
	- Experience Changes	22.67	0.08	(0.01)	40.78	(0.01)	0.01
	Benefits Paid	(59.16)	(0.91)	(0.06)	(57.26)	(0.91)	(0.06)
	Balance at the end of the year	**758.49**	**5.05**	**0.51**	**733.73**	**5.63**	**0.56**
(ii)	**Change in Fair Value of Assets**						
	Balance at the beginning of the year	795.13	-	-	746.94	-	-
	Expected Return on Plan Assets	51.14	-	-	50.22	-	-
	Re measurements due to:						
	Actual Return on Plan Assets less interest on Plan Assets	13.83	-	-	5.08	-	-
	Contribution by the employer	40.82	-	-	50.15	-	-
	Benefits Paid	(59.16)	-	-	(57.26)	-	-
	Balance at the end of the year	**841.76**	**-**	**-**	**795.13**	**-**	**-**
(iii)	**Net Asset / (Liability) recognized in the Balance Sheet**						
	Present value of Defined Benefit Obligation	(758.49)	(5.05)	(0.51)	(733.73)	(5.63)	(0.56)

Notes to Standalone Financial Statements

₹ in Crores

Sr No	Particulars	As at March 31, 2023			As at March 31, 2022		
		Gratuity (Funded)	Pension	Post-Retirement Medical Benefits	Gratuity (Funded)	Pension	Post -Retirement Medical Benefits
	Fair Value of Plan Assets	841.76	-	-	795.13	-	-
	Amount not recognised due to Asset Ceiling	(2.50)	-	-	(0.82)	-	-
	Net Asset / (Liability) in the Balance Sheet	**80.77**	**(5.05)**	**(0.51)**	**60.58**	**(5.63)**	**(0.56)**
(iv)	**Change in Asset Ceiling**						
	Balance at the beginning of the year	0.82	-	-	2.04	-	-
	Interest	0.05	-	-	0.14	-	-
	Remeasurement due to change in surplus/deficit	1.63	-	-	(1.36)	-	-
	Balance at the end of the year	**2.50**	**-**	**-**	**0.82**	**-**	**-**
(v)	**Expenses recognized in the Statement of Profit and Loss**						
	Current Service Cost	53.34	-	-	50.06	-	-
	Interest Cost	46.99	0.38	0.04	45.06	0.44	0.04
	Expected Return on Plan Assets	(51.14)	-	-	(50.22)	-	-
	Transferred to Pre Operative Expenses	(0.76)	-	-	(0.63)	-	-
	Amount charged to the Statement of Profit and Loss	**48.43**	**0.38**	**0.04**	**44.27**	**0.44**	**0.04**
(vi)	**Re-measurements recognised in Other Comprehensive Income (OCI):**						
	Changes in Financial Assumptions	(39.03)	(0.13)	(0.02)	12.32	(0.07)	0.01
	Changes in Demographic	-	-	-	(28.80)	-	-
	Experience Adjustments	22.67	0.08	(0.01)	40.78	(0.01)	0.01
	Actual return on Plan assets less interest on plan assets	(13.83)	-	-	(5.08)	-	-
	Adjustment of Past Service Cost	-	-	-	-	-	-
	Adjustment to recognize the asset ceiling impact	1.63	-	-	(1.36)	-	-
	Loss / (Gain) recognised in Other Comprehensive Income (OCI):	**(28.56)**	**(0.05)**	**(0.03)**	**17.86**	**(0.08)**	**0.02**
(vii)	**Maturity profile of defined benefit obligation:**						
	Within the next 12 months	117.88	1.04	0.06	97.07	1.05	0.06
	Between 1 and 5 years	260.25	3.11	0.23	248.78	3.29	0.24
	Between 5 and 10 years	275.40	1.91	0.20	260.02	2.24	0.21
	10 Years and above	1,015.45	1.55	0.33	921.96	1.90	0.39
(viii)	**Sensitivity analysis for significant assumptions:***						
	Increase/(Decrease) in present value of defined benefits obligation at the end of the year						
	1% increase in discount rate	(57.87)	(0.30)	(0.03)	(58.11)	(0.32)	(0.03)
	1% decrease in discount rate	67.05	0.33	0.03	67.46	0.35	0.03
	1% increase in salary escalation rate	65.38	-	-	65.37	-	-
	1% decrease in salary escalation rate	(57.65)	-	-	(57.59)	-	-
	1% increase in employee turnover rate	(22.30)	-	-	(22.60)	-	-
	1% decrease in employee turnover rate	26.24	-	-	26.53	-	-

Notes to Standalone Financial Statements

₹ in Crores

Sr No	Particulars	As at March 31, 2023			As at March 31, 2022		
		Gratuity (Funded)	Pension	Post-Retirement Medical Benefits	Gratuity (Funded)	Pension	Post -Retirement Medical Benefits
(ix)	**The major categories of plan assets as a percentage of total plan @**						
	Insurer Managed Funds	98%	N.A	N.A	96%	N.A	N.A
	Debt, Equity & Other Instruments	2%	N.A	N.A	4%	N.A	N.A
(x)	**Actuarial Assumptions:**						
	Discount Rate (p.a.)	7.45%	7.45%	7.45%	6.85%	6.85%	6.85%
	Turnover Rate	2.5 % - 12%	-	-	2.5 % - 12%	-	-
	Mortality tables	Indian Assured Lives Mortality (2012-14)	S1PA Mortality table adjusted suitably		Indian Assured Lives Mortality (2012-14)	S1PA Mortality table adjusted suitably	
	Salary Escalation Rate (p.a.)	8.00%	-	-	8.00%	-	-
	Retirement age	58-60 Yrs	-	-	58-60 Yrs	-	-
(xi)	Weighted Average duration of Defined benefit obligation	8.2 Yrs	5.5 Yrs	5.3 Yrs	8.5 Yrs	5.9 Yrs	5.7 Yrs

* *These Sensitivities have been calculated to show the movement in defined benefit obligation in isolation and assuming there are no other changes in market conditions at the accounting date. There have been no changes from the previous periods in the methods and assumptions used in preparing the sensitivity analyses.*

@ *The plan does not invest directly in any property occupied by the Company nor in any financial securities issued by the Company.*

(xii) Discount Rate:

The discount rate is based on the prevailing market rates of Indian government securities for the estimated term of obligations.

(xiii) Salary Escalation Rate:

The estimates of future salary increases are considered taking into account inflation, seniority, promotion and other relevant factors.

(xiv) Asset Liability matching strategy:

The money contributed by the Company to the Gratuity fund to finance the liabilities of the plan has to be invested.

The trustees of the plan have outsourced the investment management of the fund to an insurance Company. The insurance Company in turn manages these funds as per the mandate provided to them by the trustees and the asset allocation which is within the permissible limits prescribed in the insurance regulations. Due to the restrictions in the type of investments that can be held by the fund, it is not possible to explicitly follow an asset liability matching strategy.

There is no compulsion on the part of the Company to fully prefund the liability of the Plan. The Company's philosophy is to fund these benefits based on its own liquidity and the level of underfunding of the plan.

(xv) The Company's expected contribution during next year is ₹ Nil (March 31, 2022: ₹ Nil).

(d) Provident Fund:

The Company is liable for any shortfall in the fund assets based on the Government specified rate of return. Such shortfall, if any, is recognised in the Statement of Profit and Loss as an expense in the year of incurring the same.

Amount recognized as an expense under the head "Contribution to Provident and other Funds" of Statement of Profit and Loss ₹ 96.17 Crores (March 31, 2022: ₹ 90.07 Crores).

Notes to Standalone Financial Statements

The actuary has provided valuation and based on the below provided assumptions shortfall as at March 31, 2023: ₹ Nil (March 31, 2022: ₹ Nil)

₹ in Crores

	Particulars	As at March 31, 2023	As at March 31, 2022
(a)	**Plan Assets at Fair Value**	2,317.62	2,093.98
(b)	**Present value of defined benefit obligation at year end**	2,317.56	2,083.74
(c)	**Surplus available**	-	-
(d)	**Liability recognised in Balance Sheet (net)**	Nil	Nil
(e)	**Assumptions used in determining the present value obligation of interest rate guarantee under the Deterministic Approach**		
	- Government of India bond yield for the outstanding term of liabilities	7.45%	6.85%
	- Remaining term of the maturity of Investment Portfolio	13.12 Yrs	13.45 Yrs
	- Discount Rate for the remaining term of the maturity of Investment Portfolio	7.95%	8.12%
	- Expected Guaranteed Interest Rate	8.15%	8.10%

(e) Contribution to Other Funds:

Amount recognized as an expense under the head “Contribution to Other Funds” of Statement of Profit and Loss ₹ 30.42 Crores (March 31, 2022 ₹ 28.62 Crores).

{B} Amount recognized as an expense in respect of compensated absences is ₹ 19.96 Crores {March 31, 2022 ₹ 51.35 Crores}.

{C} Amount recognized as expense for other long-term employee benefits is ₹ 1.05 Crores (March 31, 2022 ₹ 0.44 Crores).

Note 37 - Segment Reporting (Ind AS 108):

The Company has presented segment information in the consolidated financial statements. Accordingly, as per Ind AS 108 ‘Operating Segments’, no disclosures related to segments are presented in these financial statements.

Note 38 - Related Party Disclosure (Ind AS 24):

(A) List of Related Parties where control exists:

Sr No	Name of the Related Party	Principal Place of Business	% Shareholding and Voting Power	
			As at March 31, 2023	As at March 31, 2022
(i)	**Holding Company:**			
	Grasim Industries Limited	India	NA	
(ii)	**Subsidiary Companies:**			
(a)	UltraTech Cement Lanka Private Limited (UCLPL)	Sri Lanka	80%	80%
(b)	Harish Cement Limited	India	100%	100%
(c)	Bhagwati Limestone Company Private Limited (BLCPL)	India	100%	100%
(d)	Gotan Limestone Khanij Udyog Private Limited	India	100%	100%
(e)	UltraTech Cement Middle East Investments Limited (UCMEIL)	United Arab Emirates	100%	100%
(f)	Star Cement Co. LLC, Dubai *	United Arab Emirates	100%$	100%$
(g)	Star Cement Co. LLC, Ras-Al-Khaimah *	United Arab Emirates	100%$	100%$
(h)	Al Nakhla Crusher LLC, Fujairah *	United Arab Emirates	100%$	100%$
(i)	Arabian Cement Industry LLC, Abu Dhabi *	United Arab Emirates	100%$	100%$
(j)	UltraTech Cement Bahrain Company WLL, Bahrain *	Bahrain	100%^	100%^
(k)	Star Super Cement Industries LLC (SSCILLC) *	United Arab Emirates	100%$$	100%$$
(l)	Binani Cement Tanzania Limited***	Tanzania	100%	100%

Notes to Standalone Financial Statements

Sr No	Name of the Related Party	Principal Place of Business	% Shareholding and Voting Power	
			As at March 31, 2023	As at March 31, 2022
(m)	BC Tradelink Limited., Tanzania***	Tanzania	100%	100%
(n)	Binani Cement (Uganda) Limited ***	Uganda	100%	100%
(o)	Duqm Cement Project International, LLC, Oman * (w.e.f January 29, 2023)	Oman	70%	-
(p)	UltraTech Nathdwara Cement Limited (UNCL)	India	100%	100%
(q)	Merit Plaza Limited !!	India	100%	100%
(r)	Swiss Merchandise Infrastructure Limited !!	India	100%	100%
(s)	Krishna Holdings PTE Limited (KHPL) && (Liquidated w.e.f November 24, 2022)	Singapore	-	100%
(t)	Bhumi Resources PTE Limited (BHUMI) !!	Singapore	100%	100%
(u)	Murari Holdings Limited (MUHL) !! (Struck off w.e.f September 30, 2022)	British Virgin Islands	-	100%
(v)	Mukundan Holdings Limited (MHL) !! (Struck off w.e.f April 27, 2022)	British Virgin Islands	-	100%
(w)	PT Anggana Energy Resources, Indonesia ^^^	Indonesia	100%	100%
(x)	PT UltraTech Mining Indonesia (Liquidated w.e.f June 14, 2022)	Indonesia	-	80%!
(y)	PT UltraTech Investments Indonesia (Liquidated w.e.f June 14, 2022)	Indonesia	-	100%&
(z)	PT UltraTech Mining Sumatera # (Liquidated w.e.f June 14, 2022)	Indonesia	-	100%
(aa)	PT UltraTech Cement Indonesia # (Liquidated w.e.f June 14, 2022)	Indonesia	-	99%
(ab)	Smooth Energy Private Limited !! (struck off w.e.f. October 26, 2021)	India	-	-
(ac)	Bahar Ready Mix Concrete Limited!! (struck off w.e.f. November 2, 2021)	India	-	-
(ad)	Dakshin Cements Limited (struck off w.e.f. April 9, 2021)	India	-	-
(ae)	3B Binani Glassfibre Sarl (3B) !! (Upto March 31, 2022)	Luxembourg	-	-
(af)	Project Bird Holding ll Sarl ## (merged with 3B w.e.f. April 12, 2021)	Luxembourg	-	-
(ag)	3B-Fibreglass Srl ### (Upto March 31, 2022)	Belgium	-	-
(ah)	3B-FibreGlass A/S, Norway ### (Upto March 31, 2022)	Norway	-	-
(ai)	Tunfib Sarl !!! (Upto March 31, 2022)	Tunisia	-	-
(aj)	Goa Glass Fibre Ltd. ## (Upto March 31, 2022)	India	-	-

! 4% Shareholding of UCMEIL

& 5% Shareholding of UCMEIL

** Subsidiaries of UCMEIL*

$ 51% held by nominee as required by local law for beneficial interest of the Company till July 20, 2022

$$ 51% held by nominee as required by local law for beneficial interest of the Company

^ 1 share held by employee as nominee for the beneficial interest of the Company

 # Subsidiary of PT UltraTech Investments Indonesia

!! Wholly owned subsidiary of UNCL

&& 55.54% held by UNCL and 44.46% held by MHL

**** Wholly owned subsidiary of SSCILLC*

^^^ Wholly owned subsidiary of BHUMI

Wholly owned subsidiary of 3B Binani Glassfibre Sarl

Wholly owned subsidiary of Project Bird Holding II Sarl which was merged with 3B w.e.f. April 12, 2021

!!! 67% held by Project Bird Holding II Sarl which was merged with 3B w.e.f. April 12, 2021

Notes to Standalone Financial Statements

(B) List of Related Parties with significant influence:

Sr No	Name of the Related Party		Principal Place of Business	% Shareholding and Voting Power	
				As at March 31, 2023	As at March 31, 2022
(i)	**Joint Venture:**				
	Bhaskarpara Coal Company Limited (BCCL)		India	47.37%	47.37%
(ii)	**Associate:**				
	(a)	Madanpur (North) Coal Company Private Limited (MNCCPL)	India	11.17%	11.17%
	(b)	Aditya Birla Renewable Energy Limited	India	26.00%	26.00%
	(c)	Aditya Birla Renewable SPV 1 Limited	India	26.00%	26.00%
	(d)	ABReL (MP) Renewables Limited (w.e.f June 16, 2022)	India	26.00%	-
	(e)	ABReL Green Energy Limited (w.e.f June 22, 2022)	India	26.00%	-
	(f)	ABReL (Odisha) SPV Limited (w.e.f June 15, 2022)	India	26.00%	-
	(g)	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW) (w.e.f April 15, 2022)	United Arab Emirates	29.79%	-
	(h)	Modern Block Factory Establishment (w.e.f April 15, 2022)	United Arab Emirates	100% @	-
	(i)	Ras Al Khaimah Lime Co, Noora LLC (w.e.f April 15, 2022)	United Arab Emirates	100% @	-

@ Wholly owned subsidiaries of RAKW

(C) The Company holds more than 20% in the companies listed below. However, the Company does not exercise significant influence or control on decisions of the investees. Hence, they are not being construed as associate companies. These investments are included in “Note 4: Investments” under Investment measured at fair value through Profit & Loss account in the financial statements.

Sr No	Name of the Investee	Principal Place of Business	% Shareholding	
			As at March 31, 2023	As at March 31, 2022
(a)	Amplus Sunshine Private Limited	India	34.95%	34.95%
(b)	VSV Onsite Private Limited	India	26.61%	26.61%
(c)	Amplus Dakshin Private Limited	India	26.00%	26.00%
(d)	Amplus Coastal Power Private Limited	India	35.00%	35.00%
(e)	VSV Offsite Private Limited	India	26.87%	26.87%
(f)	Sunroot Energy Private Limited	India	26.00%	26.00%
(g)	Ostro Alpha Wind Private Limited	India	26.00%	-
(h)	Renew Surya Spark Private Limited	India	26.00%	-
(i)	Clean Max Theia Private Limited	India	26.00%	-

(D) Other Related Parties with whom there were transactions during the year:

Name of the Related Party	Relationship
Samruddhi Swastik Trading and Investments Limited	Fellow Subsidiary
Aditya Birla Sun Life Insurance Company Limited	Fellow Subsidiary
Aditya Birla Health Insurance Limited	Fellow Subsidiary
Aditya Birla Housing Finance Limited	Fellow Subsidiary
ABNL Investment Limited	Fellow Subsidiary
Aditya Birla Power Composites Limited	Fellow Subsidiary
UltraTech Cemco Provident Fund	Post-Employment Benefit Plan
Aditya Birla Management Corporation Private Limited	Other related party in which Directors are interested
Mr. Kumar Mangalam Birla – Non-Executive Chairman	Key Management Personnel (KMP)
Mrs. Rajashree Birla – Non-Executive Director	Key Management Personnel (KMP)
Mr. K.K. Maheshwari – Vice Chairman and Non-Executive Director	Key Management Personnel (KMP)

Notes to Standalone Financial Statements

Name of the Related Party	Relationship
Mr. Arun Adhikari – Independent Director	Key Management Personnel (KMP)
Mrs. Alka Bharucha - Independent Director	Key Management Personnel (KMP)
Mrs. Sukanya Kripalu - Independent Director	Key Management Personnel (KMP)
Mr. S.B. Mathur - Independent Director	Key Management Personnel (KMP)
Mr. Sunil Duggal – Independent Director	Key Management Personnel (KMP)
Mr. K.C. Jhanwar – Managing Director	Key Management Personnel (KMP)
Mr. Atul Daga - Whole-time Director and CFO	Key Management Personnel (KMP)
Mrs. Kritika Daga	Relative of KMP (Wife of Mr. Atul Daga)

(a) The following transactions were carried out with the related parties in the ordinary course of business:

₹ in Crores

Nature of Transaction/Related Parties	Year Ended March 31, 2023	Year Ended March 31, 2022
Sale of Goods:		
Grasim Industries Limited	19.67	14.48
UltraTech Nathdwara Cement Limited	636.56	561.98
UltraTech Cement Lanka Private Limited	167.39	139.47
Aditya Birla Power Composites Limited	-	0.35
Total	**823.62**	**716.28**
Purchase of Goods:		
Grasim Industries Limited	7.30	1.56
UltraTech Nathdwara Cement Limited	2,673.44	2,117.93
Aditya Birla Renewables Energy Limited	8.12	8.03
Aditya Birla Renewables SPV 1 Limited	36.66	36.30
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C, UAE	66.26	-
Total	**2,791.78**	**2,163.82**
Sale of Property, Plant and Equipment:		
Grasim Industries Limited	0.13	0.54
UltraTech Nathdwara Cement Limited	0.39	1.12
Aditya Birla Management Corporation Private Limited (CY: ₹ 11,412 and LY: ₹ Nil)	0.00	-
Total	**0.52**	**1.66**
Purchase of Property, Plant and Equipment:		
Grasim Industries Limited	0.07	-
UltraTech Nathdwara Cement Limited	0.54	4.17
Aditya Birla Housing Finance Limited	-	0.08
Aditya Birla Management Corporation Private Limited (CY: ₹ 31,178)	0.00	0.06
Total	**0.61**	**4.31**
Services received from:		
Grasim Industries Limited	0.28	0.27
UltraTech Nathdwara Cement Limited	0.45	-
UltraTech Cement Lanka Private Limited	6.61	0.00
Samruddhi Swastik Trading and Investments Limited	1.26	1.13
Aditya Birla Health Insurance Limited	-	(0.06)
ABNL Investment Limited	3.72	2.90
Aditya Birla Sun Life Insurance Company Limited	10.89	16.83
KMP (including director's sitting fees and director commission)	42.84	32.76
Aditya Birla Management Corporation Private Limited	413.20	364.93
Relative of KMP	0.01	0.01
Total	**479.26**	**418.77**

Notes to Standalone Financial Statements

₹ in Crores

Nature of Transaction/Related Parties	Year Ended March 31, 2023	Year Ended March 31, 2022
Services rendered to:		
Grasim Industries Limited	14.32	1.58
UltraTech Nathdwara Cement Limited	0.30	0.27
UltraTech Cement Lanka Private Limited	12.90	76.39
Bhagwati Limestone Company Private Limited	0.46	0.17
Aditya Birla Housing Finance Limited	0.18	0.06
Total	**28.16**	**78.47**
Dividend Income:		
UltraTech Cement Middle East Investments Limited	5.90	5.30
Aditya Birla Renewables SPV 1 Limited	-	1.63
Total	**5.90**	**6.93**
Interest Income:		
UltraTech Nathdwara Cement Limited	188.55	110.77
UltraTech Cement Middle East Investments Limited	29.52	-
Total	**218.07**	**110.77**
Dividend Paid:		
Grasim Industries Limited	628.27	611.74
Contribution to:		
Post-Employment Benefit Plan	61.17	54.32
Investments:		
Harish Cement Limited	0.21	0.23
UltraTech Cement Middle East Investments Limited	817.20	-
Aditya Birla Renewable Energy Limited	-	1.29
ABREL (MP) Renewables Limited (CY: ₹ 26,000 and LY: ₹ Nil)	0.00	-
ABREL Green Energy Limited	23.86	-
ABREL (Odisha) SPV Limited	5.01	-
Total	**846.28**	**1.52**
Loans given to Subsidiary:		
UltraTech Nathdwara Cement Limited	-	2,725.00
UltraTech Cement Middle East Investments Limited	1,550.40	-
Total	**1,550.40**	**2,725.00**
Loans repaid by Subsidiary:		
UltraTech Nathdwara Cement Limited	37.85	940.90
UltraTech Cement Middle East Investments Limited	1,550.40	-
Total	**1,588.25**	**940.90**
Deposit given to Fellow Subsidiary:		
ABNL Investment Limited	0.46	0.18
Advances (paid by)/ given to Subsidiary:		
UltraTech Nathdwara Cement Limited	(34.38)	11.47
Corporate Guarantees Issued on behalf of subsidiaries:		
UltraTech Cement Middle East Investments Limited	2,201.15	-
UltraTech Cement Nathdwara Cement Limited	-	2,700.00
Corporate Guarantees Released on behalf of subsidiaries:		
UltraTech Cement Middle East Investments Limited	2,029.50	227.38

Notes to Standalone Financial Statements

(b) Outstanding balances:

₹ in Crores

Nature of Transaction/Related Parties	As at March 31, 2023	As at March 31, 2022
Loans and Advances:		
(a) Loans :		
UltraTech Nathdwara Cement Limited	2,528.91	2,566.76
Total	**2,528.91**	**2,566.76**
(b) Advances:		
Grasim Industries Limited	0.36	0.61
UltraTech Nathdwara Cement Limited	133.41	167.79
Bhagwati Limestone Company Private Limited	1.36	0.86
Samruddhi Swastik Trading and Investments Limited	0.81	0.72
Aditya Birla Health Insurance Limited	0.02	0.01
Aditya Birla Renewable SPV 1 Limited (CY: ₹ 7,083 and LY: ₹ Nil)	0.00	-
Aditya Birla Sun Life Insurance Company Limited	0.20	0.36
Bhaskarpara Coal Company Limited	2.49	2.49
Aditya Birla Housing Finance Limited	0.01	-
Aditya Birla Management Corporation Private Limited	10.86	6.90
Total	**149.52**	**179.74**
Investment in Preference Shares:		
UltraTech Cement Middle East Investments Limited	1,150.44	1,061.10
Dividend receivable on Preference Shares:		
UltraTech Cement Middle East Investments Limited	1.27	1.18
Trade Receivables:		
Grasim Industries Limited	1.39	0.51
UltraTech Cement Lanka Private Limited	28.83	90.43
Aditya Birla Hosing Finance Limited	0.05	0.05
Total	**30.27**	**90.99**
Trade Payables:		
Grasim Industries Limited	0.57	0.31
Aditya Birla Sun Life Insurance Company Limited (CY: ₹ 5,612 and LY: ₹ Nil)	0.00	-
UltraTech Nathdwara Cement Limited	1.98	5.09
Aditya Birla Renewable Energy Limited	0.09	-
Aditya Birla Renewables SPV 1 Limited	3.00	5.45
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C, UAE	44.59	-
Samruddhi Swastik Trading and Investments Limited (CY: ₹ 2,645 and LY: ₹ Nil)	0.00	-
Total	**50.23**	**10.85**
Deposit:		
ABNL Investment Limited	2.32	1.86
Relative of KMP	5.00	5.00
Total	**7.32**	**6.86**
Corporate Guarantees:		
UltraTech Nathdwara Cement Limited	350.00	350.00
UltraTech Cement Middle East Investments Limited	1,830.72	1,449.89
Bhaskarpara Coal Company Limited	1.70	1.70
Total	**2,182.42**	**1,801.59**

Notes to Standalone Financial Statements

(c) Compensation of KMP of the Company:

₹ in Crores

Nature of transaction	Year Ended March 31, 2023	Year Ended March 31, 2022
Short-term employee benefits	27.13	19.07
Post-employment benefits	3.40	3.40
Share based payment	5.50	3.71
Total compensation paid to KMP	**36.03**	**26.18**

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

Terms and Conditions of transactions with Related Parties:

The sales to and purchases from related parties including property, plant and equipment are made in the normal course of business and on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash.

The Company's inter corporate loan to its subsidiary which is repayable on demand, for the current year the rate of interest is RBI Repo Rate + Spread. (March 31, 2022: 1 Month MCLR)

For the year ended March 31, 2023, the Company has not recorded any impairment of receivables relating to amounts owed by related parties. This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

Note 39 - Income Taxes (Ind AS 12):

Reconciliation of Effective Tax Rate:

In %

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Applicable tax rate	34.94%	34.94%
Effect of Tax-Exempt Income	(0.08%)	(0.08%)
Effect of Non-Deductible expenses	0.72%	0.52%
Effect of Allowances for tax purpose	(1.93%)	(2.48%)
Effect of Tax paid at a lower rate	(0.13%)	-
Effect of changes in tax rate (deferred)	(1.64%)	(0.31%)
Effect of Previous year adjustments	(0.04%)	-
Others	0.31%	0.50%
Effective Tax Rate	**32.15%**	**33.09%**
Effect of Reversal of Provision for Tax and Recognition of MAT credit of previous years (Refer Note 18)	-	(18.30%)
Net Effective Tax Rate	**32.15%**	**14.79%**

Notes to Standalone Financial Statements

Note 40 - Earnings per Share (EPS) (Ind AS 33):

₹ in Crores

Particulars			Year Ended March 31, 2023	Year Ended March 31, 2022
(A)	**Basic EPS:**			
	(i)	Net Profit attributable to Equity Shareholders	4,916.88	7,066.54
	(ii)	Weighted average number of Equity Shares outstanding (Nos.)	28,86,82,880	28,86,68,720
	(iii)	Less: Treasury Shares acquired by the Company under Trust	(3,56,157)	(2,43,799)
	(iv)	Weighted average number of Equity Shares outstanding for calculation of Basic EPS (Face value ₹ 10/ share) (ii+iii)	28,83,26,723	28,84,24,921
	Basic EPS (₹) (i)/(iv)		**170.53**	**245.00**
(B)	**Diluted EPS:**			
	(i)	Weighted average number of Equity Shares Outstanding (Nos.)	28,83,26,723	28,84,24,921
	(ii)	Add: Potential Equity Shares on exercise of options (Nos.)	1,53,847	122,663
	(iii)	Weighted average number of Equity Shares Outstanding for calculation of Dilutive EPS (i+ii) (Face Value ₹ 10/ share)	28,84,80,570	28,85,47,584
	Diluted EPS (₹) {(A) (i) /(B) (iii)}		**170.44**	**244.90**

Note 41 - Auditor's Remuneration (excluding GST) and expenses:

₹ in Crores

Particulars		Year Ended March 31, 2023	Year Ended March 31, 2022
(a)	**Statutory Auditors:**		
	Audit fees (including Quarterly Limited Reviews)	4.95	4.30
	Tax audit fees	0.23	0.20
	Fees for other services	0.22	0.20
	Expenses reimbursed	0.21	0.03
(b)	**Cost Auditors:**		
	Audit fees	0.37	0.33
	Expenses reimbursed (FY2022: ₹ 15,000)	0.01	0.00

Note 42

The following expenses are included in the different heads of expenses in the Statement of Profit and Loss:

₹ in Crores

Particulars	Year Ended March 31, 2023			Year Ended March 31, 2022		
	Raw Materials Consumed	Power and Fuel Consumed	Total	Raw Materials Consumed	Power and Fuel Consumed	Total
Stores and Spares Consumed	184.50	63.46	247.96	131.49	64.88	196.37
Royalty and Cess	1,025.62	-	1,025.62	948.29	-	948.29

Notes to Standalone Financial Statements

Note 43 - Share Based Payments (Ind AS 102):

The Company has granted 1,92,664 options (including Restricted Stock units) to its eligible employees in various ESOS Schemes, details are as under:

(A) Employee Stock Option Scheme (ESOS 2013) including Stock options and Restricted Stock Units (RSU):

Particulars	Tranche II		Tranche III		Tranche IV	
	RSU	Stock Options	RSU	Stock Options	RSU	Stock Options
Nos. of Options	12,313	34,859	2,218	6,280	9,059	25,645
Vesting Plan	100% on 18.10.2017	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 28.01.2018	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 19.10.2018	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	18.10.2014	18.10.2014	28.01.2015	28.01.2015	19.10.2015	19.10.2015
Exercise Price (₹ per share)	10	2,318	10	3,122	10	2,955
Fair Value on the date of Grant of Option (₹ per share)	2,241	870	3,048	1,207	2,897	1,728
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity

Particulars	Tranche V		Tranche VI	
	RSU	Stock Options	RSU	Stock Options
Nos. of Options	5,313	15,042	10,374	29,369
Vesting Plan	100% on 13.04.2019	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 27.01.2020	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	13.04.2016	13.04.2016	27.01.2017	27.01.2017
Exercise Price (₹ per share)	10	3,167	10	3,681
Fair Value on the date of Grant of Option (₹ per share)	3,108	1,810	3,608	2,080
Method of Settlement	Equity	Equity	Equity	Equity

Notes to Standalone Financial Statements

(B) Employee Stock Option Scheme (ESOS 2018) including Stock options, Restricted Stock Units (RSU) and Stock Appreciation Rights Scheme – 2018 (SAR 2018) including Stock options and RSU

Particulars	Tranche I (ESOS, 2018)		Tranche II (ESOS, 2018)		Tranche III (ESOS, 2018)	
	RSU	Stock Options	RSU	Stock Options	RSU	Stock Options
Nos. of Options	43,718	158,304	917	3,320	3,482	12,620
Vesting Plan	100% on 18.12.2021	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 23.12.2022	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 04.03.2023	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	18.12.2018	18.12.2018	23.12.2019	23.12.2019	04.03.2020	04.03.2020
Exercise Price (₹ per share)	10	4,009.30	10	4,120.45	10	4,299.90
Fair Value on the date of Grant of Option (₹ per share)	3,942	1,476	4,080	1,865	4,258	1,939
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity

Particulars	Tranche IV (ESOS, 2018)		Tranche V (ESOS, 2018)	
	RSU	Stock Options	RSU	Stock Options
Nos. of Options	594	2,152	564	2,040
Vesting Plan	100% on 21.10.2023	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 27.03.2024	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	21.10.2020	21.10.2020	27.03.2021	27.03.2021
Exercise Price (₹ per share)	10	4,544.35	10	6,735.25
Fair Value on the date of Grant of Option (₹ per share)	4,500	1,943	6,673	2,903
Method of Settlement	Equity	Equity	Equity	Equity

Notes to Standalone Financial Statements

Particulars	Tranche VI (ESOS, 2018)			Tranche VII (ESOS, 2018)		
	RSU-FY22 Plan	RSU-FY21 Plan	Stock Options	RSU-FY22 Plan	RSU-FY21 Plan	Stock Options
Nos. of Options	7,299	11,570	63,684	3,838	4,700	33,525
Vesting Plan	100% on 22.07.2024	Graded Vesting 50% on 22.07.2022 and 50% on 22.07.2023	Graded Vesting: 33% every year after 1 year from date of grant, subject to achieving performance targets	100% on 27.10.2024	Graded Vesting 50% on 27.10.2022 and 50% on 27.10.2023	Graded Vesting: 33% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	22.07.2021	22.07.2021	22.07.2021	27.10.2021	27.10.2021	27.10.2021
Exercise Price (₹ per share)	10	10	7,424.70	10	10	7,269.10
Fair Value on the date of Grant of Option (₹ per share)	7,373	7,379	2,357	7,194	7,211	2,309
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity

Particulars	Tranche VIII (ESOS, 2018)		Tranche IX (ESOS, 2018)	
	RSU	Stock Options	RSU	Stock Options
Nos. of Options	48,089	99,879	4,733	39,963
Vesting Plan	100% on 22.07.2025	Graded Vesting: 33% every year after 1 year from date of grant	100% on 19.10.2025	Graded Vesting: 33% every year after 1 year from date of grant
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	22.07.2022	22.07.2022	19.10.2022	19.10.2022
Exercise Price (₹ per share)	10	6,130.70	10	6,346.75
Fair Value on the date of Grant of Option (₹ per share)	6,027	2,100	6,249	2,235
Method of Settlement	Equity	Equity	Equity	Equity

Particulars	Tranche I (SAR, 2018)		Tranche II (SAR, 2018)		
	RSU	Stock Options	RSU-FY22 Plan	RSU-FY21 Plan	Stock Options
Nos. of Options	1,084	3,924	159	320	1,398
Vesting Plan	100% on 18.12.2021	Graded Vesting: 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 22.07.2024	Graded Vesting: 50% every year after completion of 1 year form date of grant	Graded Vesting: 33% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	3 Years from the date of Vesting	3 Years from the date of Vesting	3 Years from the date of Vesting	3 Years from the date of Vesting	3 Years from the date of Vesting
Grant Date	18.12.2018	18.12.2018	22.07.2021	22.07.2021	22.07.2021
Exercise Price (₹ per share)	10	4,009.30	10	10	7,424.70
Fair Value on the date of Grant of Option (₹ per share)	3,946	1,539	6,837	7,160	1,387
Method of Settlement	Cash	Cash	Cash	Cash	Cash

Notes to Standalone Financial Statements

Particulars	Tranche III (SAR, 2018)	
	RSU	Stock Options
Nos. of Options	793	2,001
Vesting Plan	100% on 22.07.2025	Graded Vesting: 33% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	3 Years from the date of Vesting	3 Years from the date of Vesting
Grant Date	22.07.2022	22.07.2022
Exercise Price (₹ per share)	10	6,130.70
Fair Value on the date of Grant of Option (₹ per share)	7,536	2,774
Method of Settlement	Cash	Cash

(C) Movement of Options Granted including RSU along with weighted average exercise price (WAEP):

Particulars	As at March 31, 2023		As at March 31, 2022	
	Nos.	WAEP (₹)	Nos.	WAEP (₹)
Outstanding at the beginning of the year	312,221	4,168.05	249,454	2,978.09
Granted during the year	192,664	4,497.42	124,616	5,752.11
Exercised during the year	(44,301)	2,820.95	(53,437)	2,436.02
Forfeited during the year	(18,962)	5,053.64	(8,412)	3,349.62
Outstanding at the end of the year	441,622	4,408.85	312,221	4,168.05
Options exercisable at the end of the year	139,333	3,796.10	115,617	2,899.18

The weighted average share price at the date of exercise for options was ₹ 6,651.27 per share (March 31, 2022 ₹ 7,024.74 per share) and weighted average remaining contractual life for the share options outstanding as at March 31, 2023 was 4.50 years (March 31, 2022 : 4.62 years).

The weighted average remaining contractual life for SAR is 2.66 years (March 31, 2022 : 2.87 years).

The exercise price for outstanding options and SAR is ₹ 10 per share for RSU's and ranges from ₹ 2,318 per share to ₹ 7,424.70 per share for options.

(D) Fair Valuation:

1,92,664 share options were granted during the year. Weighted Average Fair value of the options granted during the year is ₹ 3,209.98 per share (March 31, 2022 ₹ 3,435.96 per share).

The fair value of option has been done by an independent firm of Chartered Accountants on the date of grant using the Black-Scholes Model / Binomial Tree Model.

The Key assumptions in the Black-Scholes Model for calculating fair value as on the date of grant:

(a) For ESOS 2013:

1	Risk Free Rate:	7.8% (Tranche II-III), 8.6% (Tranche IV) 7.6% (Tranche V), 6.7% (Tranche VI)
2	Option Life:	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*:	Tranche-II: 0.27, Tranche-III: 0.28, Tranche-IV: 0.60 Tranche-V: 0.60,Tranche-VI: 0.61
4	Expected Growth in Dividend:	Tranche II-III: 15%, Tranche-IV: 5%, Tranche-V: 5%, Tranche-VI: 5%

Notes to Standalone Financial Statements

(b) For ESOS 2018:

1	Risk Free Rate:	7.47% (Tranche I); 5.69% (Tranche VI); 5.62% (Tranche VII)); 7.04% (Tranche VIII); 7.36% (Tranche IX)
2	Option Life:	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU under FY21 plan- Vesting Period (2 years) + Average of exercise period For other RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*:	Tranche-I: 0.24; Tranche-VI: 0.25 ; Tranche-VII & VIII: 0.26; Tranche IX: 0.27
4	Dividend Yield:	Tranche -I: 0.46%; Tranche – VI : 0.19%, Tranche VII: 0.20%, Tranche VIII & IX: 0.30%

C) For ESOS- SAR 2018:

1	Risk Free Rate:	5.31% (Tranche II); 7.15% (Tranche III)
2	Option Life:	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU under FY21 plan- Vesting Period (2 years) + Average of exercise period For other RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*:	Tranche-II: 0.25, Tranche-III: 0.26
4	Dividend Yield:	Tranche- II: 0.19%, Tranche-III: 0.26%

* *Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/RSU's up to the date of grant.*

The Key assumptions in the Binomial Tree Model for calculating fair value as on the date of grant:

(a) For ESOS – SAR - 2018:

1	Risk Free Rate:	7.47% (Tranche I);
2	Option Life:	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*:	Tranche-I: 0.25,
4	Dividend Yield:	Tranche -I: 0.46%;

(b) For ESOS 2018:

1	Risk Free Rate:	6.78% (Tranche II), 6.72% (Tranche III), 5.84% (Tranche IV & V)
2	Option Life:	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*:	Tranche-II: 0.26, Tranche- III: 0.26, Tranche- IV & V: 0.26
4	Dividend Yield:	Tranche -II & III: 0.27%; Tranche IV & V: 0.27%

* *Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/RSU's up to the date of grant.*

Note 44 - (A) Classification and Measurement of Financial Assets and Liabilities (Ind AS 107):

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial Assets at amortised cost				
Trade Receivables	3,242.17	3,242.17	2,706.82	2,706.82
Loans	2,545.54	2,545.54	2,582.94	2,582.94
Cash and Bank Balances	1,017.11	1,017.11	259.86	259.86
Investments	20.00	20.00	335.00	335.00
Other Financial Assets	2,051.25	2,051.25	2,403.69	2,403.69

Notes to Standalone Financial Statements

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial Assets at fair value through Profit or Loss				
Investments	7,515.27	7,515.27	6,909.30	6,909.30
Fair Value Hedging Instruments				
Derivative Assets	473.51	473.51	405.94	405.94
Total	**16,864.85**	**16,864.85**	**15,603.55**	**15,603.55**
Financial liabilities at amortised cost				
Non-Convertible Debentures	2,000.00	1,970.84	2,250.00	2,282.52
Cash Credits / Working Capital Borrowing	2,655.13	2,655.13	383.84	383.84
Commercial Papers and others	493.42	493.42	2,878.92	2,878.92
Sales Tax Deferment Loan	314.99	314.99	346.55	346.55
Redeemable Preference Shares	-	-	1,000.10	1,000.10
Trade Payables	6,586.99	6,586.99	5,343.26	5,343.26
Other Financial Liabilities	4,858.95	4,858.95	3,851.52	3,851.52
Foreign Currency Bonds	3,286.80	2,626.15	3,031.70	2,687.60
Lease Liabilities	418.49	418.49	420.59	420.59
Lease Liabilities payable in Foreign Currency	534.91	534.91	464.21	464.21
Fair Value Hedging Instrument				
Derivative Liability	103.76	103.76	10.17	10.17
Total	**21,253.44**	**20,563.63**	**19,980.86**	**19,669.28**

Investment in Subsidiaries, Joint ventures and Associates amounting to ₹ 5,323.97 Crores (March 31, 2022 ₹ 4,480.22 Crores) are measured at Cost in accordance with Ind AS 27.

Note 44 (B) – Fair Value measurements (Ind AS 113):

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in an orderly transaction in the principal (or most advantageous) market at measurement date under the current market condition regardless of whether that price is directly observable or estimated using other valuation techniques.

The Company has established the following fair value hierarchy that categorizes the values into 3 levels. The inputs to valuation techniques used to measure fair value of financial instruments are:

Level 1: This hierarchy uses quoted (unadjusted) prices in active markets for identical assets or liabilities. The fair value of all bonds which are traded in the stock exchanges is valued using the closing price or dealer quotations as at the reporting date.

Level 2: The fair value of financial instruments that are not traded in an active market (For example traded bonds, over the counter derivatives) is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on company specific estimates. The mutual fund units are valued using the closing Net Asset Value. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Notes to Standalone Financial Statements

₹ in Crores

Particulars	Fair Value	
	As at March 31, 2023	As at March 31, 2022
Financial Assets at fair value through profit or loss		
Investments - Level 2	6,226.42	5,779.72
Investments - Level 3	1,288.85	1,129.58
Fair Value Hedging Instruments		
Derivative assets - Level 2	473.51	405.94
Total	**7,988.78**	**7,315.24**

The management assessed that cash and bank balances, trade receivables, loans, trade payables, cash credits, commercial papers and other financial assets and liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

The following methods and assumptions were used to estimate the fair values:

(a) The fair values of the quoted investments/units of mutual fund schemes are based on market price/net asset value at the reporting date.

(b) The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves and an appropriate discount factor.

(c) The fair value of forward foreign exchange contracts is calculated as the present value determined using forward exchange rates and interest rate curve of the respective currencies.

(d) The fair value of currency swap is calculated as the present value determined using forward exchange rates, currency basis spreads between the respective currencies, interest rate curves and an appropriate discount factor.

(e) The fair value of foreign currency option contracts is determined using the Black Scholes valuation model.

(f) The fair value of the remaining financial instruments is determined using discounted cash flow analysis. The discount rates used is based on management estimates.

The significant unobservable inputs used in the fair value measurement of the fair value hierarchy together with a quantitative sensitivity analysis as at March 31, 2023 and March 31, 2022 are as shown below:

Description of significant unobservable inputs to valuation:

Particulars	Valuation Technique	Significant unobservable inputs	Discounting Rate	Sensitivity of the input to fair value.
Investments in Unquoted instruments accounted for as fair value through Profit and Loss	DCF method	Average Cost of Borrowings to arrive at discount rate.	March 31, 2023 8.50% March 31, 2022 8.50%	0.50% (March 31, 2022: 0.50%) increase / (decrease) would result in increase / (decrease) in fair value by ₹ (0.63) Crores (March 31, 2022: ₹ (0.66) Crores)

Reconciliation of Level 3 Fair Value Measurements:

₹ in Crores

Balance as at March 31, 2021	**1,068.53**
Add: Change in Value of Investment in Preference Shares measured at FVTPL	37.67
Add: Purchase of Investment during the year	23.42
Less: Sale of Investment during the year	(0.04)
Balance as at March 31, 2022	**1,129.58**
Add: Change in Value of Investment in Preference Shares measured at FVTPL	89.45
Add: Investment during the year	69.82
Less: Sale of Investment during the year (CY: ₹ 19,000)	-
Balance as at March 31, 2023	**1,288.85**

Notes to Standalone Financial Statements

Note 45 - Financial Risk Management Objectives (Ind AS 107):

The Company's principal financial liabilities, other than derivatives, comprises of borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets, other than derivatives include trade and other receivables, investments and cash and cash equivalents that derive directly from its operations.

The Company's activities expose it to market risk, liquidity risk and credit risk. The Company's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Company. The Company uses derivative financial instruments, such as foreign exchange forward contracts, foreign currency option contracts, principal only swaps, cross currency swaps that are entered to hedge foreign currency risk exposure, interest rate swaps, coupon only swaps to hedge variable interest rate exposure and commodity fixed price swaps to hedge commodity price risks. Derivatives are used exclusively for hedging purposes and not as trading or speculative instruments.

The sources of risks that the Company is exposed to and their management is given below:

Risk	Exposure Arising From	Measurement	Management
I) Market Risk			
A) Foreign Currency Risk	Committed commercial transaction	Cash Flow Forecasting	(a) Forward foreign exchange contracts (b) Foreign currency options (c) Principal only/Currency swaps
	Financial asset and Liabilities not denominated in INR	Sensitivity Analysis	
B) Interest Rate Risk	Long Term Borrowings at variable rates	Sensitivity Analysis, Interest rate movements	(a) Interest Rate swaps, Coupon only swaps (b) Portfolio Diversification
	Investments in Debt Schemes of Mutual Funds and Other Debt Securities		
C) Commodity Price Risk	Movement in prices of commodities mainly Imported Thermal Coal and Pet Coke	Sensitivity Analysis, Commodity price tracking	(a) Commodity Fixed Prices (b) Swaps/Options
II) Credit Risk	Trade receivables, Investments, Derivative Financial instruments, Loans and Bank balances	Ageing analysis, Credit Rating	(a) Diversification of mutual fund investments, (b) Credit limit & credit worthiness monitoring, (c) Criteria based approval process
III) Liquidity Risks	Borrowings and Other Liabilities and Liquid Investments	Rolling cash flow forecasts Broker Quotes	(a) Adequate unused credit lines and borrowing facilities (b) Portfolio Diversification

The Company has standard operating procedures and investment policy for deployment of surplus liquidity, which allows investment in debt securities, fixed deposits and mutual fund schemes of debt categories only and restricts the exposure in equity markets.Compliances of these policies and principles are reviewed by the internal auditors/internal risk management committee on periodical basis.

The Corporate Treasury team updates the Audit Committee on a quarterly basis about the implementation of the above policies. It also updates the Risk Management Committee of the Company on periodical basis about the various risks to the business and status of various activities planned to mitigate the risks.

(I) Market Risk:

Market risk is the risk of loss of future earnings, fair values or future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, commodity prices, equity prices and other market changes that affect market risk sensitive instruments. Market risk is attributable to all market risk sensitive financial instruments including investments and deposits, foreign currency receivables, payables and borrowings.

Notes to Standalone Financial Statements

(A) Foreign Currency Risk:

Foreign currency risk is the risk of impact related to fair value or future cash flows of an exposure in foreign currency, which fluctuate due to changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the foreign currency borrowings, import of fuels, raw materials and spare parts, capital expenditure, exports of cement and the Company's net investments in foreign subsidiaries.

When a derivative is entered into for the purpose of being a hedge, the Company negotiates the terms of those derivatives to match the terms of the hedged exposure.

The Company evaluates exchange rate exposure arising from foreign currency transactions. The Company follows established risk management policies and standard operating procedures. It uses derivative instruments like foreign currency swaps, options and forwards to hedge exposure to foreign currency risk.

₹ in Crores

Outstanding foreign currency exposure (Gross) as at	March 31, 2023	March 31, 2022
Trade Receivables		
USD	0.41	1.29
Trade Payables		
USD	37.59	22.93
Euro	0.40	0.62
Others	0.15	0.46
Borrowings		
USD	40.00	40.00
Investments		
USD	34.92	25.14
LKR	0.65	0.65

Foreign currency sensitivity on unhedged exposure:

100 bps increase in foreign exchange rates will have the following impact on profit before tax.

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
USD	-	0.17
LKR	0.03	0.02

Note: If the rate is decreased by 100 bps profit will decrease by an equal amount.

(B) 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. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's borrowing with floating interest rates. For all long-term borrowings with floating rates, the risk of variation in the interest rates is mitigated through interest rate swaps. The Company constantly monitors the credit markets and rebalances its financing strategies to achieve an optimal maturity profile and financing cost.

Interest rate exposure:

₹ in Crores

Particulars	Total Borrowings	Floating Rate Borrowings	Fixed Rate Borrowings	Non-Interest Bearing Borrowings
INR Borrowing	5,463.54	240.00	4,908.55	314.99
USD Borrowing	3,286.80	-	3,286.80	-
Total as at March 31, 2023	**8,750.34**	**240.00**	**8,195.35**	**314.99**
INR Borrowing	6,859.41	383.84	6,129.02	346.55
USD Borrowing	3,031.70	-	3,031.70	-
Total as at March 31, 2022	**9,891.11**	**383.84**	**9,160.72**	**346.55**

Note: Interest rate risk hedged for Foreign Currency borrowings has been shown under Fixed Rate borrowings

Notes to Standalone Financial Statements

Interest rate sensitivities for unhedged exposure (impact on profit before tax due to increase in 100 bps):

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
INR	(2.40)	(3.84)

Note: If the rate is decreased by 100 bps profit will increase by an equal amount.

Interest rate sensitivity has been calculated assuming the borrowings outstanding at the reporting date have been outstanding for the entire reporting period:

Foreign Currency and Interest Rate Risk Management:

Forward Exchange and Interest Rates Swaps Contracts:

(A) Derivatives for hedging currency and interest rates, outstanding are as under:

in Crores

Particulars		Hedged Item	Currency	As at March 31, 2023	As at March 31, 2022	Cross Currency
a.	Forward Contracts	Imports	USD	37.40	35.10	Rupees
		Imports	Euro	4.23	2.03	USD
		Imports	JPY	0.13	-	USD
		Investment	USD	28.80	18.00	Rupees
		Investment	AED	105.61	66.13	USD
b.	Options	Imports	USD	16.50	-	Rupees
c.	Other Derivatives:					
	i. Currency Options	FCB**	USD	20.00	20.00	Rupees
	iii. Currency & Interest Rate Swap (CIRS)	Investment	USD	14.00	14.00	Rupees
	iv. Principal only Swap	FCB**	USD	20.00	20.00	Rupees

*** Foreign Currency Bonds*

(B) Cash Flow Hedges:

The Company has foreign currency external commercial borrowings / investments and to mitigate the risk of foreign currency and floating interest rates the Company has taken forward contracts, currency options, currency swaps, interest rates swaps and principal only swaps. The Company is following hedge accounting for all the foreign currency borrowings/ investments raised on or after April 01, 2015 based on qualitative approach.

The Company assesses hedge effectiveness based on following criteria:

(i) an economic relationship between the hedged item and the hedging instrument;

(ii) the effect of credit risk; and

(iii) Assessment of the hedge ratio

The Company designates the derivatives to hedge its currency risk and generally applies a hedge ratio of 1:1. The Company's policy is to match the critical terms of the forward exchange contracts to match with the hedged item.

Notes to Standalone Financial Statements

Foreign currency cash flows:

Particulars	As at	Average Exchange Rate (USD/INR)	Nominal Foreign Currency USD Crores	Fair Value Assets (Liabilities) ₹ in Crores
Buy Currency: (USD)	March 31, 2023			
- for Foreign Currency Bonds		72.50	20.00	30.27

Particulars	As at	Average Exchange Rate (USD/INR)	Nominal Foreign Currency USD Crores	Fair Value Assets (Liabilities) ₹ in Crores
Buy Currency: (USD)	March 31, 2022			
- for Foreign Currency Bonds		72.50	20.00	(0.92)

Currency Options

Particulars	As at	Average Exchange Rate (USD/INR)	Nominal Amount USD Crores	Fair Value Assets (Liabilities) ₹ in Crores
2 to 10 years	March 31, 2023	72.52	20.00	440.94
2 to 10 years	March 31, 2022	72.52	20.00	396.68

Cross Currency Swaps:

Particulars	As at	Average contracted fixed interest rates	Average Exchange Rate (USD/INR)	Nominal Amount USD Crores	Fair Value Assets (Liabilities) ₹ in Crores
0 to 2 years	March 31, 2023	5.19%	73.55	14.00	(87.13)
0 to 2 years	March 31, 2022	-	-	-	-

Particulars	As at	Average contracted fixed interest rates	Average Exchange Rate (USD/INR)	Nominal Amount USD Crores	Fair Value Assets (Liabilities) ₹ in Crores
2 to 5 years	March 31, 2023	-	-	-	-
2 to 5 years	March 31, 2022	5.19%	73.55	14.00	0.91

The above Hedging Instruments are included in the Balance Sheet under the head “Other Financial Assets”/ “Other Financial Liabilities”.

Refer Statement of changes in equity for movement on OCI.

Recognition of gains / (losses) under forward exchange, currency options and interest rates swaps contracts designated under cash flows hedges:

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	Effective Hedge (OCI)	Ineffective Hedge (Profit and Loss)	Effective Hedge (OCI)	Ineffective Hedge (Profit and Loss)
Gain/(Loss)	(149.48)	-	(8.92)	-

(C) Commodity price risk management:

Commodity price risk for the Company is mainly related to fluctuations in coal and pet coke prices linked to various external factors, which can affect the production cost of the Company. Since the Energy costs is one of the primary costs drivers, any adverse fluctuation in fuel prices can lead to drop in operating margin. To manage this risk, the Company enters into fixed price swaps/other derivatives for imported coal, enter into long-term supply agreement for pet coke, identifying new sources of supply etc. While fixed price swaps/ other derivatives are available in the markets for coal but in case of pet coke no such derivative is available; it has to be procured at spot prices. 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 Standalone Financial Statements

(II) Credit Risk Management:

Credit risk arises when a customer or counterparty does 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) and from its financing / investing activities, including deposits with banks/financial institutions, mutual fund investments, and investments in debt securities, foreign exchange transactions and financial guarantees. The Company has no significant concentration of credit risk with any counterparty.

Trade receivables

Trade receivables are consisting of a large number of customers. The Company has credit evaluation policy for each customer and based on the evaluation credit limit of each customer is defined. Wherever the Company assesses the credit risk as high the exposure is backed by either bank guarantee / letter of credit or security deposits.

Total Trade receivable as on March 31, 2023 is ₹ 3,242.17 Crores (March 31, 2022 ₹ 2,706.82 Crores). The Company does not have higher concentration of credit risks to a single customer. A single largest customer has total exposure in sales 2.93% (March 31, 2022: 2.51%) and in receivables 11.11% (March 31, 2022: 11.60%)

As per simplified approach, the Company makes provision of expected credit losses on trade receivables using a provision matrix to mitigate the risk of default payments and makes appropriate provision at each reporting date wherever outstanding is for longer period and involves higher risk.

As per policy, receivables are classified into different buckets based on the overdue period ranging from 6 months – one year to more than two years. There are different provisioning norms for each bucket which are ranging from 25% to 100%.

Movement of Allowances for credit losses:

₹ in Crores

Particulars	March 31, 2023	March 31, 2022
Opening provision	82.39	83.35
Add: Provided during the year	4.92	2.28
Less: Utilised during the year	(1.42)	(3.24)
Closing Provision	85.89	82.39

Investments, Derivative Instruments, Cash and Cash Equivalent and Deposits with Banks/Financial Institutions

Credit Risk on cash and cash equivalent, deposits with the banks / financial institutions is generally low as the said deposits have been made with the banks / financial institutions who have been assigned high credit rating by international and domestic rating agencies.

Credit Risk on Derivative Instruments are generally low as Company enters into the Derivative Contracts with the reputed Banks and Financial Institutions.

Investments of surplus funds are made only with approved Financial Institutions / Counterparty. Investments primarily include investment in units of mutual funds, quoted Bonds, Non-Convertible Debentures issued by Government / Semi Government Agencies / PSU Bonds / High Investment grade corporates etc. These Mutual Funds and Counterparties have low credit risk.

Total Non-current and current investments excluding Subsidiaries, Joint Ventures and Associates as on March 31, 2023 is ₹ 6,246.42 Crores (March 31, 2022 ₹ 6,114.72 Crores.)

Financial Guarantees

The Company has given corporate guarantees amounting to ₹ 2,182.42 Crores in favour of its subsidiaries and joint ventures (Refer note 33 (c)).

Notes to Standalone Financial Statements

(III) Liquidity risk management:

Liquidity risk is defined as the risk that the Company will not be able to settle or meet its obligations on time or at reasonable price. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of credit facilities to meet obligations when due. The Company's treasury team is responsible for liquidity, funding as well as settlement management. In addition, processes and policies related to such risks are overseen by senior management. Management monitors the Company's liquidity position through rolling forecasts on the basis of expected cash flows.

The table below provides details regarding the remaining contractual maturities of financial liabilities and investments held for managing the risk at the reporting date based on contractual undiscounted payments.

₹ in Crores

As at March 31, 2023	Less than 1 Year	1 to 5 Years	More than 5 Years	Total
Borrowings (including current maturities of long-term debts)	4,223.84	1,098.38	3,597.82	8,920.04
Trade Payables	6,586.99	-	-	6,586.99
Interest accrued but not due on borrowings	75.67	-	-	75.67
Lease Liabilities	168.38	560.79	636.42	1,365.59
Other Financial Liabilities (excluding Derivative Liability)	4,479.81	-	-	4,479.81
Deferred Premium Payable	47.68	191.00	143.44	382.12
Derivative Liability	103.76	-	-	103.76
Investments	5,803.46	362.51	80.45	6,246.42

₹ in Crores

As at March 31, 2022	Less than 1 Year	1 to 5 Years	More than 5 Years	Total
Borrowings (including current maturities of long-term debts)	4,588.11	2,123.55	3,179.45	9,891.11
Trade Payables	5,343.26	-	-	5,343.26
Interest accrued but not due on borrowings	76.29	-	-	76.29
Lease Liabilities	134.28	488.07	703.03	1,325.38
Other Financial Liabilities (excluding Derivative Liability)	3,442.88	-	-	3,442.88
Deferred Premium Payable	47.95	190.94	191.20	430.09
Derivative Liability	10.17	-	-	10.17
Investments	4,843.54	886.30	384.88	6,114.72

Note 46 - Dividend Distribution made and proposed (Ind AS 1):

₹ in Crores

Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
Proposed dividends on Equity shares:		
Final dividend for the year ended on March 31, 2023: ₹ 38.00 per share	1,097.01	1,096.95
(March 31, 2022: ₹ 38.00 per share)		
Proposed dividends on Preference shares:		
Final dividend for the year	-	0.01
Total Dividend proposed	**1,097.01**	**1,096.96**

Proposed dividends on equity shares are subject to approval at the annual general meeting and are not recognised as a liability as at March 31.

Notes to Standalone Financial Statements

Note 47 - Financial Ratios:

Sr. No.	Ratio	Numerator Description	Denominator Description	For The Year Ended March 31, 2023	For The Year Ended March 31, 2022	% Variance	Reason for variance
1	Current Ratio (in times)	Current Assets	Current Liabilities excluding Current Borrowings	1.21	1.30	(7)%	
2	Debt-Equity Ratio (in times)	Total Debt	Equity	0.17	0.20	(15)%	
3	Debt Service Coverage Ratio (in times)	Profit for the year+ Finance Costs + Depreciation and Amortisation Expense + Loss/(Gain) on sale of fixed assets	Gross Interest + Lease Payment + Repayment of Long Term Debt excluding pre-payments	7.18	3.11	131%	Ratio has improved on account of decrease in Repayment of Long term Debt by 86% as compared to previous year
4	Return on Equity Ratio (in %)	Profit for the year	Average Net worth	10%	15%	(33)%	Last Year Profit for the year was higher due to one time reversal in tax of ₹ 1,517.86 Crs
5	Inventory Turnover Ratio (in times)	Sale of Products and Services	Average Inventory	10.75	11.19	(4)%	
6	Trade Receivables turnover Ratio (in times)	Sale of Products and Services	Average Trade Receivable	20.33	19.92	2%	
7	Trade Payables turnover Ratio (in times)	Cost of Sales	Average Trade Payable	8.62	8.30	4%	
8	Net Capital turnover ratio (in times)	Sale of Products and Services	Working Capital	15.85	11.30	40%	Ratio has improved on account of increase in sales by 22% and decrease in working capital by 12%, on account of higher payables
9	Net profit ratio (in %)	Profit for the year	Sale of Products and Services	8%	14%	(43)%	Last Year Profit for the year was higher due to one time reversal in tax of ₹ 1,517.86 Crs
10	Return on Capital employed (in times)	Profit for the year + Tax +Finance Costs	Networth + Current and Non current borrowings + Deferred Tax Liability	12%	14%	(14)%	
11	Return on Investment (in %)	Treasury Income	Weighted treasury investment	5%	5%	0%	

Notes to Standalone Financial Statements

Note 48 - Capital Management (Ind AS 1):

The Capital management objective of the Company is to (a) maximise shareholder value and provide benefits to other stakeholders and (b) maintain an optimal capital structure to reduce the cost of capital.

For the purposes of the Company's capital management, capital/equity includes issued equity share capital, share premium and all other equity.

The Company monitors capital using debt-equity ratio, which is total debt less liquid investments and bank deposits divided by total equity.

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Total Debt (Bank and other borrowings)	8,750.34	9,891.11
Equity	52,936.86	49,270.64
Liquid Investments and bank deposits	6,948.80	6,323.28
Debt to Equity (Gross)	**0.17**	**0.20**
Debt to Equity (Net)	**0.03**	**0.07**

In addition, the Company has financial covenants relating to the borrowing facilities that it has taken from the lenders to manage interest coverage service ratio, Debt to EBITDA, etc. which is maintained by the Company.

Note 49 - Research and Development:

Revenue expenditure on Research and Development included in different heads of expenses in the Statement of Profit and Loss is ₹ 11.61 Crores. (March 31, 2022 ₹ 11.68 Crores).

Note 50 - Corporate Social Responsibility:

₹ in Crores

Sr No	Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
(i)	Gross Amount Required to be spent by the Group during the year ie. 2% of average net profits for last three financial years, calculated as per section 198 of the Companies Act, 2013.	134.59	102.99
(ii)	Balances brought forward from previous years	40.37	46.96
(iii)	Amount spent during the year	115.99	96.40
(iv)	Balance carry forward	21.77	40.37
(v)	Total of previous years shortfall	Nil	Nil

The amount spent under CSR which is shown in different heads of financial statements is mainly for projects relating to school education, preventive health care, agriculture, rural infrastructure development, promotion of sports and culture, disaster relief programmes and protection of heritage art and culture.

Note 51 - Government Grant (Ind AS 20):

(a) Other Operating Revenues include Incentives against capital investments, under State Investment Promotion Scheme of ₹ 356.71 Crores (March 31, 2022 ₹ 456.43 Crores).

(b) Sales Tax deferment loan granted under State Investment Promotion Scheme has been considered as a government grant and the difference between the fair value and nominal value as on date is recognized as an income. Accordingly, an amount of ₹ 50.26 Crores (March 31, 2022: ₹ 74.44 Crores) has been recognized as an income. Every year change in fair value is accounted for as an interest expense.

(c) Repairs and maintenance are net of subsidy received, under State Investment Promotion Scheme of ₹ 1.29 Crores. (March 31, 2022 ₹ 0.97 Crores).

Notes to Standalone Financial Statements

(d) Cost of materials consumed are net of grants received towards royalty expense amounting to ₹ Nil Crores (March 31, 2022 ₹ 13.26 Crores).

Note 52 - Asset Held for disposal (Ind AS 105):

The Company has identified certain assets like Land, Diesel Generator Sets etc. which are available for sale in its present condition. The Company is committed to plan the sale of asset and an active programme to locate a buyer and complete the plan have been initiated. The Company expects to dispose off these assets in the due course.

Note 53 - Revenue from Contract with Customers (Ind AS 115):

(A) The Company is primarily in the Business of manufacture and sale of cement and cement related products. The product shelf life being short, all sales are made at a point in time and revenue recognised upon satisfaction of the performance obligations which is typically upon dispatch/ delivery. The Company has a credit evaluation policy based on which the credit limits for the trade receivables are established, the Company does not give significant credit period resulting in no significant financing component. The Credit period on an average ranges from 15 to 60 days. The Company, however, has a policy for replacement of the damaged goods.

(B) Revenue recognised from Contract liability (Advances from Customers):

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Contract liability	368.68	451.88

The Contract liability outstanding at the beginning of the year has been recognised as revenue during the year ended March 31, 2023.

(C) Reconciliation of revenue as per contract price and as recognised in Statement of Profit or Loss:

₹ in Crores

Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
Revenue as per Contract price	68,647.45	56,552.49
Less: Discounts and incentives	(8,184.86)	(6,823.11)
Revenue as per statement of profit and loss	60,462.60	49,729.38

Note 54

In terms of a Scheme of Arrangement between Jaiprakash Associates Limited (JAL); Jaypee Cement Corporation Limited (JCCL), the Company ("The Parties") and their respective shareholders and creditors, sanctioned by the National Company Law Tribunal, Mumbai and Allahabad bench, together with necessary approvals from the stock exchanges, Securities and Exchange Board of India (SEBI), and the Competition Commission of India; the Company had on 27th June, 2017, issued 1,000 Series A Redeemable Preference Shares of ₹ 1,00,000 each aggregating to ₹ 1,000 crores to JAL (Series A RPS) for a period of 5 years or such longer period as may be agreed by the Parties (the "Term"). The Series A RPS were held in escrow until satisfaction of certain conditions precedent in relation to the Dalla Super Plant and mines situated in the state of Uttar Pradesh (Earlier known as JP Super), to be redeemed post the expiry of the Term as per the agreement between The Parties.

Upon expiry of the Term, the Company offered redemption of the Series A RPS within the stipulated number of days, post adjustment of certain costs pertaining to the conditions precedent, as per the terms of the agreement entered into between The Parties. Redemption of the Series A RPS was subject to issuance of a joint notice to the escrow agent. The Series A RPS could not be redeemed due to inaction on the part of JAL in signing the joint instruction notice. This matter has since been referred to arbitration and the arbitration proceedings are pending. The Company has classified the Series A RPS to Other Financial Liabilities as Liability for Capital Goods.

Notes to Standalone Financial Statements

Note 55 - Information as per the requirement of Section 22 of The Micro, Small and Medium Enterprises Development Act, 2006:

₹ in Crores

Sr No	Particulars		As at March 31, 2023	As at March 31, 2022
(a)	(i)	The principal amount remaining unpaid to any supplier at the end of accounting year included in trade payables	176.63	117.48
	(ii)	The interest due on above	0.01	0.16
	The total of (i) & (ii)		**176.64**	**117.64**
(b)	The amount of interest paid by the buyer in terms of section 16 of the Act		-	-
(c)	The amount of the payment made to the supplier beyond the appointed day during the year		-	-
(d)	The amounts of interest accrued and remaining unpaid		0.01	0.16
(e)	The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the due date during the year) but without adding the interest specified under this Act.		-	-
(f)	the amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues above are actually paid to the small enterprise, for the purpose of disallowance of a deductible expenditure under section 23 of the Micro, Small and Medium Enterprises Development 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.

Note 56

The Board of Directors at the meeting held on April 28, 2023 approved a Scheme of Amalgamation of UltraTech Nathdwara Cement Limited (UNCL) (a wholly-owned subsidiary of the Company) and its wholly-owned subsidiaries viz. Swiss Merchandise Infrastructure Limited (Swiss) and Merit Plaza Limited (Merit) with the Company. The Appointed Date of the Scheme is 1st April, 2023. In terms of the Scheme, the entire equity shares of UNCL, Swiss and Merit will be cancelled without issue and allotment of any new shares in lieu thereof. The Scheme is subject to necessary statutory and regulatory approvals, including sanction by the Hon'ble National Company Law Tribunal under Sections 230 and 232 of the Companies Act, 2013.

Note 57 - Transactions with Companies Struck Off under section 248 of the Companies Act, 2013:

₹ in Crores

Sr No	Name of the struck off company	CIN	Nature of Transactions	Relationship	Opening Balance as on April 1, 2022 (Credit) / Debit	ClosingBalance as on March 31, 2023 Debit/ (Credit)
1.	KRM Construction India Private Limited	U45500UP2021PTC141609	Receivables	Not Related	-	(0.01)
2.	Antriksh Buildhomes Private Limited	U70101DL2015PTC284808	Receivables	Not Related	-	-
3.	LKPRO Constructions (OPC) Private Limited	U45201DL2020OPC362215	Receivables	Not Related	-	0.01
4.	Pnahir Multiservices Private Limited	U63023GJ2019PTC108393	Receivables	Not Related	-	-
5.	Chemene Bombay Private Limited{ Opening Balance: ₹ (37,436); Closing Balance: ₹ (1,208) }	U24110MH1983PTC029818	Receivables	Not Related	0.00	0.00
6.	Virtuous Infotech Private Limited	U72200TG2008PTC113015	Receivables	Not Related	-	0.12
7.	Yogiraj Readymix & Developers Private Limited {Closing Balance: ₹ (18,716) }	U70101MH2013PTC247784	Receivables	Not Related	0.09	(0.00)

Notes to Standalone Financial Statements

₹ in Crores

Sr No	Name of the struck off company	CIN	Nature of Transactions	Relationship	Opening Balance as on April 1, 2022 (Credit) / Debit	ClosingBalance as on March 31, 2023 Debit/ (Credit)
8.	Shruthi Homes And Paving Blocks Private Limited {Opening Balance: ₹ 21,344}	U36103TN2013PTC091128	Payables	Not Related	0.00	-
9.	Shree Mechno Fab Infra Private Limited	U28112HR2011PTC043756	Payables	Not Related	(0.02)	(0.01)
10.	Prabhunath Engicon Contractors Private Limited	U45309BR2017PTC034424	Payables	Not Related	(0.07)	(0.08)
11.	Lemison Laundry Equipment Private Limited	U31900GJ2017PTC097674	Payables	Not Related	-	-

Note 58 - Other Statutory Information:

(i) As on March 31, 2023 there is no unutilised amounts in respect of any issue of securities and long term borrowings from banks and financial institutions. The borrowed funds have been utilised for the specific purpose for which the funds were raised.

(ii) The Company does not have any charges or satisfaction, which is yet to be registered with Registrar of Companies beyond the statutory period.

(iii) The Company is in compliance with the number of layers prescribed under clause (87) of section 2 of the Companies Act read with the Companies (Restriction on number of Layers) Rules, 2017.

(iv) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

(v) The Company has not traded or invested in Crypto Currency or Virtual Currency during the financial year.

(vi) The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries), other than mentioned in the financial statements, 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.

(vii) The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the 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.

(viii) 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.)

Notes to Standalone Financial Statements

Note 59 - Changes in Indian Accounting Standards w.e.f April 1, 2023:

On March 31, 2023 the Ministry of Corporate Affairs ("MCA") amended the Companies (Indian Accounting Standards) Rules, 2015 by issuing the Companies (Indian Accounting Standards) Amendment Rules, 2023, applicable from April 1, 2023, as below:

1. Ind AS 1 – Presentation of Financial Statements: The amendments require companies to disclose their material accounting policies rather than their significant accounting policies. Accounting policy information, together with other information, is material when it can reasonably be expected to influence decisions of primary users of general purpose financial statements.

2. Ind AS 12 – Income Taxes: The amendments clarify how companies account for deferred tax on transactions such as leases and decommissioning obligations. The amendments narrowed the scope of the recognition exemption in paragraphs 15 and 24 of Ind AS 12 (recognition exemption) so that it no longer applies to transactions that, on initial recognition, give rise to equal taxable and deductible temporary differences.

3. Ind AS 8 – Accounting Policies, Changes in Accounting Estimates and Errors: The amendments will help entities to distinguish between accounting policies and accounting estimates. The definition of a change in accounting estimates has been replaced with a definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty". Entities develop accounting estimates if accounting policies require items in financial statements to be measured in a way that involves measurement uncertainty.

The Company is evaluating the impact, if any, in its financial statements.

Signatures to Note "1" to "59"

In terms of our report of even date attached.

For **B S R & Co. LLP**

Chartered Accountants
Firm Registration No: 101248W/W-100022

VIKAS R KASAT
Partner
Membership No: 105317

For **KKC & Associates LLP**
(Formerly known as Khimji Kunverji & Co LLP)
Chartered Accountants
Firm Registration No: 105146W/W-100621

KETAN VIKAMSEY
Partner
Membership No: 044000

For and on behalf of the **Board of Directors**

ATUL DAGA
Whole-time Director and CFO
DIN: 06416619

K. C. JHANWAR
Managing Director
DIN: 01743559

S.K. CHATTERJEE
Company Secretary

Mumbai: April 28, 2023

Independent Auditor's Report

To the Members of UltraTech Cement Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of UltraTech Cement Limited (hereinafter referred to as the "Holding Company" or the "Parent" or "the Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), its associates and its joint venture, which comprise the consolidated balance sheet as at 31 March 2023, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the one of the joint auditors of the Parent and other auditors on separate/consolidated financial statements /financial information of such subsidiaries, associates and joint venture as were audited by the one of the joint auditors of the Parent and other auditors, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group, its associates and joint venture as at 31 March 2023, of its consolidated profit and other comprehensive loss, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs 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 associates and joint venture in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of reports of the one of the joint auditors of the Parent and other auditors referred to in paragraph (a) and (b) of the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Emphasis of Matters

(a) We draw attention to Note 37(b) of the consolidated financial statements which refers to orders dated 31 August 2016 (Penalty of Rs. 1,449.51 crores) and 19 January 2017 (Penalty of Rs.68.30 crores) of the Competition Commission of India ('CCI') against which the Company had filed appeal. Upon the National Company Law Appellate Tribunal ("NCLAT") disallowing its appeal against the CCI order dated 31 August 2016, the Company has filed an appeal before the Hon'ble Supreme Court of India, which has by its order dated 5 October 2018, granted a stay against the NCLAT order. Consequently, the Company has deposited an amount of Rs. 144.95 crores equivalent to 10% of the penalty of Rs. 1,449.51 crores recorded as asset. The Company, backed by legal opinions, believes that it has a good case in both the matters basis which no provision has been recognised in the books of account. Our opinion is not modified in respect of these matters.

(b) We draw attention to Note 37(b) of the consolidated financial statements, where in case of UltraTech Nathdwara Cement Limited ("UNCL"), a wholly owned subsidiary of the Parent, one of the joint auditors of the Company has audited the financial statements and without modifying their opinion on the audited consolidated financial statements of UNCL for the year ended 31 March 2023 reported that the Order dated 31 August 2016 (penalty of Rs. 167.32 crores) was passed by the Competition Commission of India ('CCI') against which UNCL had filed appeal. Upon the NCLAT disallowing its appeal against the CCI order dated 31 August 2016, UNCL filed an appeal before the Hon'ble Supreme Court of India, which has by its order dated 5 October 2018, granted a stay against the NCLAT order. Consequently, UNCL has deposited an amount of Rs. 16.73 crores equivalent to 10% of the penalty of Rs. 167.32 crores recorded as asset in the consolidated financial statements. Based on the legal opinion obtained

Independent Auditor's Report (Continued)

by the Parent Company on a similar matter, UNCL believes that it has a good case in this matter basis which, no provision has been recognised in the consolidated financial statements. Our opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment and based on the consideration of reports of the one of the joint auditors of the Parent and other auditors on separate/consolidated financial statements of components audited by them, 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.

Description of Key Audit Matters:

Revenue recognition – Discounts, incentives and rebates	
See Notes 1(B)(o) and 57 to consolidated financial statements	
The key audit matter	**How the matter was addressed in our audit**
• Revenue is measured net of discounts, incentives, rebates etc. given to the customers on the Company's sales. • The Company's presence across different marketing regions within the country and the competitive business environment makes the assessment of various types of discounts, incentives and rebates as complex and judgmental. • Therefore, there is a risk of revenue being misstated as a result of variations in the assessment of discounts, incentives and rebates. • Given the complexity and judgement required to assess the provision for discounts, incentives and rebates, this is a key audit matter.	Our audit procedures included: • We have assessed the Company's accounting policies relating to revenue, discounts, incentives and rebates by comparing with applicable accounting standards. • We have assessed the design and implementation and tested the operating effectiveness of Company's internal controls over the provisions, approvals and disbursements of discounts, incentives and rebates. • We have assessed the Company's computations for accrual of discounts, incentives and rebates, on a sample basis, and compared the accruals made with the approved schemes and underlying documents. • We have verified, on a sample basis, the underlying documentation for discounts, incentives and rebates recorded and disbursed during the year. • We have compared the historical trend of payments and reversal of discounts, incentives and rebates to provisions made to assess the current year accruals. • We have examined the manual journals posted to discounts, rebates and incentives to identify unusual or irregular items.
Regulations - Litigations and claims	
See Notes 1(B)(m) and 37 to consolidated financial statements	
The key audit matter	**How the matter was addressed in our audit**
• The Company operates in various States within India and is exposed to different Central and State/Local laws, regulations and interpretations thereof. Due to a complex regulatory environment, there is an inherent risk of litigations and claims. • Consequently, provisions and contingent liability disclosures may arise from indirect tax proceedings, legal proceedings, including regulatory and other government/ department proceedings, as well as investigations by authorities and commercial claims. • The Company applies significant judgement in estimating the likelihood of the future outcome in each case and in determining the provisions or disclosures required for each matter.	Our audit procedures included: • We understood the processes, evaluated the design and implementation of controls and tested the operating effectiveness of the Company's controls over the recording and re-assessment of uncertain legal positions, claims (including claims receivable) and contingent liabilities. • We have gained an understanding of outstanding litigations against the Company from the Company's inhouse legal counsel and other key managerial personnel who have knowledge of these matters. • We have read the correspondence between the Company and the various indirect tax/legal authorities

The key audit matter	How the matter was addressed in our audit
• Resolution of tax and legal proceedings may span over multiple years due to the highly complex nature and magnitude of the legal matters involved and may involve protracted negotiation or litigation. • These estimates could change significantly over time as new facts emerge and each legal case progresses. • Given the inherent complexity and magnitude of potential exposures and the judgement necessary to estimate the amount of provisions required or to determine required disclosures, this is a key audit matter.	and the legal opinions of external legal advisors, where applicable, for significant matters. • We have tested the completeness of the litigations and claims by examining, on a sample basis, the Company's legal expenses and minutes of the board meetings. • We have challenged the Company's estimate of the possible outcome of the disputed cases based on applicable indirect tax laws and legal precedence by involving our tax specialists. • We have assessed the adequacy of the Company's disclosures in respect of contingent liabilities for indirect tax and legal matters.

Other Information

The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Holding Company's annual report, but does not include the financial statements and auditor's report thereon. The Holding Company's annual report is expected to be made available to us after the date of this auditor's report.

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 identified above when it becomes available 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.

When we read the Holding Company's annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and describe actions applicable under the applicable laws and regulations.

Management's and Board of Director's Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group including its associates and joint venture in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and of its associates and joint venture are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and of its associates and joint venture are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Independent Auditor's Report (Continued)

The respective Board of Directors of the companies included in the Group and the respective Management and Board of Directors and of its associates and joint venture are responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

  Obtain an understanding of internal 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 the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint venture to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial statements/financial information of such entities or business activities within the Group and its associates and joint venture to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements/financial information of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by one of the joint auditors of the Parent and other auditors, such one of the joint auditors of the Parent and 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. Our responsibilities in this regard are further described in paragraph (a) and (b) of the section titled "Other Matters" in this audit report.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

a) We did not audit the financial statements / financial information of thirteen subsidiaries, whose financial statements/financial information reflects total assets (before consolidation adjustments) of Rs.5,890.62 crores as at 31 March 2023, total revenues (before consolidation adjustments) of Rs.2,207.84 crores and net cash flows (before consolidation adjustments) amounting to Rs.26.66 crores 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 (and other comprehensive income) of Rs. (20.87) crores for the year ended 31 March 2023, in respect of three associates and one joint venture, whose financial statements/financial information have not been audited by us. These financial statements/ financial information 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, joint venture and associates, 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, joint venture and associates is based solely on the reports of the other auditors.

b) The consolidated financial statements include the audited financial statements of one subsidiary whose financial statements reflect Group's share of total assets (before consolidation adjustments) of Rs. 1,566.00 crores as at 31 March 2023, Group's share of total revenue (before consolidation adjustments) of Rs. 2,085.78 crores and Group's share of net cash outflows (before consolidation adjustments) of Rs. 1.33 crores for the year ended on that date, as considered in the consolidated financial statements, which have been audited by one of the joint auditors of the Parent. The independent auditor's report on the financial statements of this entity has been furnished to us by the management and our opinion financial statements, in so far as it relates to the amounts and disclosures included in respect of this entity, is based solely on the report of such auditors and the procedures performed by us as stated in the paragraph above.

c) Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of above matters with respect to our reliance on the work done and the reports of the one of the joint auditors of the Parent and other auditors.

d) The financial statements/financial information of thirteen subsidiaries, whose financial statements/financial information reflects total assets (before consolidation adjustments) of Rs. Nil crores as at 31 March 2023, total revenues (before consolidation adjustments) of Rs. Nil crores and net cash flows (before consolidation adjustments) amounting to Rs. Nil crores for the year ended on that date, as considered in the consolidated financial statements, have not been audited either by us or by other auditors. The consolidated financial statements also include the Group's share of net profit after tax (and other comprehensive income) of Rs. 0.01 crores for the year ended 31 March 2023, as considered in the consolidated financial statements, in respect of one associate, whose financial statements/financial information has not been audited by us or by other auditors. These

Independent Auditor's Report (Continued)

unaudited financial statements/ unaudited financial information 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 and associate, 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 and associate, is based solely on such unaudited financial statements / financial information. In our opinion and according to the information and explanations given to us by the Management, these financial statements/financial information are not material to the Group.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of above matter with respect to the financial statements/financial information certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the one of the joint auditors of the Parent and other auditors on separate/consolidated financial statements of such subsidiaries, associates and joint venture as were audited by the one of the joint auditors of the Parent and other auditors, as noted in the "Other Matters" paragraph, 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 purposes 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 one of the joint auditors of the Parent and other auditors.

c. The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows 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 the Ind AS specified under Section 133 of the Act.

e. On the basis of the written representations received from the directors of the Holding Company as on 31 March 2023 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies, associate companies and joint venture company incorporated in India, none of the directors of the Group companies, its associate companies and joint venture company incorporated in India 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 Holding Company and its subsidiary companies, associate companies and joint venture company incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. 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, 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 one of the joint auditors of the Parent and other auditors on separate/ consolidated financial statements of the subsidiaries, associates and joint venture, as noted in the “Other Matters” paragraph:

a. The consolidated financial statements disclose the impact of pending litigations as at 31 March 2023 on the consolidated financial position of the Group, its associates and joint venture. Refer Note 37 to the consolidated financial statements.

b. Provision has been made in the consolidated financial statements, as required under the applicable law or Ind AS, for material foreseeable losses, on long-term contracts including derivative contracts. Refer Note 51 to the consolidated financial statements in respect of such items as it relates to the Group, its associates and joint venture.

c. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company or its subsidiary companies, associate companies and joint venture company incorporated in India during the year ended 31 March 2023.

d (i) The respective management of the Holding Company and its subsidiary companies, associate companies and joint venture company incorporated in India whose financial statements/financial information have been audited under the Act have represented to us, the one of the joint auditors of the Parent and the other auditors of such subsidiary companies, associate companies and joint venture company respectively that, to the best of their knowledge and belief, as disclosed in the Note 62 to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiary companies, associate companies and joint venture company to or in any other person(s) or entity(ies), including foreign entities (“Intermediaries”), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or any of such subsidiary companies, associate companies and joint venture company (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The respective management of the Holding Company and its subsidiary companies, associate companies and joint venture company incorporated in India whose financial statements/financial information have been audited under the Act have represented to us, the one of the joint auditors of the Parent and the other auditors of such subsidiary companies, associate companies and joint venture company respectively that, to the best of their knowledge and belief, as disclosed in the Note 62 to the consolidated financial statements, no funds have been received by the Holding Company or any of such subsidiary companies, associate companies and joint venture company from any person(s) or entity(ies), including foreign entities (“Funding Parties”), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiary companies, associate companies and joint venture company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiary companies, associate companies and joint venture companies incorporated in India whose financial statements/ financial information have been audited under the Act, nothing has come to our, one of the joint auditors of the Parent or other auditors notice that has caused us, one of the joint auditors of the Parent or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

Independent Auditor's Report (Continued)

e. The final dividend paid by the Holding Company and its subsidiary companies, associate companies and joint venture company incorporated in India during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

   As stated in Note 52 to the consolidated financial statements, the respective Board of Directors of the Holding Company and its subsidiary companies, associate companies and joint venture company incorporated in India have proposed final dividend for the year which is subject to the approval of the respective 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.

f. As proviso to rule 3(1) of the Companies (Accounts) Rules, 2014 is applicable for the Holding Company and its subsidiary companies, associate companies and joint venture company incorporated in India only with effect from 1 April 2023, reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 is not applicable.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

   In our opinion and according to the information and explanations given to us and based on the consideration of reports of the one of the joint auditors of the Parent and statutory auditors of such subsidiary companies, associate companies and joint venture company incorporated in India which were not audited by us, the remuneration paid during the current year by the Holding Company and its subsidiary companies, associate companies and joint venture company to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Company/the Holding Company and its subsidiary companies, associate companies and joint venture company is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**

Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317
ICAI UDIN: 23105317BGVTMY6557

Mumbai
28 April 2023

For **KKC & Associates LLP**
(formerly Khimji Kunverji & Co LLP)
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Ketan Vikamsey
Partner
Membership No: 044000
ICAI UDIN: 23044000BGYKEN7906

Mumbai
28 April 2023

Annexure A to the Independent Auditor's Report on the Consolidated Financial Statements of UltraTech Cement Limited for the year ended 31 March 2023

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(xxi) In our opinion and according to the information and explanations given to us, following company incorporated in India and included in the consolidated financial statements, has unfavourable remarks, qualification or adverse remarks given by the respective auditor in their report under the Companies (Auditor's Report) Order, 2020 (CARO):

Sr. No.	Name of the entity	CIN	JV/Associate	Clause number of the CARO report which is unfavourable or qualified or adverse
1	Bhaskarpara Coal Company Limited	U10100CT2008PLC020943	Joint Venture	Clause xix
2	ABReL Green Energy Limited	U40200MH2022PLC385194	Associate	Clause vii
3	Aditya Birla Renewables SPV 1 Limited	U40300MH2017PLC296313	Associate	Clause vii

The above does not include comments, if any, in respect of the following entities as the CARO report relating to them has not been issued by its auditor till the date of principal auditor's report.

Name of the entities	CIN	Associate
Madanpur (North) Coal Company Private Limited	U10101CT2007PTC020161	Associate

For **B S R & Co. LLP**

Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317
ICAI UDIN: 23105317BGVTMY6557

Mumbai
28 April 2023

For **KKC & Associates LLP**
(formerly Khimji Kunverji & Co LLP)
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Ketan Vikamsey
Partner
Membership No: 044000
ICAI UDIN: 23044000BGYKEN7906

Mumbai
28 April 2023

Annexure B to the Independent Auditor's Report on the consolidated financial statements of UltraTech Cement Limited for the year ended 31 March 2023

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of UltraTech Cement Limited (hereinafter referred to as "the Holding Company") as of and for the year ended 31 March 2023, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which are its subsidiary companies, its associate companies and joint venture company, as of that date.

In our opinion and based on the consideration of reports of the one of the joint auditors of the Parent and other auditors on internal financial controls with reference to financial statements/financial information of subsidiary companies, associate companies and joint venture company, as were audited by the one of the joint auditors of the Parent and other auditors, the Holding Company and such companies incorporated in India which are its subsidiary companies, its associate companies and joint venture company, have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2023, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Director's Responsibilities for Internal Financial Controls

The respective Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective Company considering the essential components of internal control stated in 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 its business, including adherence to the respective Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the one of the joint auditors of the Parent and other auditors of the relevant subsidiary companies, associate companies and joint venture company in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

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 consolidated 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 consolidated financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with 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 consolidated financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

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.

Other Matter

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements/financial information insofar as it relates to six subsidiary companies, five associate companies and one joint venture company, which are companies incorporated in India, is based on the corresponding reports of the auditors of such companies incorporated in India. Our opinion is not modified in respect of this matter.

For **B S R & Co. LLP**

Chartered Accountants
Firm's Registration No.: 101248W/W-100022

Vikas R Kasat
Partner
Membership No: 105317
ICAI UDIN: 23105317BGVTMY6557

Mumbai
28 April 2023

For **KKC & Associates LLP**
(formerly Khimji Kunverji & Co LLP)
Chartered Accountants
Firm's Registration No.: 105146W/W100621

Ketan Vikamsey
Partner
Membership No: 044000
ICAI UDIN: 23044000BGYKEN7906

Mumbai
28 April 2023

Consolidated Balance Sheet

as at March 31, 2023

₹ in Crores

Particulars	Note No.	As at March 31, 2023		As at March 31, 2022
ASSETS				
Non-Current Assets				
Property, Plant and Equipment	2	46,480.28		42,592.19
Capital Work-in-Progress	2	4,034.91		4,777.25
Right of Use Assets	3	1,190.36		1,178.60
Goodwill	2	6,329.26		6,250.21
Other Intangible Assets	2	5,579.10		5,466.57
Intangible Assets under development	2	5.48		7.42
		63,619.39		**60,272.24**
Investments Accounted using Equity Method	4	876.01		30.17
Financial Assets:				
Investments	5	584.34		1,342.26
Loans	6	9.22		9.59
Other Financial Assets	7	1,881.11		1,109.98
		2,474.67		**2,461.83**
Income Tax Assets (Net)		401.94		479.46
Deferred Tax Assets (Net)	8	6.56		16.35
Other Non-Current Assets	9	3,265.49		3,078.27
Total Non-Current Assets			**70,644.06**	**66,338.32**
Current Assets				
Inventories	10	6,611.83		5,595.58
Financial Assets				
Investments	11	5,836.60		4,963.34
Trade Receivables	12	3,867.02		3,071.61
Cash and Cash Equivalents	13	370.37		120.54
Bank Balances other than Cash and Cash Equivalents	14	779.22		238.64
Loans	6	7.67		6.86
Other Financial Assets	7	1,433.82		1,871.95
		12,294.70		**10,272.94**
Income Tax Assets (Net)		0.07		0.09
Other Current Assets	15	1,818.28		1,611.33
Total Current Assets			**20,724.88**	**17,479.94**
Asset Held for Sale	56		18.02	9.53
TOTAL ASSETS			**91,386.96**	**83,827.79**
EQUITY AND LIABILITIES				
EQUITY				
Equity Share Capital	16 (a)	288.69		288.67
Other Equity	16 (b)	54,035.85		50,146.60
Non-Controlling Interest		55.63		(3.06)
			54,380.17	**50,432.21**
LIABILITIES				
Non-Current Liabilities				
Financial Liabilities				
Borrowings	17	5,356.41		5,303.00
Lease Liabilities		1,010.65		978.20
Other Financial Liabilities	18	319.84		303.48
		6,686.90		**6,584.68**
Provisions	19	624.21		617.84
Deferred Tax Liabilities (Net)	20	6,260.11		6,033.24
Other Non-Current Liabilities	21	3.78		4.63
Total Non-Current Liabilities			**13,575.00**	**13,240.39**
Current Liabilities				
Financial Liabilities				
Borrowings	22	4,544.37		4,899.84
Lease Liabilities		146.31		117.76
Trade Payables				
Total outstanding dues of Micro and Small Enterprises	23	183.40		124.47
Total outstanding dues of creditors other than Micro and Small Enterprises	23	7,025.90		5,738.36
Other Financial Liabilities	18	4,783.56		3,608.55
		16,683.54		**14,488.98**
Other Current Liabilities	24	5,177.40		4,890.94
Provisions	19	204.43		247.98
Current Tax Liabilities (Net)		1,366.42		527.29
Total Current Liabilities			**23,431.79**	**20,155.19**
TOTAL EQUITY AND LIABILITIES			**91,386.96**	**83,827.79**
Significant Accounting Policies	1			

The accompanying notes form an integral part of the Consolidated Financial Statements.

As per our report of even date attached.

For and on behalf of the **Board of Directors**

For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

For **KKC & Associates LLP**
(Formerly known as Khimji Kunverji & Co LLP)
Chartered Accountants
Firm Registration No: 105146W/W-100621

VIKAS R KASAT
Partner
Membership No: 105317

KETAN VIKAMSEY
Partner
Membership No: 044000

ATUL DAGA
Whole-time Director and CFO
DIN: 06416619

K. C. JHANWAR
Managing Director
DIN: 01743559

S.K. CHATTERJEE
Company Secretary

Mumbai: April 28, 2023

Consolidated Statement of Profit and Loss

for the Year ended March 31, 2023

₹ in Crores

Particulars	Note No.	Year ended March 31, 2023	Year ended March 31, 2022
Continuing Operations			
Revenue from Operations	25	63,239.98	52,598.83
Other Income	26	503.08	507.81
TOTAL INCOME (I)		**63,743.06**	**53,106.64**
EXPENSES			
Cost of Materials Consumed	27	8,933.49	7,096.49
Purchases of Stock-in-Trade	28	1,299.68	1,251.66
Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	29	(518.21)	(383.16)
Employee Benefits Expense	30	2,738.97	2,534.68
Finance Costs	31	822.72	944.71
Depreciation and Amortisation Expense	32	2,887.99	2,714.75
Power and Fuel Expense		18,491.32	12,137.26
Freight and Forwarding Expense	33	14,009.16	11,712.33
Other Expenses	34	7,665.72	6,735.22
TOTAL EXPENSES (II)		**56,330.84**	**44,743.94**
Profit from Continuing Operations before Tax Expense and Share in Profit / (Loss) of Associate and Joint Venture (I)-(II)		**7,412.22**	**8,362.70**
Share in Profit / (Loss) of Associate and Joint Venture (net of Tax expense)		4.03	1.70
Profit from Continuing Operations before Tax Expense		**7,416.25**	**8,364.40**
Tax Expense of continuing operations:			
Current Tax Charge		2,070.77	1,211.22
Deferred Tax Charge	8 & 20	272.08	(21.16)
Total Tax Expense		**2,342.85**	**1,190.06**
Profit for the Year from continuing operations (III)		**5,073.40**	**7,174.34**
Profit / (Loss) attributable to Non-Controlling Interest		9.44	(10.05)
Profit attributable to Owners of the Parent		5,063.96	7,184.39
Discontinued Operations			
Profit before tax from discontinued operations		-	196.54
Exceptional Item (Net)	56	-	159.92
Less : Provision for Impairment of disposal group classified as held for sale		-	(67.42)
Tax expense of discontinued operations		-	129.12
Profit after tax from discontinued operations (IV)		**-**	**159.92**
Profit for the year (V = III + IV)		**5,073.40**	**7,334.26**
Profit / (Loss) attributable to Non-Controlling Interest		9.44	(10.05)
Profit attributable to Owners of the Parent		5,063.96	7,344.31
Other Comprehensive Income/(Loss)	35		
A (i) Items that will not be reclassified to Profit or Loss - Remeasurement Gain / (Loss) on Defined Benefit Plan		31.32	(12.84)
(ii) Income Tax Relating to Items that will not be reclassified to Profit or Loss		(10.01)	5.92
B (i) Items that will be reclassified to Profit or Loss - Cash flow Hedge, Net Investment Hedge, Foreign Currency Translation Reserve (FCTR), Gain on liquidation of subsidiary and Share of profit from Associate/ Joint Venture (net of tax)		(93.05)	54.82
(ii) Income Tax Relating to Items that will be reclassified to Profit or Loss		55.53	(0.07)
Other Comprehensive (Loss)/ Income for the year (VI)		**(16.21)**	**47.83**
Other Comprehensive Income/ (Loss) attributable to Non-Controlling Interest		1.27	1.27
Other Comprehensive (Loss)/Income attributable to Owners of the Parent		(17.48)	46.56
Total Comprehensive Income for the Year (V+VI)		**5,057.19**	**7,382.09**
Total Comprehensive Income/ (Loss) attributable to Non-Controlling Interest		10.71	(8.78)
Total Comprehensive Income attributable to Owners of the Parent		5,046.48	7,390.87
Earnings Per Equity Share (Face Value ₹ 10 each) - Continuing Operations	45		
Basic (in ₹)		175.63	249.09
Diluted (in ₹)		175.54	248.98
Earnings Per Equity Share (Face Value ₹ 10 each) - Discontinued Operations	45		
Basic (in ₹)		-	5.54
Diluted (in ₹)		-	5.54
Earnings Per Equity Share (Face Value ₹ 10 each) - Continuing & Discontinued Operations	45		
Basic (in ₹)		175.63	254.64
Diluted (in ₹)		175.54	254.53
Significant Accounting Policies	1		

The accompanying notes form an integral part of the Consolidated Financial Statements.

As per our report of even date attached.

For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

VIKAS R KASAT
Partner
Membership No: 105317

For **KKC & Associates LLP**
(Formerly known as Khimji Kunverji & Co LLP)
Chartered Accountants
Firm Registration No: 105146W/W-100621

KETAN VIKAMSEY
Partner
Membership No: 044000

For and on behalf of the **Board of Directors**

ATUL DAGA
Whole-time Director and CFO
DIN: 06416619

K. C. JHANWAR
Managing Director
DIN: 01743559

S.K. CHATTERJEE
Company Secretary

Mumbai: April 28, 2023

Consolidated Statement of Changes in Equity

for the Year ended March 31, 2023

A. Equity Share Capital

For the year ended March 31, 2023

₹ in Crores

Balance as at April 01, 2022	Changes in Equity Share Capital during the Year	Balance as at March 31, 2023
288.67	0.02	288.69

For the year ended March 31, 2022

₹ in Crores

Balance as at April 01, 2021	Changes in Equity Share Capital during the Year	Balance as at March 31, 2022
288.65	0.02	288.67

B. Other Equity

For the year ended March 31, 2023

₹ in Crores

Particulars	Attributable to Owners of the Parent										Attributable to Non Controlling Interest	Total Other Equity
	Reserves & Surplus							Cash Flow Hedge Reserve	Exchange differences on translating the financial statements of foreign operations	Total Other Equity Attributable to Owners of the Parent		
	Capital Reserve	Securities Premium	Debenture Redemption Reserve	General Reserve	Share Option Outstanding Reserve#	Treasury Shares @@	Retained Earnings					
Balance as at April 01, 2022	170.72	5,477.10	37.50	36,324.73	49.71	(154.29)	8,053.73	(26.01)	213.41	50,146.60	(3.06)	50,143.54
On Acquisition	-	-	-	-	-	-	-	-	-	-	47.86	47.86
Profit for the period	-	-	-	-	-	-	5,063.96	-	-	5,063.96	9.44	5,073.40
Other Comprehensive Income / (Loss) for the period												
Remeasurement gain / (loss) on defined benefit plan	-	-	-	-	-	-	21.31*	-	-	21.31	-	21.31
Effective portion of gains / (loss) on hedging instruments and FCTR	-	-	-	-	-	-	-	(134.78)@	94.34	(40.44)	1.27	(39.17)
Effective portion of gains / (loss) on Net investment hedging	-	-	-	-	-	-	-	-	1.65@	1.65	-	1.65
On account of liquidation of subsidiary	-	-	-	-	-	-	-	-	0.23	0.23	0.12	0.35
Total Comprehensive Income / (Loss) for the period	**-**	**-**	**-**	**-**	**-**	**-**	**5,085.27**	**(134.78)**	**96.22**	**5,046.71**	**10.83**	**5,057.54**
Purchase of Treasury Shares	-	-	-	-	-	(114.53)	-	-	-	(114.53)	-	(114.53)
Issue of Treasury Shares	-	-	-	-	(3.88)	11.96	-	-	-	8.08	-	8.08
Contribution by and Distribution to Owners												
Dividend$	-	-	-	-	-	-	(1,092.70)##	-	-	(1,092.70)	-	(1,092.70)
Transfer to / from Retained Earnings	-	-	-	3,000.00	-	-	(3,000.00)	-	-	-	-	
Employees Stock Options Exercised	-	7.34	-	-	2.66	-	-	-	-	10.00	-	10.00
Employees Stock Options Granted	-	-	-	-	31.69	-	-	-	-	31.69	-	31.69
Total Contribution by and Distribution to Owners	**-**	**7.34**	**-**	**3,000.00**	**34.35**	**-**	**(4,092.70)**	**-**	**-**	**(1,051.01)**	**-**	**(1,051.01)**
Balance as at Mar 31, 2023	**170.72**	**5,484.44**	**37.50**	**39,324.73**	**80.18**	**(256.86)**	**9,046.30**	**(160.79)**	**309.63**	**54,035.85**	**55.63**	**54,091.48**

\# *Net of Deferred Employees Compensation Expenses ₹ 57.60 Crores.*

@@ *The Company has formed an Employee Welfare Trust for purchasing Company's share to be alloted to eligible employees under Employees Stock Options Scheme, 2018 (ESOS 2018). As per Ind AS 32 - Financial Instruments: Presentation, Reacquired equity shares of the Company are called Treasury Shares and deducted from equity.*

* *Net of Tax amounting to ₹ 10.01 Crores.*

@ *Net of Tax amounting to ₹ 55.53 Crores.*

\## *Dividend of ₹ 38/- per share*

$ *Includes ₹ 2.78 Crores refund received for Dividend Distribution Tax*

Consolidated Statement of Changes in Equity

for the Year ended March 31, 2023 (Continued)

For the year ended March 31, 2022

₹ in Crores

Particulars	Attributable to Owners of the Parent										Attributable to Non Controlling Interest	Total Other Equity
	Reserves & Surplus							Cash Flow Hedge Reserve	Exchange differences on translating the financial statements of foreign operations	Total Other Equity Attributable to Owners of the Parent		
	Capital Reserve	Securities Premium	Debenture Redemption Reserve	General Reserve	Share Option Outstanding Reserve #	Treasury Shares @@	Retained Earnings					
Balance as at April 01, 2021	170.72	5,469.67	247.50	31,324.73	43.62	(77.50)	6,573.56	(22.85)	156.58	43,886.03	5.72	43,891.75
Profit for the period	-	-	-	-	-	-	7,344.31	-	-	7,344.31	(10.05)	7,334.26
Other Comprehensive Income / (Loss) for the period												
Remeasurement gain / (loss) on defined benefit plan	-	-	-	-	-	-	(7.11)*	-	-	(7.11)	0.19	(6.92)
Effective portion of gains / (loss) on hedging instruments and FCTR	-	-	-	-	-	-	-	(3.16)@	49.95	46.79	1.08	47.87
Effective portion of gains / (loss) on Net investment hedging	-	-	-	-	-	-	-	-	6.88	6.88	-	6.88
Total Comprehensive Income / (Loss) for the period	**-**	**-**	**-**	**-**	**-**	**-**	**7,337.20**	**(3.16)**	**56.83**	**7,390.87**	**(8.78)**	**7,382.09**
Purchase of Treasury Shares	-	-	-	-	-	(91.19)	-	-	-	(91.19)	-	(91.19)
Issue of Treasury Shares	-	-	-	-	-	14.40	-	-	-	14.40	-	14.40
Contribution by and Distribution to Owners												
Dividends	-	-	-	-	-	-	(1,067.03)##	-	-	(1,067.03)	-	(1,067.03)
Transfer to Retained Earnings	-	-	(210.00)	5,000.00	-	-	(4,790.00)	-	-	-	-	-
Employees Stock Options Exercised	-	7.43	-	-	(8.92)	-	-	-	-	(1.49)	-	(1.49)
Employees Stock Options Granted	-	-	-	-	15.01	-	-	-	-	15.01	-	15.01
Total Contribution by and Distribution to Owners	**-**	**7.43**	**(210.00)**	**5,000.00**	**6.09**	**-**	**(5,857.03)**	**-**	**-**	**(1,053.51)**	**-**	**(1,053.51)**
Balance as at March 31, 2022	**170.72**	**5,477.10**	**37.50**	**36,324.73**	**49.71**	**(154.29)**	**8,053.73**	**(26.01)**	**213.41**	**50,146.60**	**(3.06)**	**50,143.54**

\# *Net of Deferred Employees Compensation Expenses ₹ 37.03 Crores.*

@@ *The Company has formed an Employee Welfare Trust for purchasing Company's share to be alloted to eligible employees under Employees Stock Options Scheme, 2018 (ESOS 2018). As per Ind AS 32 - Financial Instruments: Presentation, Reacquired equity shares of the Company are called Treasury Shares and deducted from equity.*

* *Net of Tax amounting to ₹ 5.92 Crores.*

@ *Net of Deferred Tax amounting to ₹ 0.07 Crores.*

\## *Dividend of ₹ 37/- per share*

Significant Accounting Policies Note 1

The accompanying notes form an integral part of the Consolidated Financial Statements.

As per our report of even date attached.

For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

VIKAS R KASAT
Partner
Membership No: 105317

For **KKC & Associates LLP**
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KETAN VIKAMSEY
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For and on behalf of the **Board of Directors**

ATUL DAGA
Whole-time Director and CFO
DIN: 06416619

K. C. JHANWAR
Managing Director
DIN: 01743559

S.K. CHATTERJEE
Company Secretary

Mumbai: April 28, 2023

Consolidated Statement of Cash Flow

for the Year ended March 31, 2023

₹ in Crores

	Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
(A)	**Cash Flow from Operating Activities:**		
	Profit Before tax	7,416.25	8,364.40
	Adjustments for:		
	Depreciation and Amortisation Expense (Refer Note 32)	2,887.99	2,714.75
	Gain on Fair Valuation of Investments	(66.25)	(102.43)
	Gain on Fair Valuation of SGST / VAT Deferment Loan	(50.26)	(74.44)
	Unrealised Exchange Gain	(70.16)	(54.28)
	Share in Profit / (Loss) on equity accounted investment	(4.03)	(1.70)
	Compensation Expenses under Employees Stock Options Scheme	35.58	24.02
	Allowances for credit losses on Advances / debts (net)	3.50	(9.39)
	Bad Debts Written-off	1.15	3.85
	Excess Provision / unclaimed liabilities written back (net)	(142.56)	(145.03)
	Interest Income	(272.45)	(163.70)
	Finance Costs	822.72	944.71
	Profit on Sale / Retirement of Property, Plant and Equipment (net)	(0.34)	(3.22)
	Profit on Sale of Current and Non-Current Investments (net)	(31.37)	(186.39)
		10,529.77	**11,311.15**
	Movements in working capital:		
	Increase in Trade payables and other Liabilities	1,868.60	2,076.90
	Increase / (Decrease) in Provisions	17.99	(1.94)
	Increase in Trade receivables	(752.33)	(495.26)
	Increase in Inventories	(991.91)	(1,578.96)
	Increase in Financial and Other Assets	(479.30)	(473.76)
	Cash generated from Operations	**10,192.82**	**10,838.13**
	Taxes paid (net of refund)	(1,124.31)	(1,554.89)
	Net Cash generated from Operating Activities (A)	**9,068.51**	**9,283.24**
(B)	**Cash Flow from Investing Activities:**		
	Purchase of Property, Plant and Equipment	(6,200.11)	(5,613.41)
	Proceeds from Sale of Property, Plant and Equipment	94.53	73.44
	Payment for Cost of transfer of Assets	-	(66.18)
	Sale / (Purchase) of Liquid Investment (net)	529.40	(1,373.53)
	Purchase of Investments	(7,189.85)	(6,395.45)
	Proceeds from Sale of Investments	6,626.26	13,965.44
	Redemption / (Investment) in Non-Current Bank deposits	37.87	(35.77)
	Investment in Joint Venture and Associates	(827.95)	0.33
	Purchase of Net Assets in Subsidiary (Refer Note 40)	(19.34)	-
	(Investment) / Redemption in Other Bank deposits and Others	(453.92)	1,553.76
	Investment in Other Non-Current Equity Investments	(70.19)	(25.99)
	Proceeds from Liquidation of Subsidiaries	3.49	-
	Interest Received	282.74	174.37
	Net Cash (used in) / generated from Investing Activities (B)	**(7,187.07)**	**2,257.01**
(C)	**Cash Flow from Financing Activities:**		
	Proceeds from Issue of Share Capital on exercise of ESOS	4.70	4.36
	Purchase of Treasury Shares	(114.53)	(91.19)
	Proceeds from Issue of Treasury Shares	8.08	8.67
	Repayment of Non-Current Borrowings	(578.82)	(10,345.94)
	Proceeds from Non-Current Borrowings	825.93	138.55
	Proceeds from Current Borrowings (net)	205.83	36.29
	Repayment of Lease Liabilities	(125.98)	(157.49)
	Payment of Interest on Lease Liabilities	(63.38)	(65.24)
	Interest Paid	(701.56)	(960.94)
	Dividend Paid	(1,091.27)	(1,065.00)
	Net Cash used in Financing Activities (C)	**(1,631.00)**	**(12,497.93)**

Consolidated Statement of Cash Flow

for the Year ended March 31, 2023 (Continued)

₹ in Crores

	Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
(D)	**Net Increase/ (Decrease) in Cash and Cash Equivalents (A + B + C)**	**250.44**	**(957.68)**
(E)	**Cash and Cash Equivalents at the Beginning of the Year (Refer Note 13)**	**120.54**	**177.21**
(F)	**Effect of Exchange rate fluctuation on Cash and Cash Equivalents**	**(0.61)**	**(0.47)**
(G)	**Cash flow from Continuing Operations**	**370.37**	**(780.94)**
(H)	**Cashflow from Discontinued Operations:**		
	Opening Cash & Cash Equivalents	-	-
	Cash flows from Investing activities of discontinued operations	-	-
	Cash flows from Financing activities of discontinued operations	-	901.48
	Net cash inflows (H)	-	901.48
(I)	**Closing Cash & Cash Equivalents**	-	901.48
(J)	**Net Cash Flow Transferred from Discontinued Operations to Continuing Operations on account of Proceeds from sale of disposal group**	-	(901.48)
	Cashflow from Discontinued Operations (I + J)	-	-
	Cash and Cash Equivalents at the end of the year (G+I) (Refer Note 13)	**370.37**	**120.54**

Notes:

1. Cash flow statement has been prepared under the indirect method as set out in Ind AS - 7 specified under Section 133 of the Act.
2. Purchase of Property, Plant and Equipment includes movements of capital work-in-progress (including capital advances) during the year.
3. Changes in liabilities arising from financing activities

₹ in Crores

Particulars	As at March 31, 2022	Cashflows	Non Cash changes/ Impact of Foreign Exchange rates	As at March 31, 2023
Non-Current Borrowing (including current maturities of Non-Current Borrowing)	5,931.42	247.11	245.00	6,423.53
Current Borrowing	4,271.42	205.83	(1,000.00)	3,477.25
	10,202.84	**452.94**	**(755.00)**	**9,900.78**

Particulars	As at March 31, 2021	Cashflows	Non Cash changes/ Impact of Foreign Exchange rates	As at March 31, 2022
Non-Current Borrowing (including current maturities of Non-Current Borrowing)	16,252.64	(10,207.39)	(113.83)	5,931.42
Current Borrowing	4,235.13	36.29	0.00	4,271.42
	20,487.77	**(10,171.10)**	**(113.83)**	**10,202.84**

4. Cashflow from Operating Activities includes ₹ 309.69 Crores (March 31, 2022 ₹ 202.25 Crores) towards short-term lease payments, payments for leases of low-value assets and variable lease payments not included in the measurement of the lease liability.

Significant Accounting Policies **Note 1**

The accompanying notes form an integral part of the Consolidated Financial Statements.

As per our report of even date attached.

For **B S R & Co. LLP**

Chartered Accountants
Firm Registration No: 101248W/W-100022

VIKAS R KASAT
Partner
Membership No: 105317

For **KKC & Associates LLP**
(Formerly known as Khimji Kunverji & Co LLP)
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For and on behalf of the **Board of Directors**

ATUL DAGA
Whole-time Director and CFO
DIN: 06416619

K. C. JHANWAR
Managing Director
DIN: 01743559

S.K. CHATTERJEE
Company Secretary

Mumbai: April 28, 2023

Notes to Consolidated Financial Statements

Note 1: Company Overview and Significant Accounting Policies:

1 (A) Company Overview

UltraTech Cement Limited ("the Holding Company") is a Public Limited Company incorporated in India having its registered office at Mumbai, Maharashtra, India. The Holding Company and its subsidiaries are engaged in the manufacture and sale of Cement and Cement related products. The Holding Company, its subsidiaries, associates, and joint venture together referred to as "the Company" or "the Group". The Holding Company's shares are listed on the Bombay Stock Exchange (BSE), India, and the National Stock Exchange (NSE), India, Global Depository Receipts are listed on the Luxembourg Stock Exchange and Sustainability Linked Bonds are listed on the Singapore Exchange Securities Trading Limited.

1 (B) Significant Accounting Policies

(a) Statement of Compliance & Basis of Preparation and Presentation:

These consolidated financial statements (hereinafter referred to as "financial statements") are prepared in accordance with the Indian Accounting Standards ("Ind AS") as per the Companies (Indian Accounting Standards) Rules, 2015 and presentation requirements of Division II of Schedule III notified under Section 133 of Companies Act, 2013 ("the Act'') and amendments thereto, other relevant provisions of the Act and guidelines issued by the Securities and Exchange Board of India ("SEBI"), as applicable.

The financial statements were authorised for issue by the Board of Directors of the Company at their meeting held on April 28, 2023.

Basis of Preparation

The financial statements have been prepared on a historical cost basis, except for the following assets and liabilities:

(i) Derivative Financial Instruments measured at fair value

(ii) Certain financial assets and liabilities measured at fair value (refer accounting policy regarding financial instruments)

(iii) Assets held for disposal - measured at the lower of its carrying amount and fair value less costs on disposal of assets and its value in use.

(iv) Employee's Defined Benefit Plan as per actuarial valuation.

(v) Assets and liabilities acquired under Business Combination measured at fair value; and

(vi) Employee share based payments measured at fair value.

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 under current market conditions, regardless of whether that price is directly observable or estimated using another valuation technique. In determining the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Functional and Presentation Currency

(i) The financial statements are presented in Indian Rupees, which is the functional currency of the Holding Company and the currency of the primary economic environment in which the Holding Company operates.

(ii) Figures less than ₹ 50,000 have been shown at actual, wherever statutorily required to be disclosed, all other figures have been rounded off in decimals to the nearest ₹ in lakhs, unless otherwise stated.

Classification of Assets and Liabilities into Current/ Non-Current

The Group has ascertained its operating cycle as twelve months for the purpose of Current / Non-Current classification of its Assets and Liabilities.

For the purpose of Balance Sheet, an asset is classified as current if:

(i) It is expected to be realised, or is intended to be sold or consumed, in the normal operating cycle; or

(ii) It is held primarily for the purpose of trading; or

(iii) It is expected to realise the asset within twelve months after the reporting period; or

Notes to Consolidated Financial Statements

(iv) The asset is a cash or cash equivalent unless it is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

Similarly, a liability is classified as current if:

(i) It is expected to be settled in the normal operating cycle; or

(ii) It is held primarily for the purpose of trading; or

(iii) It is due to be settled within twelve months after the reporting period; or

(iv) The Group does not have an unconditional right to defer the settlement of the liability for at least twelve months after the reporting period. Terms of a liability that could result in its settlement by the issue of equity instruments at the option of the counterparty does not affect this classification.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current only.

(b) Property, Plant and Equipment (PPE):

The initial cost of PPE comprises its purchase price, net of any trade discounts and rebates, including import duties and non-refundable purchase taxes, and any directly attributable costs of bringing an asset to working condition and location for its intended use, including relevant borrowing costs and any expected costs of decommissioning.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance cost are charged to the Statement of Profit and Loss during the period in which they were incurred.

If significant parts of an item of PPE have different useful lives, then they are accounted for as separate items (major components) of PPE.

Material items such as spare parts, stand-by equipment and service equipment are classified as PPE when they meet the definition of PPE as specified in Ind AS 16 – Property, Plant and Equipment.

Any gain or loss on disposal of an item of PPE is recognised in the Statement of Profit and Loss.

PPE except freehold land are stated at their cost of acquisition/installation or construction net of accumulated depreciation, and impairment losses, if any. Freehold land is stated at cost less impairment losses, if any.

(c) Expenditure during construction period:

Expenditure/ Income during construction period (including financing cost related to borrowed funds for construction or acquisition of qualifying PPE) is included under Capital Work-in-Progress and the same is allocated to the respective PPE on the completion of their construction. Advances given towards acquisition or construction of PPE outstanding at each reporting date are disclosed as Capital Advances under "Other non-current Assets".

(d) Depreciation:

Depreciation is the systematic allocation of the depreciable amount of PPE over its useful life and is provided on a straight-line basis over the useful lives as prescribed in Schedule II to the Act or as per technical assessment. Freehold Land with indefinite life is not depreciated.

Depreciable amount for PPE is the cost of PPE less its estimated residual value. The useful life of PPE is the period over which PPE is expected to be available for use by the Group, or the number of production or similar units expected to be obtained from the asset by the Group.

In case of certain classes of PPE, the Group uses different useful lives than those prescribed in Schedule II to the Act. The useful lives have been assessed based on technical advice, taking into account the nature of the PPE and the estimated usage of the asset on the basis of management's best estimation of obtaining economic benefits from those classes of assets. The estimated useful life are reviewed periodically, with the effect of any changes in estimate being accounted for on a prospective basis.

Notes to Consolidated Financial Statements

Such classes of assets and their estimated useful lives are as under:

No	Nature	Estimated Useful life
1	Buildings	3-60 Years
2	Leasehold land	Over the lease agreement
3	Plant & Equipment	8-50 Years
4	Railway Sidings	4-30 Years
5	Office Equipment	4-7 Years
6	Furniture and Fixtures	7-12 Years
7	Mobile Phones	3 Years
8	Company Vehicles (other than those provided to the employees)	5-12 Years
9	Motor Cars given to the employees as per the Group's Scheme	4-5 Years
10	Servers and Networks	3 Years
11	Stores and Spares in the nature of PPE	8-30 Years
12	Assets individually costing less than or equal to ₹ 10,000	Fully Depreciated in the year of purchase

Depreciation on additions is provided on a pro-rata basis from the month of installation or acquisition and in case of projects from the date of commencement of commercial production. Depreciation on deductions/disposals is provided on a pro-rata basis up to the month preceding the month of deduction/disposal.

(e) Intangible Assets and Amortisation:

- **Internally generated Intangible Assets:**

  Expenditure pertaining to research is expensed out as and when incurred. Expenditure incurred on development is capitalised if such expenditure leads to creation of an asset, otherwise such expenditure is charged to the Statement of Profit and Loss.

- **Intangible Assets acquired separately:**

  Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment loss, if any. Cost comprises the purchase price (net of tax / duty credits availed wherever applicable) and any directly attributable cost of bringing the assets to its working condition for its intended use. The Group determines the amortisation period as the period over which the future economic benefits will flow to the Group after taking into account all relevant facts and circumstances. The estimated useful life and amortisation method are reviewed periodically, with the effect of any changes in estimate being accounted for on a prospective basis. Class of intangible assets and their estimated useful lives / basis of amortisation are as under:

No	Nature	Estimated Useful life / Basis of amortization
1	Jetty Rights	Over the period of the relevant agreement such that the cumulative amortisation is not less than the cumulative rebate availed by the Group.
2	Mining Rights	Over the period of the respective mining agreement
3	Mining Reserve	On the basis of mineral material extraction (proportion of mineral material extracted per annum to total estimated mining reserve)
4	Surface Rights	Over the period of the respective mining agreement
5	Software	3 Years

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from its use or disposal. Gains or losses arising from derecognition of an item of intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of such item of intangible asset and are recognised in the Statement of Profit and Loss when the asset is derecognised.

(f) Assets/ Disposal Group classified as held for sale:

The Group classifies assets as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the asset is available for immediate sale

Notes to Consolidated Financial Statements

in its present condition subject only to terms that are usual and customary for sales of such asset and its sale is highly probable. Such assets or group of assets / liabilities are presented separately in the Balance Sheet, in the line “Assets/ Disposal Group held for sale” and “Liabilities/ Disposal Group held for sale” respectively. Once classified as held for sale, intangible assets and PPE are no longer amortised or depreciated.

Such assets or disposal groups held for sale are stated at the lower of carrying amount and fair value less costs to sell.

(g) Impairment of Non-Financial Assets

At the end of each reporting period, the Group reviews the carrying amounts of non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually or whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs of disposal and value in use. 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 for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in Statement of Profit and Loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the Statement of Profit and Loss.

(h) Inventories:

Inventories are valued as follows:

- **Raw materials, fuel, stores & spares and packing materials:**

  Valued at lower of cost and net realisable value (NRV). However, these items are considered to be realisable at cost, if the finished products, in which they will be used, are expected to be sold at or above cost. Cost is determined on weighted average basis which includes expenditure incurred for acquiring inventories like purchase price, import duties, taxes (net of tax credit) and other costs incurred in bringing the inventories to their present location and condition.

- **Work-in- progress (WIP), finished goods, stock-in-trade and trial run inventories:**

  Valued at lower of cost and NRV. Cost of Finished goods and WIP includes cost of raw materials, cost of conversion and other costs incurred in bringing the inventories to their present location and condition. Cost of Stock-in Trade includes cost of purchase and other costs incurred in bringing the inventories to the present location and condition. Cost of inventories is computed on weighted average basis.

- **Waste / Scrap:**

  Waste / Scrap inventory is valued at NRV.

  Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

(i) Employee Share based payments:

Equity-settled share-based payments to employees are measured at the fair value of the employee stock options at the grant date using an appropriate valuation model.

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The fair value determined at the grant date of the equity-settled share-based payments is amortised over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity.

At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in the Statement of Profit and Loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.

For Stock Appreciation Rights ("SARs") which are cash-settled share-based payments, the fair value of liability is recognised for the services acquired over the period that the employees unconditionally become entitled to the payment. At the end of each reporting period until the liability is settled, and at the date of settlement, the liability is re-measured based on fair value of the SAR's and any changes in fair value of the liability are recognised in the Statement of Profit and Loss.

(j) Treasury Shares:

The Holding Company has formed an Employee Welfare Trust for purchasing its shares to be allotted to eligible employees under Employee Stock Options Scheme, 2018. The Holding Company has considered the said Employee Welfare Trust as its extension and shares held by the Trust is treated as Treasury Shares. As per Ind AS 32, the consideration paid for treasury shares including any directly attributable incremental cost is presented as a deduction from total equity, until they are cancelled, sold or reissued.

(k) Borrowing Costs:

General and specific borrowing costs that are attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of such asset till such time the asset is ready for its intended use and borrowing costs are being incurred. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use. All other borrowing costs are recognised as an expense in the period in which they are incurred.

Borrowing cost includes interest expense, amortization of discounts, hedge related cost incurred in connection with foreign currency borrowings, ancillary costs incurred in connection with borrowing of funds and exchange difference arising from foreign currency borrowings to the extent they are regarded as an adjustment to the Interest cost.

(l) Government Grants:

Government grants, related to assets, are recognised in the Statement of Profit and Loss on a systematic basis over the periods in which the Group recognises the related costs for which the grants are intended to compensate.

Government grants related to income under State Investment Promotion Scheme linked with VAT / GST payment, are recognised in the Statement of Profit and Loss in the period in which they become receivable.

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attached to them and that the grants will be received.

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates and is being recognised in the Statement of Profit and Loss.

(m) Provisions, Contingent Liabilities and Contingent Assets:

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources, that can be reliably estimated, will be required to settle such an obligation.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows to net present value using an appropriate pre-tax discount rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. Unwinding of the discount is recognised in the Statement of Profit and Loss as a finance cost. Provisions are reviewed at each reporting date and are adjusted to reflect the current best estimate.

A present obligation that arises from past events where it is either not probable that an outflow of

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resources will be required to settle or a reliable estimate of the amount cannot be made, is disclosed as a contingent liability. Contingent liabilities are also disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Claims against the Group where the possibility of any outflow of resources in settlement is remote, are not disclosed as contingent liabilities.

Contingent assets are not recognised in financial statements since this may result in the recognition of income that may never be realised. However, when the realisation of income is virtually certain, then the related asset is not a contingent asset and is recognised. A contingent asset is disclosed, in financial statements, where an inflow of economic benefits is probable.

(n) Mines Restoration Provision:

An obligation for restoration, rehabilitation and environmental costs arises when environmental disturbance is caused by the development or ongoing extraction from mines. Costs arising from restoration at closure of the mines and other site preparation work are provided for based on their discounted net present value, with a corresponding amount being capitalised at the start of each project. The amount provided for is recognised, as soon as the obligation to incur such costs arises. These costs are charged to the Statement of Profit and Loss over the life of the operation through the depreciation of the asset and the unwinding of the discount on the provision. The cost is reviewed periodically and are adjusted to reflect known developments which may have an impact on the cost or life of operations. The cost of the related asset is adjusted for changes in the provision due to factors such as updated cost estimates, new disturbance, and revisions to discount rates. The adjusted cost of the asset is depreciated prospectively over the lives of the assets to which they relate. The unwinding of the discount is shown as a finance cost in the Statement of Profit and Loss.

(o) Revenue Recognition:

(i) Revenue from Contracts with Customers

- Revenue is recognized on the basis of approved contracts regarding the transfer of goods or services to a customer for an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services.

- Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of goods sold and services rendered is net of variable consideration and outgoing taxes on sale. Any amounts receivable from the customer are recognised as revenue after the control over the goods sold are transferred to the customer which is generally on dispatch/delivery of goods.

- Variable consideration - This includes incentives, volume rebates, discounts etc. It is estimated at contract inception considering the terms of various schemes with customers 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. It is reassessed at end of each reporting period.

- Significant financing component - Generally, the Company receives short-term advances from its customers. Using the practical expedient in Ind AS 115, the Company does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less.

- Dividend income is accounted for when the right to receive the income is established.

- Interest income is recognised using the Effective Interest Method.

(p) Lease:

The Group assesses whether a contract contains a lease, at the inception of the contract. A contract is, or contains, a lease if the contract conveys the right

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to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether

(i) the contract involves the use of identified asset;

(ii) the Group has substantially all of the economic benefits from the use of the asset through the period of lease and;

(iii) the Group has the right to direct the use of the asset.

As a lessee:

The Group recognizes a right-of-use asset ("ROU") and a lease liability at the lease commencement date. The ROU is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and 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.

Certain lease arrangements include the option to extend or terminate the lease before the end of the lease term. The right-of-use assets and lease liabilities include these options when it is reasonably certain that the option will be exercised.

The ROU is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprises fixed payments, including in-substance fixed payments, amounts expected to be payable under a residual value guarantee and the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option.

The lease liability is subsequently measured at amortised cost using the effective interest method, except those which are payable other than functional currency which is measured at fair value through profit or loss. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the ROU or is recorded in Statement of Profit or Loss if the carrying amount of the right-of-use asset has been reduced to zero.

'Lease Liabilities' and 'Right of Use Assets' have been presented separately in the Balance Sheet. Lease payments have been classified as financing activities in the Statement of Cash Flows.

Short-term leases and leases of low-value assets

The Group has elected not to recognise ROU and lease liabilities for short term leases that have a lease term of 12 months or lower and leases of low value assets. The Company recognises the lease payments associated with these leases as an expense over the lease term. The related cash flows are classified as Operating activities in the Statement of Cash Flows.

As a lessor:

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. The sublease is classified as a finance or operating lease by reference to the right of use asset arising from the head lease.

(q) Employee benefits:

Defined Benefit Plans:

For defined benefit plans, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out by a qualified independent actuary at the end of each annual reporting period. Re-measurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding net interest), is reflected immediately in the Balance Sheet with a charge or credit recognised in Other Comprehensive Income (OCI) in the period in which they occur. Past

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service cost, both vested and unvested, is recognised as an expense on the plan amendment or when the curtailment or settlement occurs. The gain or loss on curtailment or settlement, is recognized immediately in the Statement of Profit and Loss when the plan amendment or when a curtailment or settlement occurs.

The retirement benefit obligations recognised in the balance sheet represents the present value of the defined benefit obligations reduced by the fair value of scheme assets. Any asset resulting from this calculation is limited to the present value of available refunds and reductions in future contributions to the scheme. The Group provides benefits such as gratuity, pension and provident fund to its employees which are treated as defined benefit plans.

Gratuity

The gratuity, a defined benefit plan, payable to the employees is based on the Employees' service and last drawn salary at the time of the leaving of the services of the Group and is in accordance with the Rules of the Group for payment of Gratuity. Past service cost is recognised in the Statement of Profit and Loss in the period of a plan amendment. Interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset and is recognised in the Statement of Profit and Loss. Defined benefit costs are categorised as follows:

- service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements);
- net interest expense or income; and
- re-measurement

The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds.

The defined benefit obligation recognised in the Balance Sheet represents the actual deficit or surplus in the Group's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

Provident Fund

The eligible employees of the Group are entitled to receive benefits in respect of provident fund, which is a defined benefit plan, for which both the employees and the Group make monthly contributions at a specified percentage of the covered employees' salary. The contributions as specified under the law are made to the approved provident fund which is set up by the Group. The Group is liable for annual contributions and any shortfall in the fund assets based on the government specified minimum rates of return and recognises such contributions and shortfall, if any, as an expense in the year incurred.

Defined contribution plans:

Contributions to defined contribution plans are recognised as expense when employees have rendered services entitling them to such benefits. The Group provides benefits such as superannuation, provident fund (other than Group managed fund) to its employees which are treated as defined contribution plans.

Superannuation

Certain employees of the Group are eligible for participation in defined contribution plans such as superannuation and national pension fund. Contributions towards these funds are recognized as an expense periodically based on the contribution by the Group, since the Group has no further obligation beyond its periodic contribution.

Other employee benefits:

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and sick leave in the period the related service is rendered.

Liabilities recognised in respect of short-term employee benefits are measured at the undiscounted amount of the benefits expected to be paid in exchange for the related service.

Liabilities recognised in respect of other long-term employee benefits are measured using the Projected Unit Credit method by a qualified independent actuary at the end of each annual reporting period, at the present value of the estimated future cash outflows expected to be made by the Group in respect of services provided by employees up to the reporting date. With reference to some employees, liability of other fixed long-term employee benefits

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is recognised at the present value of the future cash outflows expected to be made by the Group.

Remeasurement gains / losses are recognised in the Statement of Profit and Loss in the period in which they arise.

(r) Income Taxes:

Income Tax expenses comprise current tax and deferred tax charge or credit.

Current Tax is measured on the basis of estimated taxable income for the current accounting period in accordance with the applicable tax rates and the provisions of the Income-tax Act, 1961 and other applicable tax laws.

Deferred tax liabilities are recognised for taxable temporary differences and deferred tax asset are recognised for deductible temporary differences, carry forward of unused tax losses, carry forward of unused tax credits at the reporting date. Deferred tax assets and liabilities are measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted at the reporting date. Tax relating to items recognised directly in equity or OCI is recognised in equity or OCI and not in the Statement of Profit and Loss. Minimum Alternate Tax (MAT) Credits are in the form of unused tax credits that are carried forward by the Group for a specified period of time, hence it is grouped with Deferred Tax Asset. MAT is recognised as an asset only when and to the extent there is convincing evidence that the Group will pay normal income tax during the specified period.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle the asset and the liability on a net basis. Deferred tax assets and deferred tax liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities; and the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilized except:

a) 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; and

b) 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.

Deferred tax assets are reviewed at each reporting date and are recognised / reduced to the extent that it is probable / no longer probable respectively that the related tax benefit will be realised.

The Government of India, on September 20, 2019, vide the Taxation Laws (Amendment) Ordinance 2019, inserted a new Section 115BAA in the Income Tax Act, 1961, which provides an option to the Holding Company for paying Income Tax at reduced rates as per the provisions/conditions defined in the said section. The Holding Company is continuing with higher income tax rate option, based on the available outstanding MAT credit entitlement and different exemptions & deduction enjoyed by the Holding Company. However, the Holding Company has estimated and applied the lower income tax rate on the deferred tax assets / liabilities to the extent these are expected to be realized or settled in the future period when the Holding Company may be subjected to lower tax rate.

(s) Earnings Per Share:

Basic Earnings Per Share (“EPS”) is computed by dividing the net profit / (loss) after tax for the year attributable to the equity shareholders by the weighted average number of equity shares outstanding during the year. The weighted average number of equity shares outstanding during the year is adjusted for treasury shares.

For the purpose of calculating diluted earnings per share, net profit / (loss) after tax for the year attributable to the equity shareholders is divided by the weighted average number of equity shares which

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could have been issued on the conversion of all dilutive potential equity shares and is adjusted for the treasury shares held by the Holding Company to satisfy the exercise of the share options by the employees.

(t) Foreign Currency transactions:

Transactions in currencies other than the Holding Company's functional currency (i.e. foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are translated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate as at the date of initial transactions.

Exchange differences on monetary items are recognised in the Statement of Profit and Loss in the period in which they arise except for:

- exchange differences on foreign currency borrowings relating to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings;

- exchange differences relating to qualifying effective cash flow hedges and qualifying net investment hedges in foreign operations which are recognised in OCI.

(u) Foreign operations:

The assets and liabilities of foreign operations including goodwill and fair value adjustments arising on acquisition are translated into INR, the functional currency of the Holding Company, at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into INR at the exchange rates at the dates of the transactions or an average rate if the average rate approximates the actual rate at the date of the transaction. Exchange differences are recognized in OCI and accumulated in equity (as exchange differences on translating the financial statements of a foreign operation), except to the extent that the exchange differences are allocated to NCI.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount of exchange differences related to that foreign operation recognized in OCI is reclassified to Statement of Profit and Loss as part of the gain or loss on disposal. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is re-allocated to NCI. When the Group disposes of only a part of its interest in an associate or a joint venture while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to Statement of Profit and Loss.

(v) 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 and financial liabilities are recognised when a Company becomes a party to the contractual provisions of the instruments.

Initial Recognition:

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss and ancillary costs related to borrowings) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are charged to the Statement of Profit and Loss over the tenure of the financial assets or financial liabilities. However, trade receivables that do not contain a significant financing component are measured at transaction price (net of variable consideration).

Classification and Subsequent Measurement: Financial Assets

The Group classifies financial assets as subsequently measured at amortised cost, Fair Value through Other Comprehensive Income ("FVOCI") or Fair Value through Profit or Loss ("FVTPL") on the basis of following:

- the entity's business model for managing the financial assets and

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- the contractual cash flow characteristics of the financial asset.

Amortised Cost:

A financial asset shall be classified and measured at amortised cost if both of the following conditions are met:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and

- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

In case of financial assets classified and measured at amortised cost, any interest income, foreign exchange gains or losses and impairment are recognised in the Statement of Profit and Loss.

Fair Value through OCI (FVTOCI):

A financial asset shall be classified and measured at fair value through OCI if both of the following conditions are met:

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and

- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Fair Value through Profit or Loss (FVTPL):

A financial asset shall be classified and measured at fair value through profit or loss unless it is measured at amortised cost or at fair value through OCI.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

For financial assets at FVTPL, net gains or losses, including any interest or dividend income, are recognised in the Statement of Profit and Loss.

Classification and Subsequent Measurement: Financial liabilities

Financial liabilities are classified as either Financial Liabilities at FVTPL or Other Financial Liabilities.

Financial Liabilities at FVTPL:

Financial liabilities are classified as at FVTPL when the financial liability is held for trading or is a derivative (except for effective hedge) or are designated upon initial recognition as FVTPL.

Gains or Losses, including any interest expense on liabilities held for trading are recognised in the Statement of Profit and Loss.

Other Financial Liabilities:

Other financial liabilities (including borrowings and trade and other payables) are subsequently measured at amortised cost using the effective interest method.

The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost on initial recognition.

Interest expense (based on the effective interest method), foreign exchange gains and losses, and any gain or loss on derecognition is recognised in the Statement of Profit and Loss.

Impairment of financial assets:

Expected credit losses are recognized for all financial assets subsequent to initial recognition other than financials assets in FVTPL category. For financial assets other than trade receivables, as per Ind AS 109, the Group recognises 12 month expected credit losses for all originated or acquired financial assets if at the reporting date the credit risk of the financial asset has not increased significantly since its initial recognition. The expected credit losses are measured as lifetime expected credit losses if the credit risk on financial asset increases significantly since its initial recognition.

The Group's trade receivables do not contain significant financing component and as per simplified approach, loss allowances on trade receivables

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are measured using provision matrix at an amount equal to life time expected losses i.e. expected cash shortfall.

The impairment losses and reversals are recognised in Statement of Profit and Loss.

Derecognition of financial assets and financial liabilities:

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and recognises an associated liability for amounts it has to pay.

On derecognition of a financial asset, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in OCI and accumulated in equity is recognised in the Statement of Profit and Loss.

The Group de-recognises financial liabilities when and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability de-recognised and the consideration paid and payable is recognised in the Statement of Profit and Loss.

Financial Guarantee Contract Liabilities

Financial Guarantee Contract Liabilities are disclosed in financial statements in accordance with Ind AS 37 - Provisions, Contingent Liabilities and Contingent Assets.

(w) Cash and cash equivalents:

Cash and cash equivalents comprise of cash at bank and in hand and short-term deposits with banks that are readily convertible into cash which are subject to insignificant risk of changes in value and are held for the purpose of meeting short-term cash commitments.

(x) Financial liabilities and equity instruments:

- **Classification as debt or equity**

  Debt and equity instruments issued by the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

- **Equity instruments**

  An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by a Company are recognised at the proceeds received.

(y) Derivative financial instruments:

The Group enters into derivative financial instruments viz. foreign exchange forward contracts, interest rate swaps and cross currency swaps to manage its exposure to interest rate, foreign exchange rate risks and commodity prices. The Group does not hold derivative financial instruments for speculative purposes.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in the Statement of Profit and Loss immediately excluding derivatives designated as cashflow hedge or used in a net investment hedge.

(z) Hedge accounting:

The Group designates certain hedging instruments in respect of foreign currency risk, interest rate risk and commodity price risk as cash flow hedges. At the inception of the hedge relationship, the entity documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is highly effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk.

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

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accumulated under equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

Amounts previously recognised in OCI and accumulated in equity relating to effective portion as described above are reclassified to Statement of Profit or Loss in the periods when the hedged item affects the Statement of Profit or Loss, in the same line as the recognised hedged item. However, 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.

Hedge accounting is discontinued prospectively when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. Any gain or loss recognised in OCI and accumulated in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the Statement of Profit and Loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in equity is recognised immediately in the Statement of Profit and Loss.

The Group also hedges its risk of change in foreign exchange rates associated with net investment in certain foreign subsidiaries with a different functional currency than the Group's functional currency. Net investment hedges are accounted for similar to cash flow hedges and accordingly, any foreign exchange differences on the hedging instrument relating to the effective portion of the hedge is recognised in other comprehensive income as foreign currency translation reserve ('FCTR') so as to offset the change in the value of the net investment being hedged. The ineffective portion of the gain or loss on these hedges is immediately recognised in the Statement of Profit and Loss. The amounts accumulated in equity are included in the Statement of Profit and Loss when the foreign operation is disposed or partially disposed.

(aa) Segment Reporting: Identification of Segments:

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, whose operating results are regularly reviewed by the company's Chief Operating Decision Maker ("CODM") to make decisions for which discrete financial information is available. Based on the management approach as defined in Ind AS 108, the CODM evaluates the Company's performance and allocates resources based on an analysis of various performance indicators by business segments and geographic segments.

(bb) Goodwill:

Goodwill arising out of Consolidation of financial statements of subsidiaries are tested for impairment at each reporting date.

(cc) Cash Flow Statement:

Cash flows are reported using the indirect method, whereby the net profit before tax is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Group are segregated.

(dd) Business Combination and Goodwill:

The Group applies the acquisition method in accounting for business combinations. The consideration transferred by the Group to obtain control of a business is calculated as the sum of the fair values of assets transferred, liabilities incurred and the equity interests issued by the Group as at the acquisition date i.e. date on which it obtains control of the acquiree which includes the fair value of any asset or liability arising from a contingent consideration arrangement. Acquisition-related costs are recognised in the Statement of Profit and Loss as incurred, except to the extent related to the issue of debt or equity securities.

Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values on acquisition-date.

Intangible Assets acquired in a Business Combination and recognised separately from Goodwill are initially recognised at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible Assets acquired in a Business Combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

Notes to Consolidated Financial Statements

Goodwill is measured as 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. A cash generating unit (CGU) 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 CGU 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.

Where goodwill has been allocated to a CGU and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the CGU retained. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the excess is termed as bargain purchase.

In case of a bargain purchase, before recognizing a gain in respect thereof, the Group determines whether there exists clear evidence of the underlying reasons for classifying the business combination as a bargain purchase thereafter, the Group reassesses whether it has correctly identified all the assets acquired and liabilities assumed and recognises any additional assets or liabilities that are so identified, any gain thereafter is recognised in OCI and accumulated in equity as Capital Reserve. If there does not exist clear evidence of the underlying reasons for classifying the Business combination as a bargain purchase, the Group recognises the gain, after reassessing and reviewing, directly in equity as Capital Reserve.

Contingent consideration is classified either as equity or financial liability. Amount classified as financial liability are subsequently re-measured to fair value with changes in fair value recognised in statement of profit and loss.

(ee) Discontinued Operations:

A discontinued operation is a component of the Group's business, the operations and cashflows of which can be clearly distinguished from those of the rest of the Group and which represents a separate major line of business or geographical area of operations and

- Is a part of single coordinated plan to dispose of a separate major line of business or geographical area of operations; or

- Is a subsidiary acquired exclusively with a view to re-sale.

Classification as a discontinued operation occurs upon disposal or when the operation meets the criteria to be classified as held for sale, if earlier.

When an operation is classified as a discontinued operation, the comparative Statement of Profit and Loss is represented as if the operation had been discontinued from the start of the comparative period.

Note 1(C) Key sources of estimation uncertainty:

The preparation of the Groups 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.

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.

Notes to Consolidated Financial Statements

(i) Useful Lives of Property, Plant & Equipment and Intangible Assets:

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. In case of certain mining rights the amortisation is based on the extracted quantity to the total mineral reserve.

(ii) Recognition and measurement of deferred tax assets and liabilities:

Deferred tax assets and liabilities are recognised for deductible temporary differences and unused tax losses for which there is probability of utilisation against the future taxable profit. The Group uses judgement to determine the amount of deferred tax liability / asset that can be recognised, based upon the likely timing and the level of future taxable profits and business developments.

(iii) Income Taxes:

The Group calculates income tax expense based on reported income and estimated exemptions / deduction likely available to the Group. The Holding Company is continuing with higher income tax rate option, based on the available outstanding MAT credit entitlement and different exemptions & deduction enjoyed by the Company. However, the Group has applied the lower income tax rates on the deferred tax assets / liabilities to the extent these are expected to realised or settled in the future when the Group may be subject to lower tax rate based on the future financials projections.

(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 Discounted Cash Flow 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.

(v) Defined benefit plans:

The cost of the defined benefit gratuity plan, provident fund and other post-employment medical benefits and the present value of the gratuity and provident fund obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases 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.

(vi) Mines Restoration Obligation:

In determining the fair value of the Mines Restoration Obligation, assumptions and estimates are made in relation to discount rates, the expected cost of mines restoration and the expected timing of those costs.

(vii) Share-based payments:

The Group measures the cost of equity-settled transactions and cash settled transactions with employees using either Black-Scholes model or binomial tree model to determine the fair value of the liability incurred on the grant date. Estimating fair value for share-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 and dividend yield and making assumptions about them.

The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in Note 50.

(viii) Litigation and contingencies:

The Group has ongoing litigations with various regulatory authorities. Where an outflow of funds is believed to be probable and a reliable estimate of the outcome of the dispute can be made based on management's assessment of specific circumstances of each dispute and relevant external advice, management provides for its best estimate of the liability. Such accruals are by nature complex and can take number of years to resolve and can involve estimation uncertainty. Information about such litigations is provided in notes to the financial statements.

Notes to Consolidated Financial Statements

(ix) Business Combination:

(a) Fair Valuation of Intangibles:

Mining Rights:

The Group has used royalty saved method for value analysis of limestone mining rights. The method estimates the value of future savings in royalty payments over the life of the mine accruing to the Group, by virtue of the transaction instead of obtaining the mining rights via the Government e-auction process.

The resulting post-tax cash flows for each of the years are recognised at their present value using a Weighted Average Cost of Capital ('WACC') relating to the risk of achieving the mine's projected savings.

Brand:

The Group has used relief from royalty method for value analysis of Brand. The method estimates the value as the present value of the after-tax projected revenues cash flows attributable to the Brand value.

The resulting post-tax cash flows for each of the years are recognised at their present value using a Weighted Average Cost of Capital ('WACC') relating to the risk associated with the Brand Name, which is higher than the overall business.

(b) Fair Valuation of Tangibles:

Freehold land:

Freehold land was valued using the sales comparison method using prevailing rates of similar plots of land, circle rates provided by department of revenue and general market intelligence based on size of land parcel.

Leasehold land:

Leasehold land was valued basis the leasehold interest for the remaining duration of the lease.

Other Assets:

The cost approach has been adopted for fair valuing all the fixed assets except vehicles which have been measured at the old book values less depreciation.

The cost approach includes calculation of depreciated replacement cost using price trends applied to historical cost and capitalisation of all the indirect cost, these trends are on the basis of price indices obtained from recognized sources such as the Reserve Bank of India (RBI)/ Office of Economic Adviser (OEA) or market intelligence. In the case of buildings in cement plants, appropriate weightages have been applied to cement, iron & steel and labour indices to arrive at the escalation factor and depreciating the same for past usage based on estimated total and remaining useful life of the asset.

(x) Disposal Groups:

The Group has used comparable market multiple approach to assess the fair value of the disposal group.

Under the market multiple approach, enterprise value of a company is determined by using multiples derived from valuations of comparable companies, as manifested through stock market valuations of listed companies considering Enterprise Value/ Revenue and Enterprise value/ EBITDA multiples based on their market price and latest published financial information.

Appropriate adjustments are made (e.g. for debt and surplus assets) to arrive at the equity value of the disposal group.

(xi) Classification of Lease Ind AS 116:

Ind AS 116 Leases requires a lessee to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Group makes an assessment on the expected lease term on lease by lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Group considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of lease and the importance of the underlying lease to the Group's operations taking into account the location of the underlying asset and the availability of the suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances. The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

Notes to Consolidated Financial Statements

Note 2 : Property, Plant and Equipment, Capital Work-in-Progress, Goodwill, Other Intangible Assets and Intangilble Assets under development:

₹ in Crores

Particulars	Gross Block						Depreciation and Amortisation					Net Block
	As at April 01, 2022	Additions Acquistion (Refer Note 40)	Other Adjustments*	Additions	Deductions/ Held for Disposal/ Adjustments	As at March 31, 2023	As at April 01, 2022	Other Adjustments*	For the year	Deductions/ Held for Disposal/ Adjustments	As at March 31, 2023	As at March 31, 2023
(A) Tangible Assets @												
Land:												
Freehold Land	6,743.74	-	0.40	259.66	(22.69)	6,981.11	-	-	-	-	-	6,981.11
Leasehold Land	1,178.64	-	0.00	31.73	(60.30)	1,150.07	238.68	-	54.89	(3.05)	290.52	859.55
Buildings	5,734.25	-	19.27	436.52	(5.91)	6,184.13	1,304.92	4.74	231.64	(1.47)	1,539.83	4,644.30
Railway Sidings	988.99	-	0.01	19.75	(0.68)	1,008.07	315.02	-	60.11	(0.46)	374.67	633.40
Plant and Equipment:												
Own	40,400.89	-	139.80	5,582.09	(104.85)	46,017.93	10,948.12	45.67	2,090.41	(40.81)	13,043.39	32,974.54
Given on Lease	199.05	-	-	-	-	199.05	81.17	-	4.61	-	85.78	113.27
Office Equipment	335.52	-	0.10	66.81	(15.62)	386.81	216.85	0.12	49.56	(14.03)	252.50	134.31
Furniture and Fixtures	114.24	-	0.97	12.28	(5.17)	122.32	86.32	0.76	10.26	(4.48)	92.86	29.46
Vehicles	162.80	-	0.39	59.17	(22.44)	199.92	74.85	0.19	29.01	(14.47)	89.58	110.34
Total Tangible Assets	**55,858.12**	**-**	**160.94**	**6,468.01**	**(237.66)**	**62,249.41**	**13,265.93**	**51.48**	**2,530.49**	**(78.77)**	**15,769.13**	**46,480.28**
(B) Intangible Assets												
Software	128.18	-	-	28.75	(0.15)	156.78	93.89	-	24.93	(0.13)	118.69	38.09
Mining Rights	266.37	-	-	13.80	-	280.17	91.12	-	18.91	-	110.03	170.14
Brand	155.21	-	-	-	-	155.21	155.21	-	-	-	155.21	-
Surface Rights	-	-	-	84.52	-	84.52	-	-	5.14	-	5.14	79.38
Mining Reserve	5,486.86	148.16	-	-	-	5,635.02	458.81	-	127.21	-	586.02	5,049.00
Jetty Rights	246.81	-	-	53.43	(24.66)	275.58	50.60	-	16.27	(0.75)	66.12	209.46
Power Line Rights	59.35	-	5.00	-	-	64.35	26.58	2.28	2.46	-	31.32	33.03
Total Intangible Assets	**6,342.78**	**148.16**	**5.00**	**180.50**	**(24.81)**	**6,651.63**	**876.21**	**2.28**	**194.92**	**(0.88)**	**1,072.53**	**5,579.10**
Total Assets (A+B)	**62,200.90**	**148.16**	**165.94**	**6,648.51**	**(262.47)**	**68,901.04**	**14,142.14**	**53.76**	**2,725.41**	**(79.65)**	**16,841.66**	**52,059.38**

@ Net Block of Tangible Assets, amounting to ₹ 5,685.27 Crores (March 31, 2022 ₹ 5,685.99 Crores) were pledged as security against the Secured Borrowings.

Notes to Consolidated Financial Statements

Note 2: Property, Plant and Equipment, Capital Work-in-Progress, Goodwill, Other Intangible Assets and Intangilble Assets under development: (Contd.)

₹ in Crores

Particulars	Gross Block					Depreciation and Amortisation					Net Block
	As at April 01, 2021	Other Adjustments*	Additions	Deductions/ Held for Disposal/ Adjustments	As at March 31, 2022	As at April 01, 2021	Other Adjustments*	For the year	Deductions/ Held for Disposal/ Adjustments	As at March 31, 2022	As at March 31, 2022
(A) Tangible Assets											
Land:											
Freehold Land	6,463.96	0.17	285.27	(5.66)	6,743.74	-	-	-	-	-	6,743.74
Leasehold Land	1,126.65	0.01	53.64	(1.66)	1,178.64	179.58	-	59.42	(0.32)	238.68	939.96
Buildings	5,516.00	6.44	230.27	(18.46)	5,734.25	1,084.25	0.54	227.32	(7.19)	1,304.92	4,429.33
Railway Sidings	958.73	(0.01)	33.61	(3.34)	988.99	256.81	-	58.80	(0.59)	315.02	673.97
Plant and Equipment:											
Own	38,455.13	44.52	1,964.81	(63.57)	40,400.89	9,017.78	6.15	1,950.07	(25.88)	10,948.12	29,452.77
Given on Lease	174.64	-	24.41	-	199.05	70.26	-	10.91	-	81.17	117.88
Office Equipment	289.18	(0.33)	55.43	(8.76)	335.52	179.63	(0.32)	44.92	(7.38)	216.85	118.67
Furniture and Fixtures	111.33	0.33	8.87	(6.29)	114.24	80.12	0.21	11.33	(5.34)	86.32	27.92
Vehicles	133.34	0.03	53.89	(24.46)	162.80	69.44	0.05	22.20	(16.84)	74.85	87.95
Total Tangible Assets	**53,228.96**	**51.16**	**2,710.20**	**(132.20)**	**55,858.12**	**10,937.87**	**6.63**	**2,384.97**	**(63.54)**	**13,265.93**	**42,592.19**
(B) Intangible Assets											
Software	112.53	-	16.59	(0.94)	128.18	72.04	-	22.78	(0.93)	93.89	34.29
Mining Rights	233.69	-	32.68	-	266.37	60.60	-	30.52	-	91.12	175.25
Brand	155.21	-	-	-	155.21	155.21	-	-	-	155.21	-
Mining Reserve	5,486.86	-	-	-	5,486.86	352.98	-	105.83	-	458.81	5,028.05
Jetty Rights	224.43	-	22.38	-	246.81	40.75	-	9.85	-	50.60	196.21
Power Line Rights	57.25	2.10	-	-	59.35	21.98	0.87	3.73	-	26.58	32.77
Total Intangible Assets	**6,269.97**	**2.10**	**71.65**	**(0.94)**	**6,342.78**	**703.56**	**0.87**	**172.71**	**(0.93)**	**876.21**	**5,466.57**
Total Assets (A+B)	**59,498.93**	**53.26**	**2,781.85**	**(133.14)**	**62,200.90**	**11,641.43**	**7.50**	**2,557.68**	**(64.47)**	**14,142.14**	**48,058.76**

** On account of Foreign Currency Translation*

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
A) Depreciation and Amortisation	2,725.41	2,557.68
Add: Obsolescence	22.58	36.94
Less: Depreciation transferred to Pre-operative Expenses	(10.11)	(8.19)
Add: Depreciation on ROU (Refer Note 3)	150.11	128.32
Depreciation as per Statement of Profit and Loss	2,887.99	2,714.75

B)

1. Tangible Assets include assets for which ownership is not in the name of the Company - Gross Block of ₹ 480.92 Crores (March 31, 2022 ₹ 528.28 Crores).

2. Buildings include ₹ 12.13 Crores (March 31, 2022 ₹ 12.13 Crores) being cost of Debentures and Shares in a company entitling the right of exclusive occupancy and use of certain premises.

3. Opening Gross Block includes Research and Development Assets (Building, Plant and Equipment, Furniture and Fixtures, Office Equipment and Intangible Assets) of ₹ 45.69 Crores (March 31, 2022 ₹ 43.49 Crores) and Net Block of ₹ 18.21 Crores (March 31, 2022 ₹ 20.02 Crores). Addition for the Research and Development Assets during the year is ₹ 0.83 Crores (March 31, 2022 ₹ 1.55 Crores).

4. Title of immovable properties having Gross Block of ₹ 1,713.21 Crores (March 31, 2022: ₹ 2,103.68 Crores) and Net Block of ₹ 1,662.31 Crores (March 31, 2022: ₹ 2,051.20 Crores) is yet to be transferred in the name of the Company.

Notes to Consolidated Financial Statements

Note 2: Property, Plant and Equipment, Capital Work-in-Progress, Goodwill, Other Intangible Assets and Intangilble Assets under development: (Contd.)

5. The amount of expenditures recognised in the carrying amount of an item of PPE in the course of its construction:

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Pre-operative expenses pending allocation:		
Raw Materials Consumed	17.21	-
Power and Fuel Consumed	51.41	0.49
Salary, Wages, Bonus, Ex-gratia and Provisions	78.06	67.58
Insurance	2.49	2.14
Depreciation on ROU	1.19	3.79
Depreciation and Amortisation	10.11	8.19
Finance Costs	25.49	61.22
Miscellaneous expenses	127.51	83.37
Total Pre-operative expenses	**313.47**	**226.78**
Less: Sale of Products / Other Income	(14.91)	-
Less: Trial Run production transferred to Inventory	(25.69)	(2.18)
Add: Brought forward from Previous Year	319.11	140.43
Less: Capitalised / Charged during the Year	(414.19)	(45.92)
Balance included in Capital Work-in-Progress	**177.79**	**319.11**

6. **Capital-work-in progress (CWIP) and Other Intangible assets under development :**

₹ in Crores

Particulars	Capital Work-in-progress	Intangible assets under development
Balance as on April 1, 2021	1,680.96	5.72
Add: Additions	5,774.77	73.34
Less: Deletions/ Capitalisation	(2,678.59)	(71.64)
Less: Translation Reserve	0.11	-
Balance as on March 31, 2022	**4,777.25**	**7.42**
Add: Additions	5,722.87	124.55
Add: Additions on Acquisition	11.30	-
Less: Deletions/ Capitalisation	(6,476.31)	(126.49)
Less: Translation Reserve	(0.20)	-
Balance as on March 31, 2023	**4,034.91**	**5.48**

7. **Ageing schedule of capital-work-in progress (CWIP) :**

₹ in Crores

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	2,893.38	1,037.41	44.44	59.68	4,034.91
Total	**2,893.38**	**1,037.41**	**44.44**	**59.68**	**4,034.91**
As at March 31, 2022:					
Projects in progress	4,260.02	295.83	125.95	95.45	4,777.25
Total	**4,260.02**	**295.83**	**125.95**	**95.45**	**4,777.25**

Notes to Consolidated Financial Statements

Note 2: Property, Plant and Equipment, Capital Work-in-Progress, Goodwill, Other Intangible Assets and Intangilble Assets under development: (Contd.)

8. **Ageing schedule of Intangible assets under development:**

₹ in Crores

Particulars	Amount in Intangible assets under development 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	4.70	0.78	-	-	5.48
Total	**4.70**	**0.78**	**-**	**-**	**5.48**
As at March 31, 2022:					
Projects in progress	2.47	4.79	-	0.16	7.42
Total	**2.47**	**4.79**	**-**	**0.16**	**7.42**

C) Goodwill

Goodwill represents the difference between the Company's share in the net worth of subsidiaries and the cost of acquisition at each point of time of making the investment in the subsidiaries. For this purpose, the Company's share of net worth is determined on the basis of the latest financial statements prior to the acquisition after making necessary adjustments for material events between the date of such financial statements and the date of respective acquisition.

(i) Movement of Goodwill

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Opening Balance	6,250.21	6,219.85
Add: Exchange difference recognised in foreign currency translation reserve	79.04	30.36
Add: Goodwill recognised on account of Business Combination (Refer Note 40)	0.01	-
Closing Balance	**6,329.26**	**6,250.21**

(ii) Impairment testing of goodwill

Goodwill acquired in business combinations has been allocated to the following Segments/Cash Generating Units (CGUs):

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
UltraTech Cement Limited	2,208.82	2,208.82
UltraTech Nathdwara Cement Limited	2,925.12	2,925.12
UltraTech Cement Middle East Investments Limited	1,021.43	942.09
Others	173.89	174.18
Total Goodwill	**6,329.26**	**6,250.21**

Goodwill is tested for impairment annually or when events or circumstances indicate that the implied fair value of goodwill is less than its carrying amount. CGUs to which goodwill has been allocated are tested for impairment annually.

During the current year, the Company has carried out the Impairment testing of Goodwill allocated to CGUs. Based on the impairment testing, the recoverable amount of the CGU's exceeds its carrying amount including goodwill. Therefore, no impairment loss was recognized during the year ended March 31, 2023. Sensitivity analysis with 1% change in growth rate and weighted average cost of capital also indicates that no impairment required on carrying amount of goodwill.

Notes to Consolidated Financial Statements

Note 3: Right of Use Schedule:

As a lessee

(a) Following are the carrying value of Right of Use Assets as at March 31, 2023:

₹ in Crores

Particulars	Gross Block					Accumulated depreciation					Net Block
	As at April 01, 2022	Other Adjustments*	Additions	Deductions	As at March 31, 2023	As at April 01, 2022	Other Adjustments*	For the year	Deductions	As at March 31, 2023	As at March 31, 2023
Leasehold Land	531.95	5.39	40.67	-	578.01	68.57	1.58	24.72	-	94.87	483.14
Leasehold Building	96.90	-	6.41	-	103.31	39.99	-	14.71	-	54.70	48.61
Plant and Machinery	203.47	13.99	34.47	-	251.93	71.67	10.45	36.01	-	118.13	133.80
Ships	718.53	2.66	72.03	-	793.22	192.02	0.53	75.86	-	268.41	524.81
Total	**1,550.85**	**22.04**	**153.58**	**-**	**1,726.47**	**372.25**	**12.56**	**151.30**	**-**	**536.11**	**1,190.36**
Less: Depreciation transferred to CWIP								1.19			
Net Depreciation Charged to Statement of Profit & Loss								**150.11**			

As at March 31, 2022

₹ in Crores

Particulars	Gross Block					Accumulated depreciation					Net Block
	As at April 01, 2021	Other Adjustments*	Additions	Deductions	As at March 31, 2022	As at April 01, 2021	Other Adjustments*	For the year	Deductions	As at March 31, 2022	As at March 31, 2022
Leasehold Land	494.22	1.88	37.31	(1.46)	531.95	47.41	0.26	21.69	(0.79)	68.57	463.38
Leasehold Building	89.60	-	13.52	(6.22)	96.90	25.47	-	17.38	(2.86)	39.99	56.91
Plant and Machinery	199.43	5.88	30.07	(31.91)	203.47	61.00	4.16	18.81	(12.30)	71.67	131.80
Ships	830.11	(27.04)	0.71	(85.25)	718.53	145.22	(15.59)	74.23	(11.84)	192.02	526.51
Total	**1,613.36**	**(19.28)**	**81.61**	**(124.84)**	**1,550.85**	**279.10**	**(11.17)**	**132.11**	**(27.79)**	**372.25**	**1,178.60**
Less: Depreciation transferred to CWIP								3.79			
Net Depreciation Charged to Statement of Profit & Loss								**128.32**			

** On account of Foreign Currency Translation*

(b) Lease Expenses recognized in Statement of Profit and Loss, not included in the measurement of lease liabilities:

₹ in Crores

Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
Variable lease payments	98.67	73.44
Expenses relating to short-term leases	200.01	138.05
Expenses relating to leases of low-value assets, excluding short-term leases of low value assets	15.96	27.88

(c) Maturity analysis of lease liabilities- contractual undiscounted cash flows:

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Less than one year	201.69	168.74
One to five years	695.62	632.47
More than five years	729.21	848.33
Total undiscounted lease liabilities	**1,626.52**	**1,649.54**

(d) The total cash outflow for leases for year ended March 31, 2023 is ₹ 189.36 Crores (March 31, 2022 : ₹ 222.73 Crores)

Notes to Consolidated Financial Statements

Note 4: Investments accounted for using Equity method:

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	Nos.	Amount	Nos.	Amount
Unquoted:				
Equity Instruments:				
Associates:				
Face value of ₹ 10 each fully paid:				
Madanpur (North) Coal Company (P) Limited	11,52,560	1.09	11,52,560	1.08
Add: Share in Profit / (Loss) of Associate		0.01		0.01
Less: Provision for impairment in value of Investment		(0.22)		(0.22)
		0.88		**0.87**
Aditya Birla Renewables SPV 1 Limited	1,62,78,663	17.81	1,62,78,663	18.12
Add/(Less) : Share in Profit / (Loss) of Associate net of distributions		0.71		(0.31)
		18.52		**17.81**
Aditya Birla Renewable Energy Limited	46,15,650	4.95	46,15,650	4.58
Add: Share in Profit / (Loss) of Associate		0.17		0.37
		5.12		**4.95**
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E	14,90,16,781	837.58	-	-
Add/(Less): Share in Profit / (Loss) of Associate	-	(20.88)	-	-
Less: Exchange differences on translating the Associate Income	-	(0.47)	-	
		816.23	**-**	**-**
ABREL (MP) Renewables Limited (Equity shares of ₹ 10 each aggregating to ₹ 26,000)	2,600	-	-	-
Add: Share in Profit / (Loss) of Associate		-		-
		-		**-**
ABREL Green Energy Limited	2,38,60,434	23.86	-	-
Add/ (Less): Share in Profit / (Loss) of Associate		(0.10)		-
		23.76		**-**
ABREL (Odisha) SPV Limited	50,13,879	5.01	-	-
Add/ (Less): Share in Profit / (Loss) of Associate		(0.06)		-
		4.95		**-**
		869.46		**23.63**
Joint Venture:				
Face value of ₹ 10 each fully paid:				
Bhaskarpara Coal Company Limited	81,41,050	8.19	81,41,050	8.18
Add: Share in Profit of Joint Venture		0.01		0.01
Less: Provision for impairment in value of Investment		(1.65)		(1.65)
		6.55		**6.54**
		876.01		**30.17**
Aggregate Value of:				
Unquoted Investments		876.01		30.17
Aggregate amount of impairment in value of investments		1.87		1.87

Notes to Consolidated Financial Statements

Note 5: Non-Current Investments

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	Nos.	Amount	Nos.	Amount
Unquoted				
Investments measured at Fair value through Profit or Loss				
Equity Instruments:				
Face value of ₹ 10 each fully paid:				
Raj Mahal Coal Mining Limited	10,00,000	1.00	10,00,000	1.00
Green Infra Wind Power Generation Limited	1,92,000	0.19	1,92,000	0.19
Watsun Infrabuild Private Limited	6,42,600	0.64	642,600	0.64
Amplus Sunshine Private Limited	38,67,848	4.80	38,67,848	4.80
VSV Onsite Private Limited	78,52,649	10.15	78,52,649	10.15
Lalganj Power Private Limited	1,48,32,882	19.61	1,30,32,882	17.20
Amplus Dakshin Private Limited	1,21,85,777	12.19	1,16,90,777	11.69
Amplus Coastal Power Private Limited	17,12,279	1.76	17,12,279	1.76
Solbridge Energy Private Limited	17,38,490	2.21	17,38,490	2.21
Sunroot Energy Private Limited	86,06,393	8.61	5,10,000	0.51
VSV Offsite Private Limited	3,88,890	0.53	3,88,890	0.53
Amplus Alpha Solar Private Limited	29,73,864	2.97	25,98,864	2.60
NUPower Wind Farms Limited (Equity shares of ₹ 10 each aggregating to CY: ₹ 1000 (LY: ₹ 20,000))	100	-	2,000	-
Clean Max Theia Private Limited	2,28,91,488	41.20	-	-
Ostro Alpha Wind Private Limited	69,66,635	8.36	-	-
Greenyana Sunstream Private Limited	16,07,692	2.09	-	-
Renew Surya Spark Private Limited	71,60,946	7.16	-	-
		123.47		**53.28**
Preference Shares:				
7% Non-Cumulative Non-Convertible Redeemable Preference Shares of ₹ 100 each fully paid				
Aditya Birla Health Services Limited	20,00,000	17.91	20,00,000	17.80
Units of Debt schemes of Various Mutual Funds		-		697.60
		141.38		**768.68**
Quoted:				
Investments measured at Fair value through Profit or Loss				
Tax Free Bonds		162.07		282.75
Taxable Corporate Bonds		280.89		290.83
Aggregate Value of:				
Quoted Investments		442.96		573.58
Unquoted Investments		141.38		768.68
		584.34		**1,342.26**
Aggregate Market Value of Quoted Investments		**442.96**		**573.58**

Notes to Consolidated Financial Statements

Note 6: Loans

₹ in Crores

Particulars	Non-Current		Current	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Considered good, Secured:				
Loans against House Property (Secured by way of title deeds)	-	-	-	0.05
Considered good, Unsecured:				
Loans to Employees	9.22	9.59	7.67	6.81
	9.22	**9.59**	**7.67**	**6.86**

Note 6.1: No loans are due from directors or other officers of the Company or any of them either severally or jointly with any other person. Further, no loans are due from firms or private companies in which any director is a partner, a director or a member.

Note 7: Other Financial Assets

₹ in Crores

Particulars	Non-Current		Current	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Derivative Assets	442.43	367.89	32.18	38.26
Interest Accrued on Deposits and Investments	-	-	31.20	41.49
Fixed Deposits with Bank with maturity greater than twelve months*	0.85	38.72	-	-
Government grants receivable	481.98	529.96	819.48	1,018.83
Advances to Body Corporate	740.53	-	155.19	143.13
Security Deposits (Refer Note 43)	215.32	173.41	175.75	156.20
Others (Includes Insurance Claims, Railway Claims and Other Receivables)	-	-	220.02	474.04
	1,881.11	**1,109.98**	**1,433.82**	**1,871.95**

** Lodged as Security for various other purposes - ₹ 0.33 Crores (March 31, 2022: ₹ 0.43 Crores)*

Note 8: Deferred Tax Assets (Net)

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022	Recognised in Statement of Profit and Loss	Recognised in OCI	Recognised directly in Other Equity
Deferred Tax Assets:					
Others	8.58	7.04	1.54	-	-
Unabsorbed depreciation / losses	-	11.26	(9.61)	(1.65)	-
	8.58	**18.30**	**(8.07)**	**(1.65)**	**-**
Deferred Tax Liabilities:					
Others	(2.02)	(1.95)	(0.07)	-	-
Net Deferred Tax Assets	**6.56**	**16.35**	**(8.14)**	**(1.65)**	**-**

₹ in Crores

Particulars	As at March 31, 2022	As at March 31, 2021	Recognised in Statement of Profit and Loss	Recognised in OCI	Recognised directly in Other Equity
Deferred Tax Assets:					
Others	7.04	3.60	3.44	-	-
Unabsorbed depreciation / losses	11.26	6.62	4.64	-	-
	18.30	**10.22**	**8.08**	**-**	**-**
Deferred Tax Liabilities:					
Others	(1.95)	(3.06)	1.11	-	-
Net Deferred Tax Assets	**16.35**	**7.16**	**9.19**	**-**	**-**

Notes to Consolidated Financial Statements

Note 9: Other Non-Current Assets

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Capital Advances	2,536.59	2,441.62
Less: Provision for Impairment	(12.36)	(12.36)
	2,524.23	**2,429.26**
Balance with Government Authorities	735.58	644.33
Prepaid Expenses	5.68	4.68
	3,265.49	**3,078.27**

Note 10: Inventories (Valued at lower of cost and net realisable value, unless otherwise stated)

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Raw Materials {includes in transit ₹ 60.38 Crores, (March 31, 2022: ₹ 126.02 Crores)}	829.06	724.18
Work-in-progress	1,330.39	943.02
Finished Goods {includes in transit ₹ 112.89 Crores, (March 31, 2022: ₹ 66.14 Crores)}	671.46	530.11
Stock-in-trade {includes in transit ₹ 2.52 Crores, (March 31, 2022: ₹ 2.85 Crores)}	27.20	17.58
Stores & Spares {includes in transit ₹ 36.62 Crores, (March 31, 2022: ₹ 6.10 Crores)}	1,678.55	1,404.89
Fuel {includes in transit ₹ 380.87 Crores, (March 31, 2022: ₹ 514.73 Crores)}	1,906.13	1,788.94
Packing Materials {includes in transit ₹ 5.44 Crores, (March 31, 2022: ₹ 4.49 Crores)}	158.14	176.00
Scrap (valued at net realisable value)	10.90	10.86
	6,611.83	**5,595.58**

The Company follows suitable provisioning norms for writing down the value of Inventories towards slow moving, non-moving and surplus inventory. Provision as on date is ₹ 51.69 Crores (March 31, 2022 ₹ 50.65 Crores).

Note 11: Current Investments

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Quoted:		
Investments measured at Fair value through Profit or Loss		
Taxable Corporate Bonds	534.69	90.97
Government Securities	33.14	119.80
Unquoted:		
Investments measured at amortised Cost:		
Fixed Deposits with Financial Institution with Maturity less than twelve months	20.00	335.00
Investments measured at Fair value through Profit or Loss:		
Units of Debt Schemes of Various Mutual Funds	5,248.77	4,417.57
	5,836.60	**4,963.34**
Aggregate Book Value of:		
Quoted Investments	567.83	210.77
Unquoted Investments	5,268.77	4,752.57
	5,836.60	**4,963.34**
Aggregate Market Value of Quoted Investments	**567.83**	**210.77**

Notes to Consolidated Financial Statements

Note 12: Trade Receivables

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Considered good, Secured	863.64	758.35
Considered good, Unsecured (Refer note 43)	3,003.38	2,313.26
Significant increase in Credit Risk and Credit impaired	98.70	145.28
	3,965.72	**3,216.89**
Less: Allowances for credit impaired	(98.70)	(145.28)
	3,867.02	**3,071.61**

Note 12.1: No trade receivable are due from directors or other officers of the Company or any of them either severally or jointly with any other person. Further, no trade receivable are due from firms or private companies, respectively in which any director is a partner, a director or a member.

Note 12.2: Trade Receivables Ageing Schedule

₹ in Crores

Particulars	Receivable but not due	Outstanding from due date of Payment					Total
		Less than 6 Months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
As at March 31, 2023:							
(i) Undisputed Trade receivables – considered good	2,928.82	890.04	22.54	15.96	0.14	3.15	3,860.65
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	6.42	10.11	0.03	0.63	17.19
(iii) Undisputed Trade Receivables – credit impaired	-	-	0.06	11.25	3.84	21.57	36.72
(iv) Disputed Trade Receivables– considered good	-	-	0.26	0.57	-	5.54	6.37
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	-	0.12	2.89	-	-	3.01
(vi) Disputed Trade Receivables – credit impaired	-	-	4.31	3.41	0.97	33.09	41.78
Total	**2,928.82**	**890.04**	**33.71**	**44.19**	**4.98**	**63.98**	**3,965.72**
As at March 31, 2022:							
(i) Undisputed Trade receivables – considered good	2,395.98	641.22	24.50	3.58	0.43	2.93	3,068.64
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	1.12	7.50	4.39	0.01	0.01	13.03
(iii) Undisputed Trade Receivables – credit impaired	-	-	2.65	3.07	21.33	21.70	48.75
(iv) Disputed Trade Receivables– considered good	-	-	0.03	0.43	0.48	2.03	2.97
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	-	0.01	0.61	-	-	0.62
(vi) Disputed Trade Receivables – credit impaired	-	-	-	0.10	52.71	30.07	82.88
Total	**2,395.98**	**642.34**	**34.69**	**12.18**	**74.96**	**56.74**	**3,216.89**

There are no unbilled trade receivables, hence the same is not disclosed in the ageing schedules.

Notes to Consolidated Financial Statements

Note 13: Cash and Cash Equivalents

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Balance with banks (Current Account)	361.31	97.00
Cheques on hand	7.37	22.05
Cash on hand	1.69	1.49
	370.37	**120.54**

Note 14: Bank Balances other than Cash and Cash Equivalents

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Fixed Deposits with Banks* (Maturity more than three months and upto twelve months)	765.18	226.02
Earmarked Balance with Bank for Unpaid Dividends	14.04	12.62
	779.22	**238.64**

** Lodged as security for various purposes ₹ 0.62 Crores (March 31, 2022 ₹ 0.88 Crores). Earmarked for specific purpose ₹ 161.78 Crores (March 31, 2022 ₹ 161.68 Crores).*

Note 15: Other Current Assets

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Advances to related parties (Refer Note 43)	14.75	11.09
Balance with Government Authorities	719.76	566.06
Less : Provision for Doubtful Receivables	(48.26)	(48.26)
	671.50	**517.80**
Advances to suppliers	807.49	832.35
Prepaid Expenses	120.96	70.59
Others (Balance with Gratuity Trust & Other Receivables)	203.58	179.50
	1,818.28	**1,611.33**

Note 16 (a): Equity Share Capital

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	No. of Shares	Amount	No. of Shares	Amount
Authorised				
Equity Shares of ₹ 10 each	78,00,00,000	780.00	78,00,00,000	780.00
Issued, Subscribed and Fully Paid-up				
Equity Shares of ₹ 10 each fully paid-up	28,86,86,345	288.69	28,86,70,847	288.67
(a) Reconciliation of the Shares Outstanding at the beginning and at the end of the year				
	No. of Shares	Amount	No. of Shares	Amount
Outstanding at the beginning of the year	28,86,70,847	288.67	28,86,53,398	288.65
Add: Shares issued under Employees Stock Options Scheme (ESOS)	15,498	0.02	17,449	0.02
Outstanding at the end of the year	**28,86,86,345**	**288.69**	**28,86,70,847**	**288.67**
(b) Shares held by Holding Company				
Grasim Industries Limited	16,53,35,150	165.34	16,53,35,150	165.34

Notes to Consolidated Financial Statements

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	No. of Shares	Amount	No. of Shares	Amount
(c) List of shareholders holding more than 5% of Paid-up Equity Share Capital	**No. of Shares**	**% Holding**	**No. of Shares**	**% Holding**
Grasim Industries Limited	16,53,35,150	57.27%	16,53,35,150	57.27%
	No. of Shares	**Amount (₹ Crs)**	**No. of Shares**	**Amount (₹ Crs)**
(d) Equity Shares of ₹ 10 each reserved for issue under ESOS	26,433	0.03	41,931	0.04
(e) Aggregate number of Shares issued for consideration other than cash during the period of five years immediately preceding the reporting date				
Equity Shares of ₹ 10 each issued as fully paid up to the shareholders of Century Textiles and Industries Limited, pursuant to the Scheme of Demerger of Cement Division	1,39,61,960	13.96	1,39,61,960	13.96

(f) Rights, preferences and Restrictions attached to shares:

The Company has only one class of Equity Shares having a par value of ₹ 10 per share. Each shareholder is eligible for one vote per share held except for Global Depository Receipts. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

(g) Shares held by Promoters:

Promoter Name	As at March 31, 2023		As at March 31, 2022		% change during the year
	No of Shares	% of total shares	No of Shares	% of total shares	
Mr. Kumar Mangalam Birla	1,80,132	0.06%	1,80,132	0.06%	0.00%
Grasim Industries Limited	16,53,35,150	57.27%	16,53,35,150	57.27%	0.00%
Total	**16,55,15,282**	**57.33%**	**16,55,15,282**	**57.33%**	**0.00%**

Promoter Name	As at March 31, 2022		As at March 31, 2021		% change during the year
	No of Shares	% of total shares	No of Shares	% of total shares	
Mr. Kumar Mangalam Birla	1,80,132	0.06%	1,80,132	0.06%	0.00%
Grasim Industries Limited	16,53,35,150	57.27%	16,53,35,150	57.28%	0.00%
Total	**16,55,15,282**	**57.33%**	**16,55,15,282**	**57.34%**	**0.00%**

Note 16 (b): Other Equity

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Capital Reserve	170.72	170.72
Securities Premium	5,484.44	5,477.10
Debenture Redemption Reserve	37.50	37.50
General Reserve	39,324.73	36,324.73
Share Option Outstanding Reserve	80.18	49.71
Treasury Shares	(256.86)	(154.29)
Retained Earnings	9,046.30	8,053.73
Cash Flow Hedge Reserve	(160.79)	(26.01)
Exchange differences on translating the financial statements of foreign operations	309.63	213.41
Total Other Equity	**54,035.85**	**50,146.60**

Notes to Consolidated Financial Statements

The Description of the nature and purpose of each reserve within equity is as follows:

a) **Capital Reserve:** Company's capital reserve is mainly on account of acquisition of cement business of Larsen & Toubro Ltd., Gujarat Units of Jaypee Cement Corporation Ltd (JCCL) and cement capacities of 21.2 MTPA of Jaiprakash Associates Ltd (JAL) and JCCL, being excess of the net assets acquired over the consideration paid.

b) **Securities Premium:** Securities premium is credited when shares are issued at premium. It is utilised in accordance with the provisions of the Act, to issue bonus shares, to provide for premium on redemption of shares or debentures, equity related expenses like underwriting costs, etc.

c) **Debenture Redemption Reserve (DRR):** The Company has issued redeemable non-convertible debentures. Accordingly, the Companies (Share capital and Debentures) Rules, 2014 (as amended), requires the company to create DRR out of profits of the company available for payment of dividend. DRR is required to be created for an amount which is equal to 25% of the value of debentures issued. However, this requirement is no more applicable w.e.f. April 1, 2018 as per the amendment in the Companies (Share capital and Debentures) Rules, 2014 vide dated August 16, 2019; accordingly the Company has not made any new addition in the said reserve and accounted the reversal of outstanding reserve linked to payment of specific non-convertible debentures.

d) **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 provision of Companies Act, 1956. Mandatory transfer to general reserve is not required under the Act.

e) **Shares Options Outstanding Reserve:** The Company has three share option schemes under which options to subscribe for the Company's shares have been granted to certain executives and senior employees. The share-based payment reserve is used to recognise the value of equity-settled share-based payments provided to employees, including key management personnel, as part of their remuneration.

f) **Treasury Shares :** The Company has formed an Employee Welfare Trust for purchasing Company's shares to be allotted to eligible employees under Employees Stock Options Scheme, 2018 (ESOS 2018). As per Ind AS 32 - Financial Instruments: Presentation, Reacquired equity shares of the Company are called Treasury Shares and deducted from equity.

g) **Cashflow Hedge Reserve:** The Company has designated its hedging instruments as cash flow hedges and any effective portion of cashflow hedge is maintained in the said reserve. In case the hedging becomes ineffective, the amount is recognised to the Statement of Profit and Loss.

h) **Exchange differences on translating the financial statements of foreign operations:** Exchange variation in Opening Equity Share Capital, Reserves and Surplus, Assets and Liabilities of UltraTech Cement Lanka (Pvt.) Ltd, UltraTech Cement Middle East Investments Ltd, PT UltraTech Mining Indonesia and PT UltraTech Investment Indonesia is accounted under this reserve.

Note 17: Non-Current Borrowings

₹ in Crores

Particulars	Non-Current		Current Maturities of Long-Term debts *	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Secured:				
Non-Convertible Debentures - Note (a1)	500.00	500.00	-	-
Sales Tax/VAT/GST Deferment Loan - Note (c1)	168.10	159.04	34.61	34.60
	668.10	**659.04**	**34.61**	**34.60**
Unsecured:				
Non-Convertible Debentures - Note (a2)	500.00	1,500.00	1,000.00	250.00
Foreign Currency Bonds- Note (d)	3,286.80	3,031.70	-	-
Term Loans from Banks:				
In Foreign Currency - Note (b)	821.74	-	-	303.17
Sales Tax/VAT/GST Deferment Loan - Note (c2)	79.77	112.26	32.51	40.65
	4,688.31	**4,643.96**	**1,032.51**	**593.82**
Total	**5,356.41**	**5,303.00**	**1,067.12**	**628.42**

** Amount disclosed under the head ' Current Borrowings' (Refer Note 22).*

Notes to Consolidated Financial Statements

(a1) Non-Convertible Debentures (NCDs)

₹ in Crores

Particulars	Repayment Schedule	As at March 31, 2023	As at March 31, 2022
Secured:			
7.53% NCDs	Redeemable at par on August 21, 2026	500.00	500.00
Total		**500.00**	**500.00**

The NCDs are secured by way of first charge, having pari passu rights, on the Company's fixed assets (save and except stocks and book debts), both present and future, situated at certain locations, in favour of Debenture Trustees.

(a2) Non-Convertible Debentures (NCDs)

₹ in Crores

Particulars	Repayment Schedule	As at March 31, 2023	As at March 31, 2022
Unsecured:			
6.68% NCDs	Redeemable at par on February 20, 2025	250.00	250.00
7.64% NCDs	Redeemable at par on June 04, 2024	250.00	250.00
4.57% NCDs	Redeemable at par on December 29, 2023	1,000.00	1,000.00
6.72% NCDs	Redeemed at par on December 09, 2022	-	250.00
		1,500.00	**1,750.00**
Less: Current Portion of NCDs shown under Current Borrowings		(1,000.00)	(250.00)
Total		**500.00**	**1,500.00**

(b) Term Loans from Banks in Foreign Currency

₹ in Crores

Particulars	Repayment Schedule	As at March 31, 2023	As at March 31, 2022
Unsecured:			
Sumitomo Mitsui Banking Corporation Singapore Branch (USD Dollar: 10 Crores)	Bullet Payment June 2027	821.74	-
Export Development Canada (USD Dollars: 4.00 Crores; March 31, 2021: 7.00 Crores)	Repaid in June 2022	-	303.17
		821.74	**303.17**
Less: Current Portion of Foreign Currency Loans shown under Current Borrowings		-	(303.17)
Total		**821.74**	**-**

(c1) Sales Tax/VAT/GST Deferment Loan:

₹ in Crores

Particulars	Repayment Schedule	As at March 31, 2023	As at March 31, 2022
Secured:			
Uttar Pradesh Financial Corporation	Varied Annual Payments started from August 2019 to December 2024	50.80	84.95
Department of Industries and Commerce, Karnataka	Varied Annual Payments from August 2032 to March 2034	151.91	108.69
Less: Current Portion shown under Current Borrowings		(34.61)	(34.60)
Total		**168.10**	**159.04**

Sales Tax/ VAT/ GST Deferment Loan is secured by bank guarantee and corporate guarantees.

Notes to Consolidated Financial Statements

(c2) Sales Tax/VAT/GST Deferment Loan:

₹ in Crores

Particulars	Repayment Schedule	As at March 31, 2023	As at March 31, 2022
Unsecured:			
Department of Industries and Commerce, Haryana	Repaid in October 2022	-	11.01
Commercial Tax Department, Hyderabad	Varied Annual payments started from October 2021 to October 2026	112.28	141.90
		112.28	**152.91**
Less: Current Portion of Sales Tax/VAT/GST Deferment Loan shown under Current Borrowings		(32.51)	(40.65)
Total		**79.77**	**112.26**

(d) Foreign Currency Bonds:

₹ in Crores

Particulars	Repayment Schedule	As at March 31, 2023	As at March 31, 2022
Unsecured:			
2.80% Sustainability Linked Bonds (US Dollar: 40.00 Crores; March 31, 2022: US Dollar: 40.00 Crores)	February 2031	3,286.80	3,031.70
		3,286.80	**3,031.70**

The Company had issued unsecured fixed rate US Dollar denominated notes (in the form of “Sustainability Linked Bonds”), aggregating to USD 400 million, due on February 16, 2031, bearing coupon of 2.80% per annum payable semi-annually. The Bonds are linked to ‘Sustainability Performance Target’ (SPT) of reducing Scope 1 GHG emissions by 22.2% from a 2017 baseline. If SPT is not achieved by observation date in 2030, the coupon will step-up by 0.75% for last two coupons.The Bonds are listed on the Singapore Exchange Securities Trading Limited.

Note 18: Other Financial Liabilities

₹ in Crores

Particulars	Non-Current		Current	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
Interest Accrued but not due on Borrowings	-	-	76.96	76.32
Deferred Premium Payable	273.10	303.48	30.37	28.87
Derivative Liability	-	-	103.76	10.51
Liability for Capital Goods (Refer Note 58)	-	-	1,473.44	690.60
Security Deposit	-	-	2,138.22	2,033.20
Salary, Wages, Bonus and Other Employee Payables	-		355.03	319.68
Unpaid Dividends	-	-	14.06	12.62
Unpaid Fractional liability on issue of shares pursuant to scheme of Demerger	-	-	0.41	0.42
Others (Retention money, Liquidated Damages, etc.)	46.74	-	591.31	436.33
	319.84	**303.48**	**4,783.56**	**3,608.55**

Notes to Consolidated Financial Statements

Note 19: Provisions

₹ in Crores

Particulars	Non-Current		Current	
	As at March 31, 2023	As at March 31, 2022	As at March 31, 2023	As at March 31, 2022
For Employee Benefits (Refer Note 41)	268.47	290.63	72.38	61.94
Others:				
For Mines Restoration Expenditure	355.74	327.21	-	-
For Cost of transfer of Assets	-	-	132.05	186.04
	624.21	**617.84**	**204.43**	**247.98**

Note 19.1: Movement of provisions during the year as required by Ind AS - 37 “Provisions, Contingent Liabilities and Contingent Assets” specified under Section 133 of the Companies Act, 2013:

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
(a) Mines Restoration Expenditure:	**Non-Current**	
Opening Balance	327.21	296.02
Add: Provision / (Reversal) during the year	14.88	10.47
Add: Unwinding of discount on Mine Restoration Provision	14.22	22.28
Less: Utilisation during the year	(0.57)	(1.56)
Closing Balance	**355.74**	**327.21**
(b) Provision for Cost of Transfer of Assets:	**Current**	
Opening Balance	186.04	252.22
Less: Utilisation / Reversal during the year	(53.99)	(66.18)
Closing Balance	**132.05**	**186.04**

Note 20: Deferred Tax Liabilities (NET)

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022	Recognised in Statement of Profit and Loss	Recognised in OCI	Recognised directly in Other Equity
Deferred Tax Assets:					
Provision allowed under tax on payment basis	(237.13)	(234.37)	(2.76)	-	-
Others	(181.88)	(122.40)	(22.41)	(37.07)	-
	(419.01)	**(356.77)**	**(25.17)**	**(37.07)**	**-**
Deferred Tax Liabilities:					
Tangible and Intangible Assets	6,624.18	6,328.20	295.98	-	-
Fair valuation of Investments	12.45	28.36	(15.91)	-	-
Others	42.49	33.45	9.04	-	-
	6,679.12	**6,390.01**	**289.11**	**-**	**-**
Net Deferred Tax Liability	**6,260.11**	**6,033.24**	**263.94**	**(37.07)**	**-**

Notes to Consolidated Financial Statements

₹ in Crores

Particulars	As at March 31, 2022	As at March 31, 2021	Recognised in Statement of Profit and Loss	Recognised in OCI	Recognised directly in Other Equity
Deferred Tax Assets:					
Provision allowed under tax on payment basis	(234.37)	(235.34)	0.97	-	-
Others	(122.40)	(105.69)	(16.78)	0.07	-
	(356.77)	**(341.03)**	**(15.81)**	**0.07**	**-**
Deferred Tax Liabilities:					
Tangible and Intangible Assets	6,328.20	6,274.39	53.81	-	-
Fair valuation of Investments	28.36	88.54	(60.18)	-	-
Others	33.45	18.78	14.67	-	-
	6,390.01	**6,381.71**	**8.30**	**-**	**-**
Net Deferred Tax Liability	**6,033.24**	**6,040.68**	**(7.51)**	**0.07**	**-**

During the previous year ended March 31,2022, pursuant to completion of prior income tax assessments, the Company has (i) reversed accumulated provision for tax amounting to ₹ 303.92 Crores and same has been utilized in current year and (ii) accrued Minimum Alternate Tax Credit Entitlement of ₹ 1,213.94 Crores which has been utilised against the previous year tax expense.

Note 21: Other Non-Current Liabilities

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Deferred Income on Government Grants	3.67	3.83
Others	0.11	0.80
Total	**3.78**	**4.63**

Note 22: Current Borrowings

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Secured:		
Current Maturities of Long Term debts (Refer Note 17)	34.61	34.60
Loans repayable on demand: From Banks - Cash Credits / Working Capital Borrowings*	-	8.14
	34.61	42.74
Unsecured:		
Redeemable preference shares issued (Refer Note 58)	-	1,000.10
Current Maturities of Long Term debts (Refer Note 17)	1,032.51	593.82
Loans repayable on demand: From Banks - Cash Credits / Working Capital Borrowings	2,983.83	384.26
Others		
From Banks (includes commercial paper)	493.42	1,210.23
From Others (commercial paper)	-	1,668.69
	4,509.76	**4,857.10**
	4,544.37	**4,899.84**

Note:*Cash Credit are secured against all present and future stock in trade consisting of raw materials, finished goods, goods in process of manufacturing and any other goods, movable assets or merchandise and all book debts, amounts outstanding, monies receivable, claims and bills.

Notes to Consolidated Financial Statements

Note 23: Trade Payables

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Total Outstanding dues of Micro and Small Enterprises	183.40	124.47
Total Outstanding dues of creditors other than Micro and Small Enterprises		
Other Trade Payables	6,977.65	5,732.60
Due to Related Party (Refer Note 43)	48.25	5.76
	7,025.90	**5,738.36**
	7,209.30	**5,862.83**

Note 23.1: Trade Payables Ageing Schedule

₹ in Crores

Particulars	Unbilled	Outstanding but not due	Outstanding for the following periods from the due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
As on March 31, 2023:							
(i) Micro and Small Enterprises	-	181.94	1.10	-	-	-	183.04
(ii) Other than Micro and Small Enterprises	1,675.75	2,179.33	3,163.00	-	-	-	7,018.08
(iii) Disputed- Micro and Small Enterprises	-	-	0.13	0.23	-	-	0.36
(iv) Disputed Dues- Others	-	-	0.36	4.29	0.89	2.28	7.82
Total as on March 31, 2023	**1,675.75**	**2,361.27**	**3,164.59**	**4.52**	**0.89**	**2.28**	**7,209.30**
As on March 31, 2022:							
(i) Micro and Small Enterprises	-	114.67	9.80	-	-	-	124.47
(ii) Other than Micro and Small Enterprises	1,296.95	1,950.52	2,485.40	0.12	-	-	5,732.99
(iii) Disputed- Micro and Small Enterprises	-	-	-	-	-	-	-
(iv) Disputed Dues- Others	-	-	-	2.00	3.02	0.35	5.37
Total as on March 31, 2022	**1,296.95**	**2,065.19**	**2,495.20**	**2.12**	**3.02**	**0.35**	**5,862.83**

Note 24: Other Current Liabilities

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Advance from Customers and Others	384.28	465.08
Deferred Income on Government Grants	0.17	0.17
Statutory Liabilities	2,150.56	1,956.66
Others (includes Rebate to Customers & Others)	2,642.39	2,469.03
	5,177.40	**4,890.94**

Notes to Consolidated Financial Statements

NOTE 25: Revenue from Operations (Refer Note 57)

₹ in Crores

Particulars		Year ended March 31, 2023	Year ended March 31, 2022
Revenue from Contract with Customer			
Sale of Manufactured Products	57,457.89		48,058.22
Sale of Traded Products	4,878.67		3,648.25
Sale of Services	1.04		1.38
		62,337.60	**51,707.85**
Other Operating Revenues			
Scrap Sales	144.41		122.69
Lease Rent	0.49		0.23
Insurance Claim	32.49		27.33
Provision no longer required written back	68.50		59.10
Unclaimed Liabilities written back	74.06		85.93
Government Grants	406.97		530.87
Miscellaneous Income / Receipts	175.46		64.83
		902.38	**890.98**
Total Revenue from Operations		**63,239.98**	**52,598.83**

NOTE 26: Other Income

₹ in Crores

Particulars		Year ended March 31, 2023	Year ended March 31, 2022
Interest Income on			
Government and Other Securities	39.43		23.63
Bank and Other Accounts	233.02		140.07
		272.45	**163.70**
Exchange Gain (net)		105.17	-
Profit on Sale of Property, Plant & Equipment (net)		0.34	3.22
Gain on Fair valuation of Investments through Profit or loss		66.25	102.43
Profit on Sale of Current and Non-Current Investments		31.37	186.39
Others		27.50	52.07
		503.08	**507.81**

Note 27: Cost of Materials Consumed

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Opening Stock	724.18	481.54
Add: Exchange rate fluctuation on account of average rate transferred to currency translation reserve	2.75	0.80
Purchases	9,025.13	7,337.55
	9,752.06	**7,819.89**
Less: Exchange rate fluctuation on account of average rate transferred to currency translation reserve	(1.50)	(0.78)
Less: Closing Stock	820.07	724.18
	8,933.49	**7,096.49**

Notes to Consolidated Financial Statements

Note 28: Purchases of Stock-In-Trade

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Grey Cement	877.80	549.63
Others (Ultratech Building Solution and Clinker)	421.88	702.03
	1,299.68	**1,251.66**

Note 29: Changes in Inventories of Finished Goods, Work-In-Progress and Stock-In-Trade

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Closing Inventories		
Work-in-progress	1,330.39	943.02
Finished Goods	671.46	522.75
Stock in Trade	27.20	17.58
Add / (Less): Exchange rate fluctuation on account of average rate transferred to currency translation reserve	(1.59)	2.62
	2,027.46	**1,485.97**
Opening Inventories		
Work-in-progress	943.02	635.18
Finished Goods	522.75	451.20
Stock in Trade	17.58	13.87
Add / (Less): Exchange rate fluctuation on account of average rate transferred to currency translation reserve	0.21	0.38
	1,483.56	**1,100.63**
(Increase) / Decrease in Inventories	(543.90)	(385.34)
Add: Stock Transfer from Pre-Operative Account	25.69	2.18
	(518.21)	**(383.16)**

Note 30: Employee Benefits Expense

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Salaries, Wages and Bonus	2,409.72	2,225.71
Contribution to Provident and Other Funds		
- Contribution to Gratuity Fund and Other Defined Benefit Plans (Refer Note 41)	158.10	147.62
- Contribution to Superannuation and Other Defined Contribution Funds (Refer Note 41)	24.10	25.19
Expenses on Employees Stock Options Scheme	35.58	24.02
Staff Welfare Expenses	111.47	112.14
	2,738.97	**2,534.68**

Notes to Consolidated Financial Statements

Note 31: Finance Costs

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Interest Expense:		
On Borrowings (at amortised cost)	559.51	739.99
Others (including interest on deposits from dealers and contractors)	135.82	103.02
Interest on Sales Tax/VAT/GST Deferrment Loan	14.51	16.38
Interest on Lease Liabilities	63.38	65.24
Unwinding of discount on Mine Restoration Provision	14.22	22.28
	787.44	**946.91**
Exchange (Gain)/ Loss on revaluation of Lease Liabilities	54.54	45.56
Other Borrowing Cost (Finance Charges)	6.23	13.46
Less: Finance Costs Capitalised	(25.49)	(61.22)
	822.72	**944.71**

Borrowing costs are capitalised using rates based on specific borrowings ranging from 4.57% to 6.93% per annum. (For the year ended March 31, 2022: 4.57% to 6.93% per annum)

Note 32: Depreciation and Amortisation Expense

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Depreciation of Property, Plant and Equipment (Refer Note 2)	2,520.38	2,376.78
Depreciation on Right of Use Assets (ROU) (Refer Note 3)	150.11	128.32
Amortisation of Intangible Assets (Refer Note 2)	194.92	172.71
Obsolescence	22.58	36.94
	2,887.99	**2,714.75**

Note 33: Freight and Forwarding Expense

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
On Finished Products	11,865.54	10,026.63
On Clinker Transfer	2,143.62	1,685.70
	14,009.16	**11,712.33**

Notes to Consolidated Financial Statements

Note 34: Other Expenses

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Consumption of Stores, Spare Parts and Components	1,189.63	1,033.22
Consumption of Packing Materials	1,922.66	1,798.08
Repairs to Plant and Machinery, Building and Others	1,232.05	1,058.37
Insurance	173.84	128.73
Rent	194.41	154.61
Rates and Taxes	178.51	161.37
Directors' Fees	0.34	0.32
Directors' Commission	12.00	10.00
Advertisement	478.02	488.15
Sales Promotion and Other Selling Expenses	818.07	630.55
Exchange Loss (net)	-	64.77
Miscellaneous Expenses	1,538.14	1,264.75
	7,737.67	**6,792.92**
Less: Captive Consumption of Cement	(71.95)	(57.70)
	7,665.72	**6,735.22**

Note 35: Other Comprehensive Income

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Items that will not be reclassified to Profit and Loss:		
Remeasurment gain/(loss) on Defined Benefit Plan	31.32	(12.84)
Income Tax relating to items that will not be reclassified to Profit or Loss	(10.01)	5.92
	21.31	**(6.92)**
Items that will be reclassified to Profit and Loss:		
Exchange Difference in translating the Financial Statements of Foreign Operations and gain on liquidation of subsidiary	77.15	51.03
Effective Portion of Derivative Instruments designated as Net Investment Hedge	2.21	6.88
Effective Portion of Derivative Instruments designated as Cash Flow Hedge	(148.24)	(3.09)
Share of Other Comprehensive Income of Associate and Joint Venture Companies accounted for using Equity Method of Accounting (Net of Tax)	(24.17)	-
Income Tax relating to items that will be reclassified to Profit or Loss	55.53	(0.07)
	(37.52)	**54.75**
	(16.21)	**47.83**

Note 36 - Principles of Consolidation:

These financial statements are prepared on the following basis in accordance with Ind AS on "Consolidated Financial Statements" (Ind AS – 110), "Investments in Associates and Joint Ventures" (Ind AS – 28) and "Disclosure of interests in other entities" (Ind AS – 112), specified under Section 133 of the Companies Act, 2013.

(i) **Subsidiaries**

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in these consolidated financial statements from the date on which controls commences until the date on which control ceases.

Notes to Consolidated Financial Statements

(ii) **Non-controlling interest (NCI)**

NCI are measured at their proportionate share of the acquiree's net fair value of identifiable assets at the date of acquisition. Changes in the Group's equity interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

(iii) **Loss of control**

When the Company loses control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any interest retained in the former subsidiary is measured at fair value at the date the control is lost. Any resulting gain or loss is recognized in the Statement of Profit or Loss.

(iv) **Equity accounted investees**

The Group's interests in equity accounted investees comprise interest in associates and joint venture.

An associate is an entity in which the Group has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group has joint control and has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in associates and joint ventures are accounted for using equity method. They are initially recognized at cost which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of profit or loss and OCI of equity accounted investees until the date on which significant influence or joint control ceases.

(v) **Transactions eliminated on consolidation**

The financial statements of the Company, its Subsidiaries, Joint Venture and Associates used in the consolidation procedure are drawn upto the same reporting date i.e. March 31, 2023.

The consolidated financial statements of the Group and its subsidiary companies are combined on a line-by-line basis by adding together the book values of like items of assets, liabilities, income and expenses. Intra-group balances and transactions, and any unrealized income and expenses arising from intra-group transactions, are eliminated. Unrealized losses are eliminated in the same way as unrealized gains, but only to the extent that there is no evidence of impairment. The Group follows uniform accounting policies for like transactions and other events in similar circumstances.

The Consolidated Financial Statements are comprised of the financial statements of the members of the Group as under:

Sr No		Name of the Company	Principal Place of Business	% Shareholding and Voting Power	
				As at March 31, 2023	As at March 31, 2022
(i)	**Subsidiary Companies:**				
	(a)	UltraTech Cement Lanka Private Limited (UCLPL)	Sri Lanka	80%	80%
	(b)	Harish Cement Limited	India	100%	100%
	(c)	Bhagwati Limestone Company Private Limited (BLCPL)	India	100%	100%
	(d)	Gotan Limestone Khanij Udyog Private Limited	India	100%	100%
	(e)	UltraTech Cement Middle East Investments Limited (UCMEIL)	United Arab Emirates	100%	100%
	(f)	Star Cement Co. LLC, Dubai *	United Arab Emirates	100%$	100%$
	(g)	Star Cement Co. LLC, Ras-Al-Khaimah *	United Arab Emirates	100%$	100%$
	(h)	Al Nakhla Crusher LLC, Fujairah *	United Arab Emirates	100%$	100%$
	(i)	Arabian Cement Industry LLC, Abu Dhabi *	United Arab Emirates	100%$	100%$

Notes to Consolidated Financial Statements

Sr No		Name of the Company	Principal Place of Business	% Shareholding and Voting Power	
				As at March 31, 2023	As at March 31, 2022
	(j)	UltraTech Cement Bahrain Company WLL, Bahrain *	Bahrain	100%^	100%^
	(k)	Star Super Cement Industries LLC (SSCILLC) *	United Arab Emirates	100%$$	100%$$
	(l)	Binani Cement Tanzania Limited***	Tanzania	100%	100%
	(m)	BC Tradelink Limited., Tanzania***	Tanzania	100%	100%
	(n)	Binani Cement (Uganda) Limited ***	Uganda	100%	100%
	(o)	Duqm Cement project International, LLC, Oman * (w.e.f January 29, 2023)	Oman	70%	-
	(p)	UltraTech Nathdwara Cement Limited (UNCL)	India	100%	100%
	(q)	Merit Plaza Limited !!	India	100%	100%
	(r)	Swiss Merchandise Infrastructure Limited !!	India	100%	100%
	(s)	Krishna Holdings PTE Limited (KHPL) && (Liquidated w.e.f November 24, 2022)	Singapore	-	100%
	(t)	Bhumi Resources PTE Limited (BHUMI) !!	Singapore	100%	100%
	(u)	Murari Holdings Limited (MUHL) !! (Struck off w.e.f September 30, 2022)	British Virgin Islands	-	100%
	(v)	Mukundan Holdings Limited (MHL) !! (Struck off w.e.f April 27, 2022)	British Virgin Islands	-	100%
	(w)	PT Anggana Energy Resources, Indonesia ^^^	Indonesia	100%	100%
	(x)	PT UltraTech Mining Indonesia ! (Liquidated w.e.f June 14, 2022)	Indonesia	-	80%
	(y)	PT UltraTech Investments Indonesia & (Liquidated w.e.f June 14, 2022)	Indonesia	-	100%
	(z)	PT UltraTech Mining Sumatera# (Liquidated w.e.f June 14, 2022)	Indonesia	-	100%
	(aa)	PT UltraTech Cement Indonesia# (Liquidated w.e.f June 14, 2022)	Indonesia	-	99%
	(ab)	Smooth Energy Private Limited !! (struck off w.e.f. October 26, 2021)	India	-	-
	(ac)	Bahar Ready Mix Concrete Limited !! (struck off w.e.f. November 2, 2021)	India	-	-
	(ad)	Dakshin Cements Limited (struck off w.e.f. April 9, 2021)	India	-	-
	(ae)	3B Binani Glassfibre Sarl (3B) !! (Upto March 31, 2022)	Luxembourg	-	-
	(af)	Project Bird Holding II Sarl ## (merged with 3B w.e.f. April 12, 2021)	Luxembourg	-	-
	(ag)	3B-Fibreglass Srl ###(Upto March 31, 2022)	Belgium	-	-
	(ah)	3B-FibreGlass A/S, Norway ###(Upto March 31, 2022)	Norway	-	-
	(ai)	Tunfib Sarl !!! (Upto March 31, 2022)	Tunisia	-	-
	(aj)	Goa Glass Fibre Ltd. ##(Upto March 31, 2022)	India	-	-
(ii)		**Joint Operations:**			
		Bhaskarpara Coal Company Limited (BCCL)	India	47.37%	47.37%
(iii)		**Associate:**			
	(a)	Madanpur (North) Coal Company Private Limited (MNCCPL)	India	11.17%	11.17%
	(b)	Aditya Birla Renewable Energy Limited	India	26.00%	26.00%
	(c)	Aditya Birla Renewable SPV 1 Limited	India	26.00%	26.00%

Notes to Consolidated Financial Statements

Sr No	Name of the Company		Principal Place of Business	% Shareholding and Voting Power	
				As at March 31, 2023	As at March 31, 2022
	(d)	ABReL (MP) Renewables Limited (w.e.f June 16, 2022)	India	26.00%	-
	(e)	ABReL Green Energy Limited (w.e.f June 22, 2022)	India	26.00%	-
	(f)	ABReL (Odisha) SPV Limited (w.e.f June 15, 2022)	India	26.00%	-
	(g)	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW) (w.e.f April 15, 2022)$$$	United Arab Emirates	29.79%	-
	(h)	Modern Block Factory Establishment (w.e.f April 15, 2022) @	United Arab Emirates	100.00%	-
	(i)	Ras Al Khaimah Lime Co, Noora LLC (w.e.f April 15, 2022) @	United Arab Emirates	100.00%	-

! 4% Shareholding of UCMEIL
& 5% Shareholding of UCMEIL
** Subsidiaries of UCMEIL*
$ 51% held by nominee as required by local law for beneficial interest of the Company upto July 20, 2022
$$ 51% held by nominee as required by local law for beneficial interest of the Company
 # Subsidiary of PT UltraTech Investments Indonesia
!! Wholly owned subsidiary of UNCL
&& 55.54% held by UNCL and 44.46% held by MHL
**** Wholly owned subsidiary of SSCILLC*
^ 1 share held by employee as nominee for the beneficial interest of the Company
^^^ Wholly owned subsidiary of BHUMI
!!! 67% held by Project Bird Holding II Sarl which was merged with 3B w.e.f. April 12, 2021
Wholly owned subsidiary of 3B Binani Glassfibre Sarl
Wholly owned subsidiary of Project Bird Holding II Sarl which was merged with 3B w.e.f. April 12, 2021
$$$ Associate of UCMEIL
@ Wholly owned subsidiary of RAKW

(vi) The Group holds more than 20% in the companies listed below. However, the Group does not exercise significant influence or control on decisions of the investees. Hence, they are not being construed as associate companies. These investments are included in "Note 5: Investments" under Investment measured at fair value through Profit & Loss account in the financial statements.

Sr No	Name of the Investee	Principal Place of Business	% Shareholding	
			As at March 31, 2023	As at March 31, 2022
1	Amplus Sunshine Private Limited	India	**34.95%**	34.95%
2	VSV Onsite Private Limited	India	**26.61%**	26.61%
3	Amplus Dakshin Private Limited	India	**26.00%**	26.00%
4	Amplus Coastal Power Private Limited	India	**35.00%**	35.00%
5	Amplus Alpha Solar Private Limited	India	**26.00%**	26.00%
6	VSV Offsite Private Limited	India	**26.87%**	26.87%
7	Sunroot Energy Private Limited	India	**26.00%**	26.00%
8	Ostro Alpha Wind Private Limited	India	**26.00%**	-
9	Renew Surya Spark Private Limited	India	**26.00%**	-
10	Clean Max Theia Private Limited	India	**26.00%**	-

Notes to Consolidated Financial Statements

Note 37 - Contingent Liabilities (to the extent not provided for) (Ind AS 37):

(a) Claims against the Group not acknowledged as debt:

₹ in Crores

Sr No	Particulars	Brief Description of Matter	As at March 31, 2023	As at March 31, 2022
(a)	Excise Duty and Service Tax Matters	Related to valuation matter (Rule 8 vs. Rule 4), Denial of Cenvat credit on Input Service Distributor and others	1,645.76	1,614.32
(b)	GST/ Sales-tax / VAT / Entry Tax Matters	Related to stock transfer treated as interstate sales, Demand on freight component and levy of purchase tax on exempted supply, Demand of Entry Tax and others	1,062.30	1,033.87
(c)	Royalty on Limestone/ Marl / Shale	Based on fixed conversion factor on limestone, royalty rate difference on Marl and additional royalty on mines transfer	382.12	373.47
(d)	Land Related Matters	Demand of Higher Compensation	281.28	273.86
(e)	Electricity Duty / Energy Development Cess	Related to electricity duty, Minimum power consumption, Energy development cess and denial of electricity duty exemption	269.87	691.91
(f)	Customs	Related to classification dispute	264.82	250.53
(g)	Stamp duty	Related to stamp duty on name change	357.90	353.08
(h)	Others	Related to Fly ash matters, claim raised by vendor/ supplier, Road Tax matter, Income Tax matters and others	366.69	362.82

Cash outflows for the above are determinable only on receipt of judgments pending at various forums / authorities.

(b) The Company had filed appeals against the orders of the Competition Commission of India (CCI) dated 31 August 2016 (Penalty of ₹ 1,449.51 Crores) and 19 January 2017 (Penalty of ₹ 68.30 Crores). Upon the National Company Law Appellate Tribunal ("NCLAT") disallowing its appeal against the CCI order dated 31 August 2016, the Company filed an appeal before Hon'ble Supreme Court which has, by its order dated 5 October 2018, granted a stay against the NCLAT order. Consequently, the Company has deposited an amount of ₹ 144.95 crores equivalent to 10% of the penalty of ₹ 1,449.51 Crores. The Company, backed by legal opinions, believes that it has a good case in both the matters and accordingly no provision has been recognised in the financial statements.

UltraTech Nathdwara Cement Limited (UNCL) has also filed an appeal before Hon'ble Supreme Court against a similar CCI order dated August 31, 2016 and has deposited an amount of ₹ 16.73 Crores equivalent to 10% of the penalty amount of ₹ 167.32 crores. The Company, backed by legal opinion, believes that it has a good case in the said matter and accordingly no provision has been recognised in the financial statements.

(c) Guarantees:

The Company has issued corporate guarantee in favour of the Banks / Lenders on behalf of its Joint Venture (JV), as mentioned below, for general corporate purposes:

- Bhaskarpara Coal Company Limited (JV) ₹ 1.70 crores (March 31, 2022 ₹ 1.70 crores).

(d) In one of the case, UltraTech Cement Lanka (Pvt) Limited (UCLPL) filed the appeal against the Director General of Customs and the inquiring officer appointed in terms of the Customs Ordinance for the customs case No PCAD/ HQO/091/2016 initiated at the Sri Lankan customs, on the alleged basis that UCLPL has not declared the unloading charges (stevedoring charges) paid to the Sri Lanka Ports Authority in relation to imported cement. The Company has filed a case in the Court of Appeal and the matter is scheduled for argument.

Note 38 - Capital and other commitments:

Estimated amount of contracts remaining to be executed on capital account, not provided for (net of advances) ₹ 4,315.83 crores (March 31, 2022 ₹ 2,175.50 crores).

Notes to Consolidated Financial Statements

Note 39

The Supreme Court of India has allowed an appeal filed by the State of Rajasthan in a matter relating to transfer of mining lease in the name of the Company's wholly-owned subsidiary, Gotan Lime Stone Khanij Udyog Private Limited ("GKUPL") and has directed the State of Rajasthan to frame and notify its policy relating to transfer of mining lease and thereafter pass appropriate order in respect of the mining lease of GKUPL. State Government has notified the new policy related to transfer of new mining lease, based on which the Company has requested the State Government to consider reinstatement of the mines in its favour.

Note 40 - Business Combination (Ind As 103):

A. The Company has entered into Share Sale and Purchase Agreement on 29th January, 2023 with Seven Seas Company LLC and His Highness Al Sayyid Shihab Tariq Taimur Al Said for acquisition of 70% equity share of Duqm Cement Projects International LLC Located in Oman. The Company is mainly in the business of mining and extracting of limestone. The acquisition provides the Company to secure raw materials for growing requirement of India Operations and create value for shareholders.

B. Fair value of the consideration transferred:

As per the Ind AS 103 – Business combinations, purchase consideration has been allocated on the basis of fair valuation determined by an independent valuer. Total enterprise value works out to ₹ 159.47 Crores. The effective purchase consideration of ₹ 111.62 Crores. The Fair value of identifiable assets acquired, and liabilities assumed as on the acquisition date are as under:

Particulars	₹ in Crores
Capital Work in Progress	11.30
Mining Reserve	148.16
Cash and Bank	0.04
Total Assets	**159.50**
Other Current liabilities	0.04
Fair Value of Assets	**159.46**

C. Amount Recognised as goodwill:

Particulars	₹ in Crores
Fair value of consideration (70%)	111.62
Total Enterprise Value	**159.47**
Less: Fair value of net assets acquired	159.46
Goodwill	**0.01**

Note 41 - Employee Benefit (Ind As 19):

A Defined Benefit Plan:

(a) Gratuity:

The gratuity payable to employees is based on the employee's service and last drawn salary at the time of leaving the services of the Company and is in accordance with the Rules of the Company for payment of gratuity.

Inherent Risk

The plan is defined benefit in nature which is sponsored by the Company and hence it underwrites all the risks pertaining to the plan. In particular, this exposes the Company to actuarial risk such as adverse salary growth, change in demographic experience, inadequate return on underlying plan assets. This may result in an increase in cost of providing these benefits to employee in future. Since the benefits are lump sum in nature the plan is not subject to any longevity risks.

Notes to Consolidated Financial Statements

(b) Pension:

The Company considers pension for some of its employees at senior management based on the period of service and contribution for the Company. There is no material risk associated with this plan.

(c) Post-Retirement Medical Benefits:

The Company provides post-retirement medical benefits to certain ex-employees who were transferred under the Scheme of arrangement for acquiring Larsen & Toubro cement business and eligible for such benefits from earlier Company. There is no material risk associated with this plan.

₹ in Crores

Sr No	Particulars	As at March 31, 2023				As at March 31, 2022			
		Gratuity		Pension	Post-Retirement Medical Benefits	Gratuity		Pension	Post-Retirement Medical Benefits
		Funded	Others			Funded	Others		
	Change in defined benefit obligation								
(i)	**Balance at the beginning of the year**	749.84	29.10	5.63	0.56	687.73	29.83	6.18	0.56
	Adjustment of:								
	Current Service Cost	54.44	2.90	-	-	51.63	2.95	-	-
	Past Service Cost	-	(1.47)	-	-	1.33	0.25	-	-
	Interest Cost	48.10	1.05	0.38	0.04	46.04	1.03	0.44	0.04
	Actuarial (gains) losses recognised in Other Comprehensive Income:								
	- Change in Financial Assumptions	(37.97)	(3.90)	(0.13)	(0.02)	11.90	(2.39)	(0.07)	0.01
	- Change in Demographic Assumptions	0.05	-	-	-	(28.80)	-	-	-
	- Experience Changes	22.76	(0.26)	0.08	(0.01)	38.14	0.46	(0.01)	0.01
	Benefits Paid	(59.93)	(3.13)	(0.91)	(0.06)	(58.13)	(4.12)	(0.91)	(0.06)
	Foreign Currency Fluctuation	-	2.17	-	-	-	1.09	-	-
	Balance at the end of the year	777.29	26.46	5.05	0.51	749.84	29.10	5.63	0.56
(ii)	**Change in Fair Value of Assets**								
	Balance at the beginning of the year	811.20	-	-	-	760.50	-	-	-
	Expected Return on Plan Assets	51.09	-	-	-	50.19	-	-	-
	Re measurements due to:	-	-	-	-	-	-		
	Actual Return on Plan Assets less interest on Plan Assets	14.99	-	-	-	6.03	-	-	-
	Contribution by the employer	40.82	-	-	-	52.61	-	-	-
	Benefits Paid	(60.03)	-	-	-	(58.13)	-	-	-
	Balance at the end of the year	858.07	-	-	-	811.20	-	-	-
(iii)	**Net Asset / (Liability) recognised in the Balance Sheet**								
	Present value of Defined Benefit Obligation	(777.29)	(26.30)	(5.05)	(0.51)	(749.84)	(29.10)	(5.63)	(0.56)
	Fair Value of Plan Assets	858.07	-	-	-	811.20	-	-	-
	Amount not recognised due to Asset Ceiling	(2.50)	-	-	-	(0.82)	-	-	-
	Net Asset / (Liability) in the Consolidated Balance Sheet	78.28	(26.30)	(5.05)	(0.51)	60.54	(29.10)	(5.63)	(0.56)

Notes to Consolidated Financial Statements

₹ in Crores

Sr No	Particulars	As at March 31, 2023				As at March 31, 2022			
		Gratuity		Pension	Post-Retirement Medical Benefits	Gratuity		Pension	Post-Retirement Medical Benefits
		Funded	Others			Funded	Others		
(iv)	**Change in Asset Ceiling**								
	Balance at the beginning of the year	0.82	-	-	-	2.04	-	-	-
	Interest	0.05	-	-	-	0.14	-	-	-
	Remeasurement due to change in surplus/deficit	1.63	-	-	-	(1.36)	-	-	-
	Balance at the end of the year	2.50	-	-	-	0.82	-	-	-
(v)	**Expenses recognised in the Consolidated Statement of Profit and Loss**								
	Current Service Cost	54.44	2.90	-	-	51.63	2.95	-	-
	Past Service Cost	-	(1.47)	-	-	-	0.25	-	-
	Interest Cost	46.99	1.05	0.38	0.04	45.24	1.03	0.44	0.04
	Expected Return on Plan Assets	(51.14)	-	-	-	(50.22)	-	-	-
	Transferred to Pre-Operative Expenses	(0.76)	-	-	-	(0.63)	-	-	-
	Amount charged to the Consolidated Statement of Profit and Loss	49.53	2.48	0.38	0.04	46.02	4.23	0.44	0.04
(vi)	**Re-measurements recognised in Other Comprehensive Income (OCI):**								
	Changes in Financial Assumptions	(37.97)	(3.90)	(0.13)	(0.02)	11.90	(2.39)	(0.07)	0.01
	Changes in Demographic Assumptions	0.05	-	-	-	(28.80)	-	-	-
	Experience Adjustments	22.76	(0.26)	0.08	(0.01)	38.14	0.46	(0.01)	0.01
	Actual return on Plan assets less interest on plan assets	(13.78)	-	-	-	(5.05)	-	-	-
	Adjustment to recognise the asset ceiling impact	1.63	-	-	-	(1.36)	-	-	-
	Amount recognised in Other Comprehensive Income (OCI)	(27.31)	(4.16)	(0.05)	(0.03)	14.83	(1.93)	(0.08)	0.02
(vii)	**Maturity profile of defined benefit obligation:**								
	Within the next 12 months	119.03	4.11	1.04	0.06	97.94	2.72	1.05	0.06
	Between 1 and 5 years	266.41	5.82	3.11	0.23	252.94	6.44	3.29	0.24
	Between 5 and 10 years	285.49	12.24	1.91	0.20	267.08	10.69	2.24	0.21
	10 Years and above	1,036.26	35.25	1.55	0.33	946.25	33.03	1.90	0.39
(viii)	**Sensitivity analysis for significant assumptions: ***								
	Increase/(Decrease) in present value of defined benefits obligation at the end of the year								
	1% increase in discount rate	(59.21)	(1.99)	(0.30)	(0.03)	(59.47)	(2.55)	(0.32)	(0.03)
	1% decrease in discount rate	68.58	2.28	0.33	0.03	69.04	2.96	0.35	0.03
	1% increase in salary escalation rate	66.88	1.96	-	-	66.94	2.94	-	-
	1% decrease in salary escalation rate	(58.99)	(1.90)	-	-	(58.97)	(2.58)	-	-

Notes to Consolidated Financial Statements

₹ in Crores

Sr No	Particulars	As at March 31, 2023				As at March 31, 2022			
		Gratuity		Pension	Post-Retirement Medical Benefits	Gratuity		Pension	Post-Retirement Medical Benefits
		Funded	Others			Funded	Others		
	1% increase in employee turnover rate	(22.36)	0.47	-	-	(22.57)	0.11	-	-
	1% decrease in employee turnover rate	26.30	(0.51)	-	-	26.50	(0.14)	-	-
(ix)	**The major categories of plan assets as a percentage of total plan @**								
	Insurer Managed Funds	98%	N.A	N.A	N.A	96%	N.A	N.A	N.A
	Debt, Equity and Other Instruments	2%	N.A	N.A	N.A	4%	N.A	N.A	N.A
(x)	**Actuarial Assumptions:**								
	Discount Rate (p.a.)	7.45% - 7.50%	4.44% - 17.75%	7.45%	7.45%	6.85% - 7.25%	2.72%- 15.00%	6.85%	6.85%
	Turnover Rate	2% - 12%	1% - 11%	-	-	2% - 8%	1% - 10%	-	-
	Mortality tables	Indian Assured Lives Mortality (2012-14)	GA 1983 Mortality table / UK Mortality Table AM92 [UK]	S1PA mortality table adjusted suitably		Indian Assured Lives Mortality (2012-14)	GA 1983 Mortality table / UK Mortality Table AM92 [UK]	S1PA mortality table adjusted suitably	
	Salary Escalation Rate (p.a.)	8%	2.5% - 11%	-	-	7% - 8%	2.5% - 10%	-	-
	Retirement age	58-60 Yrs	58-60 Yrs	-	-	58-60 Yrs	58-60 Yrs	-	-
(xi)	**Weighted Average duration of Defined benefit obligation**	8.2-9.0 Yrs	6.4 - 11.7 Yrs	5.5 Yrs	5.3 Yrs	9.3-11.0 Yrs	7.0 - 12.9 Yrs	5.9 Yrs	5.7 Yrs

* *These Sensitivities have been calculated to show the movement in defined benefit obligation in isolation and assuming there are no other changes in market conditions at the accounting date. There have been no changes from the previous periods in the methods and assumptions used in preparing the sensitivity analyses.*

@ *The plan does not invest directly in any property occupied by the Group nor in any financial securities issued by the Group.*

(xii) Discount Rate:

The discount rate is based on the prevailing market rates of Indian government securities for the estimated term of obligations.

(xiii) Salary Escalation Rate:

The estimates of future salary increases are considered taking into account inflation, seniority, promotion and other relevant factors.

(xiv) Asset Liability matching strategy:

The money contributed by the Group to the Gratuity fund to finance the liabilities of the plan has to be invested.

The trustees of the plan have outsourced the investment management of the fund to an insurance Company. The insurance Company in turn manages these funds as per the mandate provided to them by the trustees and the asset allocation which is within the permissible limits prescribed in the insurance regulations. Due to the restrictions in the type of investments that can be held by the fund, it is not possible to explicitly follow an asset liability matching strategy.

Notes to Consolidated Financial Statements

There is no compulsion on the part of the Group to fully prefund the liability of the Plan. The Group's philosophy is to fund these benefits based on its own liquidity and the level of underfunding of the plan.

(xv) The Group's expected contribution during next year is ₹ 2.11 Crores. (March 31, 2022 ₹ 1.43 Crores).

(d) Provident Fund:

The Company is liable for any shortfall in the fund assets based on the Government specified rate of return. Such shortfall, if any, is recognised in the Statement of Profit and Loss as an expense in the year of incurring the same.

Amount recognized as an expense under the head "Contribution to Provident and other Funds" of Statement of Profit and Loss ₹ 99.34 Crores (March 31, 2022: ₹ 93.63 Crores).

The actuary has provided for a valuation and based on the below provided assumptions there is Nil shortfall as at March 31, 2023 (March 31, 2022: Nil)

₹ in Crores

Particulars		As at March 31, 2023	As at March 31, 2022
(a)	**Plan Assets at Fair Value**	2,317.62	2,093.98
(b)	**Present value of defined benefit obligation at year end**	2,317.56	2,083.74
(c)	**Surplus available**	-	-
(d)	**Liability recognised in Balance Sheet**	Nil	Nil
(e)	**Assumptions used in determining the present value obligation of interest rate guarantee under the Deterministic Approach**		
	- Government of India bond yield for the outstanding term of liabilities	7.45%	6.85%
	- Remaining term of the maturity of Investment Portfolio	13.12 Yrs	13.45 Yrs
	- Discount Rate for the remaining term of the maturity of Investment Portfolio	7.95%	8.12%
	- Expected Guaranteed Interest Rate	8.15%	8.10%

(e) Contribution to Other Funds:

Amount recognized as an expense under the head "Contribution to Other Funds" of Statement of Profit and Loss ₹ 30.9 Crores (March 31, 2022: ₹ 29.16 Crores).

(B) Amount recognized as an expense in respect of Compensated Absences is ₹ 22.60 Crores (March 31, 2022: ₹ 52.62 Crores).

(C) Amount recognized as expense for other long-term employee benefits is ₹ 1.05 Crores (March 31, 2022: ₹ 0.44 Crores).

Note 42 - Segment Reporting (Ind AS 108):

The Group is exclusively engaged in the business of cement and cement related products. As per Ind AS 108 "Operating Segments", there are no reportable segments applicable to the Group.

The Group's revenue from continuing operations from external customers by location of operations and information about its non-current assets by location of assets are detailed below.

₹ in Crores

Particulars	Revenue from External Customers		Non-Current Assets	
	Year ended March 31, 2023	Year ended March 31, 2022	Year ended March 31, 2023	Year ended March 31, 2022
India (Country of Domicile)	60,438.65	49,476.21	64,132.05	60,857.57
Others	1,898.95	2,231.64	2,752.83	2,492.94
Total	**62,337.60**	**51,707.85**	**66,884.88**	**63,350.51**

Notes to Consolidated Financial Statements

Note 43 - Related party disclosures (Ind AS 24):

Names of Related Parties with whom transactions were carried out during the period:

Name of Related Party	Relationship
Grasim Industries Limited	Holding Company
Samruddhi Swastik Trading and Investments Limited	Fellow Subsidiary
Aditya Birla Sun Life Insurance Company Limited	Fellow Subsidiary
Aditya Birla Health Insurance Limited	Fellow Subsidiary
Aditya Birla Housing Finance Limited	Fellow Subsidiary
ABNL Investment Limited	Fellow Subsidiary
Aditya Birla Power Composites Limited	Fellow Subsidiary
Aditya Birla Renewable SPV 1 Limited	Associate
Aditya Birla Renewable Energy Limited	Associate
ABReL (MP) Renewables Limited (w.e.f June 16, 2022)	Associate
ABReL Green Energy Limited (w.e.f June 22, 2022)	Associate
ABReL (Odisha) SPV Limited (w.e.f June 15, 2022)	Associate
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW) (w.e.f April 15, 2022)	Associate
Bhaskarpara Coal Company Limited	Joint Venture
UltraTech Cemco Provident Fund	Post-Employment Benefit Plan
Aditya Birla Management Corporation Private Limited	Other related party in which Directors are interested
Mr. Kumar Mangalam Birla – Non-Executive Chairman	Key Management Personnel (KMP)
Mrs. Rajashree Birla – Non-Executive Director	Key Management Personnel (KMP)
Mr. K.K. Maheshwari – Vice Chairman and Non-Executive Director	Key Management Personnel (KMP)
Mr. Arun Adhikari – Independent Director	Key Management Personnel (KMP)
Mrs. Alka Bharucha - Independent Director	Key Management Personnel (KMP)
Mrs. Sukanya Kripalu – Independent Director	Key Management Personnel (KMP)
Mr. S.B. Mathur – Independent Director	Key Management Personnel (KMP)
Mr. Sunil Duggal – Independent Director	Key Management Personnel (KMP)
Mr. K.C. Jhanwar – Managing Director	Key Management Personnel (KMP)
Mr. Atul Daga - Whole-time Director and CFO	Key Management Personnel (KMP)
Mrs. Kritika Daga	Relative of KMP (Wife of Mr. Atul Daga)

(a) The following transactions were carried out with the related parties in the ordinary course of business:

₹ in Crores

Nature of Transaction/Relationship	Year ended March 31, 2023	Year ended March 31, 2022
Sale of Goods:		
Grasim Industries Limited	19.67	14.48
Aditya Birla Power Composites Limited	-	0.35
Total	**19.67**	**14.83**
Purchase of Goods:		
Grasim Industries Limited	7.30	1.56
Aditya Birla Renewables SPV 1 Limited	36.66	36.30
Aditya Birla Renewables Energy Limited	8.12	8.03
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C, UAE	66.26	-
Total	**118.34**	**45.89**
Sale of Property, Plant and Equipment:		
Aditya Birla Management Corporation Private Limited (CY: ₹ 11,412 and LY: ₹ Nil)	0.00	-
Grasim Industries Limited	0.13	0.54
Total	**0.13**	**0.54**

Notes to Consolidated Financial Statements

₹ in Crores

Nature of Transaction/Relationship	Year ended March 31, 2023	Year ended March 31, 2022
Purchase of Property, Plant and Equipment:		
Grasim Industries Limited	0.07	-
Aditya Birla Housing Finance Limited	-	0.08
Aditya Birla Management Corporation Private Limited (CY: ₹ 31,178)	0.00	0.06
Total	**0.07**	**0.14**
Services received from:		
Grasim Industries Limited	0.28	0.27
Samruddhi Swastik Trading and Investments Limited	1.26	1.13
Aditya Birla Health Insurance Limited	-	(0.06)
ABNL Investment Limited	3.72	2.90
Aditya Birla Sun Life Insurance Company Limited	10.90	16.83
KMP (including director sitting fees and director commission)	42.85	32.77
Aditya Birla Management Corporation Private Limited	413.2	364.93
Relative of KMP	0.01	0.01
Total	**472.22**	**418.78**
Services rendered to:		
Grasim Industries Limited	14.32	1.58
Aditya Birla Housing Finance Limited	0.18	0.06
Total	**14.50**	**1.64**
Dividend Paid:		
Grasim Industries Limited	628.27	611.74
Dividend Received:		
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW)	0.30	-
Contribution to:		
Post-Employment Benefit Plan	62.50	54.79
Investments:		
ABREL (MP) Renewables Limited (CY: ₹ 26,000 and LY: ₹ Nil)	0.00	-
ABREL Green Energy Limited	23.86	-
ABREL (Odisha) SPV Limited	5.01	-
Aditya Birla Renewable Energy Limited	-	1.29
Total	**28.87**	**1.29**
Deposit given to Fellow Subsidiary:		
ABNL Investment Limited	0.46	0.18

(b) Outstanding balances:

₹ in Crores

Nature of Transaction/Relationship	As at March 31, 2023	As at March 31, 2022
Loans and Advances:		
Grasim Industries Limited	0.36	0.61
Samruddhi Swastik Trading and Investments Limited	0.81	0.72
Aditya Birla Health Insurance Limited	0.02	0.01
Aditya Birla Sun Life Insurance Company Limited	0.20	0.36
Aditya Birla Housing Finance Limited	0.01	0.01
Aditya Birla Renewable SPV 1 Limited (CY: ₹ 7,083 and LY: ₹ Nil)	0.00	-
Aditya Birla Management Corporation Private Limited	10.86	6.90
Bhaskarpara Coal Company Limited	2.49	2.49
Total	**14.75**	**11.10**

Notes to Consolidated Financial Statements

₹ in Crores

Nature of Transaction/Relationship	As at March 31, 2023	As at March 31, 2022
Trade Receivables:		
Grasim Industries Limited	1.39	0.51
Aditya Birla Hosing Finance Limited	0.05	0.05
Total	**1.44**	**0.56**
Trade Payables:		
Grasim Industries Limited	0.57	0.31
Aditya Birla Renewable Energy Limited	0.09	-
Aditya Birla Sun Life Insurance Company Limited (CY: ₹ 5,612 and LY: ₹ Nil)	0.00	-
Samruddhi Swastik Trading and Investments Limited (CY: ₹ 2,645 and LY: ₹ Nil)	0.00	-
Aditya Birla Renewables SPV 1 Limited	3.00	5.45
Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C, UAE	44.59	-
Total	**48.25**	**5.76**
Deposit:		
Relative of KMP	5.00	5.00
ABNL Investment Limited	2.32	1.86
Total	**7.32**	**6.86**
Corporate Guarantees:		
Bhaskarpara Coal Company Limited	1.70	1.70

(c) Compensation of KMP of the Company:

₹ in Crores

Nature of transaction	Year ended March 31, 2023	Year ended March 31, 2022
Short-term employee benefits	27.13	19.07
Post-employment benefits	3.40	3.40
Share based payment	5.50	3.71
Total compensation paid to KMP	**36.03**	**26.18**

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

Terms and Conditions of transactions with Related Parties:

The sales to and purchases from related parties are made in the normal course of business and on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the end of the period are unsecured and interest free and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables.

For the year ended March 31, 2023 and March 31, 2022, the Group has not recorded any impairment of receivables relating to amounts owed by related parties. This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

Notes to Consolidated Financial Statements

Note 44 - Income Taxes (Ind AS 12):

(i) **Reconciliation of effective tax rate:**

In %

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Applicable tax rate	34.94	34.94
Effect of Tax Exempt Income	(0.08)	(0.08)
Effect of Non-Deductible expenses	0.71	0.52
Effect of Allowances for tax purpose	(1.88)	(2.46)
Effect of Tax paid at a lower rate	(0.12)	-
Effect of changes in Tax rate (deferred)	(1.60)	(0.31)
Effect of Previous year adjustments	(0.04)	-
Effect of Lower Jurisdiction Tax Rate	(0.24)	(0.30)
Others	(0.10)	0.07
Effective Tax Rate	**31.59**	**32.38**
Effect of Reversal of Provision for Tax and Recognition of MAT credit of previous years (Refer Note 20)	-	(18.15)
Net Effective Tax Rate	**31.59**	**14.23**

(ii) At March 31, 2023 a deferred tax liability of ₹ 106.31 Crores (March 31, 2022 ₹ 90.40 Crores) in respect of temporary differences related to undistributed profit in subsidiaries has not been recognized because the Group controls the dividend policy of its subsidiaries and management is satisfied that they are not expecting to distribute profit in the foreseeable future.

(iii) The Company has not recognized Deferred Tax Assets on the unabsorbed Depreciation, business losses and other temporary differences amounting to ₹ 1,101.55 Crores (March 31, 2022 ₹ 1,055.73 Crores) in respect of a Subsidiary, since it is not probable that future taxable income will be available wherein such deferred tax assets can be realized in normal course of business.

Note 45 - Earnings per Share (EPS) (Ind AS 33):

₹ in Crores

Sr. No.	Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
	Net Profit attributable to Equity Shareholders		
(i)	Net Profit attributable to Equity Shareholders from Continuing Operations	5,063.96	7,184.39
(ii)	Net Profit attributable to Equity Shareholders from Discontinued Operations	-	159.92
(iii)	**Net Profit attributable to Equity Shareholders ((i) +(ii))**	5,063.96	7,344.31
(A)	**Basic EPS:**		
	(i) Weighted average number of Equity Shares outstanding (Nos.)	28,86,82,880	28,86,68,720
	(ii) Less: Treasury Shares acquired by the Company under Trust (Nos.)	(3,56,157)	(243,799)
	(iii) Weighted average number of Equity Shares outstanding for calculation of Basic EPS (Nos.) (Face Value ₹ 10/Share)	28,83,26,723	28,84,24,921
	Basic EPS (₹) – Continuing Operations {(i)/A(iii)}	**175.63**	**249.09**
	Basic EPS (₹) – Discontinued Operations {(ii)/A(iii)}	**-**	**5.54**
	Basic EPS (₹) – Continuing and Discontinued Operations {(iii)/A(iii)}	**175.63**	**254.64**

Notes to Consolidated Financial Statements

₹ in Crores

Sr. No.	Particulars		Year Ended March 31, 2023	Year Ended March 31, 2022
(B)	Diluted EPS:			
	(i)	Weighted average number of Equity Shares Outstanding (Nos.)	28,83,26,723	28,84,24,921
	(ii)	Add: Potential Equity Shares on exercise of options (Nos.)	1,53,847	1,22,663
	(iii)	Weighted average number of Equity Shares Outstanding for calculation of Dilutive EPS (i+ii) (Nos.) (Face Value ₹ 10/Share)	28,84,80,570	28,85,47,584
	Diluted EPS (₹) – Continuing Operations {(i)/B(iii)}		**175.54**	**248.98**
	Diluted EPS (₹) – Discontinued Operations {(ii)/B(iii)}		**-**	**5.54**
	Diluted EPS (₹) – Continuing and Discontinued Operations {(iii)/B(iii)}		**175.54**	**254.53**

Note 46 - Summarised Financial information of individually immaterial Associates and Joint Ventures

The Company's interests in below mentioned associates and joint venture are accounted for using the equity method in the consolidated financial statements. The summarized financial information below represents amounts shown in the associate's financial statements prepared in accordance with Ind AS adjusted by the Company for equity accounting purposes:

Madanpur (North) Coal Company Private Limited:

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Profit or Loss from continuing Operations	0.01	0.01
Post-tax Profit or Loss from discontinued Operations	-	-
Other Comprehensive Income	-	-
Total Comprehensive Income	**0.01**	**0.01**

Aditya Birla Renewable SPV 1 Limited:

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Profit or Loss from continuing Operations	0.60	0.94
Post-tax Profit or Loss from discontinued Operations	-	-
Other Comprehensive Income	0.11	0.37
Total Comprehensive Income	**0.71**	**1.31**

Aditya Birla Renewable Energy Limited:

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Profit or Loss from continuing Operations	0.05	0.31
Post-tax Profit or Loss from discontinued Operations	-	-
Other Comprehensive Income	0.12	0.06
Total Comprehensive Income	**0.17**	**0.37**

Notes to Consolidated Financial Statements

Bhaskarpara Coal Company Limited:

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Profit or Loss from continuing Operations	0.01	0.01
Post-tax Profit or Loss from discontinued Operations	-	-
Other Comprehensive Income	-	-
Total Comprehensive Income	**0.01**	**0.01**

ABREL (MP) Renewables Limited:

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Profit or Loss from continuing Operations	-	-
Post-tax Profit or Loss from discontinued Operations	-	-
Other Comprehensive Income	-	-
Total Comprehensive Income	**-**	**-**

ABREL Green Energy Limited:

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Profit or Loss from continuing Operations	(0.10)	-
Post-tax Profit or Loss from discontinued Operations	-	-
Other Comprehensive Income	-	-
Total Comprehensive Income	**(0.10)**	**-**

ABREL (Odisha) SPV Limited:

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Profit or Loss from continuing Operations	(0.06)	-
Post-tax Profit or Loss from discontinued Operations	-	-
Other Comprehensive Income	-	-
Total Comprehensive Income	**(0.06)**	**-**

Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW):

₹ in Crores

Particulars	Year ended March 31, 2023	Year ended March 31, 2022
Profit or Loss from continuing Operations	3.52	-
Post-tax Profit or Loss from discontinued Operations	-	-
Other Comprehensive Income	(24.40)	-
Total Comprehensive Income	**(20.88)**	**-**

Notes to Consolidated Financial Statements

Note 47 – Auditor's remuneration including remuneration for Subsidiaries Auditors (excluding GST) and expenses:

₹ in Crores

Particulars		Year Ended March 31, 2023	Year Ended March 31, 2022
(a)	**Statutory Auditors:**		
	Audit fees (including Quarterly Limited Reviews)	6.48	5.66
	Tax audit fees	0.27	0.23
	Fees for other services	0.24	0.22
	Expenses reimbursed	0.21	0.03
(b)	**Cost Auditors:**		
	Audit fees	0.38	0.34
	Expenses reimbursed (FY2022: ₹ 15,000)	0.01	0.00

Note 48

The following expenses are included in the different heads of expenses in the Consolidated Statement of Profit and Loss:

₹ in Crores

Particulars	Year Ended March 31, 2023			Year Ended March 31, 2022		
	Raw Materials Consumed	Power and Fuel Consumed	Total	Raw Materials Consumed	Power and Fuel Consumed	Total
Stores and Spares Consumed	**217.25**	**66.33**	**283.58**	178.90	72.62	251.52
Royalty and Cess	**1,092.68**	**-**	**1,092.68**	1,008.56	-	1,008.56

Note 49 - Share Based Payments (Ind AS 102):

The Company has granted 1,92,664 options (including Restricted Stock units) to its eligible employees in various ESOS Schemes, details are as under

(A) Employee Stock Option Scheme (ESOS 2013) including Stock options and Restricted Stock Units (RSU):

Particulars	Tranche II		Tranche III		Tranche IV	
	RSU	Stock Options	RSU	Stock Options	RSU	Stock Options
Nos. of Options	12,313	34,859	2,218	6,280	9,059	25,645
Vesting Plan	100% on 18.10.2017	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 28.01.2018	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 19.10.2018	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	18.10.2014	18.10.2014	28.01.2015	28.01.2015	19.10.2015	19.10.2015
Exercise Price (₹ per share)	10	2,318	10	3,122	10	2,955
Fair Value on the date of Grant of Option (₹ per share)	2,241	870	3,048	1,207	2,897	1,728
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity

Notes to Consolidated Financial Statements

Particulars	Tranche V		Tranche VI	
	RSU	Stock Options	RSU	Stock Options
Nos. of Options	5,313	15,042	10,374	29,369
Vesting Plan	100% on 13.04.2019	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 27.01.2020	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	13.04.2016	13.04.2016	27.01.2017	27.01.2017
Exercise Price (₹ per share)	10	3,167	10	3,681
Fair Value on the date of Grant of Option (₹ per share)	3,108	1,810	3,608	2,080
Method of Settlement	Equity	Equity	Equity	Equity

(B) Employee Stock Option Scheme (ESOS 2018) including Stock options, Restricted Stock Units (RSU) and Stock Appreciation Rights Scheme – 2018 (SAR 2018) including Stock options and RSU

Particulars	Tranche I (ESOS, 2018)		Tranche II (ESOS, 2018)		Tranche III (ESOS, 2018)	
	RSU	Stock Options	RSU	Stock Options	RSU	Stock Options
Nos. of Options	43,718	1,58,304	917	3,320	3,482	12,620
Vesting Plan	100% on 18.12.2021	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 23.12.2022	Graded Vesting - 25% every year after 1 year from date of grant,subject to achieving performance targets	100% on 04.03.2023	Graded Vesting - 25% every year after 1 year from date of grant,subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	18.12.2018	18.12.2018	23.12.2019	23.12.2019	04.03.2020	04.03.2020
Exercise Price (₹ per share)	10	4,009.30	10	4,120.45	10	4,299.90
Fair Value on the date of Grant of Option (₹ per share)	3,942	1,476	4,080	1,865	4,258	1,939
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity

Notes to Consolidated Financial Statements

Particulars	Tranche IV (ESOS, 2018)		Tranche V (ESOS, 2018)	
	RSU	Stock Options	RSU	Stock Options
Nos. of Options	594	2,152	564	2,040
Vesting Plan	100% on 21.10.2023	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 27.03.2024	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	21.10.2020	21.10.2020	27.03.2021	27.03.2021
Exercise Price (₹ per share)	10	4,544.35	10	6,735.25
Fair Value on the date of Grant of Option (₹ per share)	4,500	1,943	6,673	2,903
Method of Settlement	Equity	Equity	Equity	Equity

Particulars	Tranche VI (ESOS, 2018)			Tranche VII (ESOS, 2018)		
	RSU-FY22 Plan	RSU-FY21 Plan	Stock Options	RSU-FY22 Plan	RSU-FY21 Plan	Stock Options
Nos. of Options	7,299	11,570	63,684	3,838	4,700	33,525
Vesting Plan	100% on 22.07.2024	Graded Vesting - 50% every year after completion of 1 year form date of grant	Graded Vesting - 33% every year after 1 year from date of grant, subject to achieving performance targets	100% on 27.10.2024	Graded Vesting - 50% every year after completion of 1 year form date of grant	Graded Vesting - 33% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	22.07.2021	22.07.2021	22.07.2021	27.10.2021	27.10.2021	27.10.2021
Exercise Price (₹ per share)	10	10	7,424.70	10	10	7,269.10
Fair Value on the date of Grant of Option (₹ per share)	7,373	7,379	2,357	7,194	7,211	2,309
Method of Settlement	Equity	Equity	Equity	Equity	Equity	Equity

Particulars	Tranche VIII (ESOS, 2018)		Tranche IX (ESOS, 2018)	
	RSU	Stock Options	RSU	Stock Options
Nos. of Options	48,089	99,879	4,733	39,963
Vesting Plan	100% on 22.07.2025	Graded Vesting - 33% every year after 1 year from date of grant	100% on 19.10.2025	Graded Vesting - 33% every year after 1 year from date of grant
Exercise Period	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting	5 Years from the date of Vesting
Grant Date	22.07.2022	22.07.2022	19.10.2022	19.10.2022
Exercise Price (₹ per share)	10	6,130.70	10	6,346.75
Fair Value on the date of Grant of Option (₹ per share)	6,027	2,100	6,249	2,235
Method of Settlement	Equity	Equity	Equity	Equity

Notes to Consolidated Financial Statements

Particulars	Tranche I (SAR, 2018)		Tranche II (SAR, 2018)		
	RSU	Stock Options	RSU-FY22 Plan	RSU-FY21 Plan	Stock Options
Nos. of Options	1,084	3,924	159	320	1,398
Vesting Plan	100% on 18.12.2021	Graded Vesting - 25% every year after 1 year from date of grant, subject to achieving performance targets	100% on 22.07.2024	Graded Vesting - 50% every year after completion of 1 year form date of grant	Graded Vesting - 33% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	3 Years from the date of Vesting	3 Years from the date of Vesting	3 Years from the date of Vesting	3 Years from the date of Vesting	3 Years from the date of Vesting
Grant Date	18.12.2018	18.12.2018	22.07.2021	22.07.2021	22.07.2021
Exercise Price (₹ per share)	10	4,009.30	10	10	7,424.70
Fair Value on the date of Grant of Option (₹ per share)	3,946	1,539	6,837	7,160	1,387
Method of Settlement	Cash	Cash	Cash	Cash	Cash

Particulars	Tranche III (SAR, 2018)	
	RSU	Stock Options
Nos. of Options	793	2,001
Vesting Plan	100% on 22.07.2025	Graded Vesting: 33% every year after 1 year from date of grant, subject to achieving performance targets
Exercise Period	3 Years from the date of Vesting	3 Years from the date of Vesting
Grant Date	22.07.2022	22.07.2022
Exercise Price (₹ per share)	10	6,130.70
Fair Value on the date of Grant of Option (₹ per share)	7,536	2,774
Method of Settlement	Cash	Cash

(C) Movement of Options Granted including RSU along with weighted average exercise price (WAEP):

Particulars	As at March 31, 2023		As at March 31, 2022	
	Nos.	WAEP (₹)	Nos.	WAEP (₹)
Outstanding at the beginning of the year	3,12,221	4,168.05	2,49,454	2,978.09
Granted during the year	1,92,664	4,497.42	124,616	5,752.11
Exercised during the year	(44,301)	2,820.95	(53,437)	2,436.02
Forfeited during the year	(18,962)	5,053.64	(8,412)	3,349.62
Outstanding at the end of the year	4,41,622	4,408.85	3,12,221	4,168.05
Options exercisable at the end of the year	1,39,333	3,796.10	1,15,617	2,899.18

The weighted average share price at the date of exercise for options was ₹ 6,651.27 per share (March 31, 2022 ₹ 7,024.74 per share) and weighted average remaining contractual life for the share options outstanding as at March 31, 2023 was 4.50 years (March 31, 2023: 4.62 years).

The weighted average remaining contractual life for SAR is 2.66 years (March 31, 2022 2.87 years).

The exercise price for outstanding options and SAR is ₹ 10 per share for RSU's and ranges from ₹ 2,318 per share to ₹ 7,424.70 per share for options.

Notes to Consolidated Financial Statements

(D) Fair Valuation:

1,92,664 share options were granted during the year. Weighted Average Fair value of the options granted during the year is ₹ 3,209.98 per share (March 31, 2022 ₹ 3,435.96 per share).

The fair value of option has been done by an independent firm of Chartered Accountants on the date of grant using the Black-Scholes Model / Binomial Model.

The Key assumptions in the Black-Scholes Model for calculating fair value as on the date of grant:

(a) For ESOS 2013:

1	Risk Free Rate	7.8% (Tranche II-III), 8.6% (Tranche IV), 7.6% (Tranche V), 6.7% (Tranche VI)
2	Option Life:	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*	Tranche-II: 0.27, Tranche-III: 0.28, Tranche-IV: 0.60, Tranche–V: 0.60, Tranche–VI: 0.61
4	Expected Growth in Dividend	Tranche II-III: 15%, Tranche-IV: 5%, Tranche-V: 5%,Tranche-VI: 5%

(b) For ESOS 2018:

1	Risk Free Rate	7.47% (Tranche I); 5.69% (Tranche VI); 5.62% (Tranche VII)); 7.04% (Tranche VIII); 7.36% (Tranche IX)
2	Option Life:	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU under FY21 plan – Vesting Period (2 years) + Average of exercise period For other RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*	Tranche-I: 0.24; Tranche-VI: 0.25 ; Tranche-VII & VIII: 0.26; Tranche IX: 0.27
4	Dividend Yield	Tranche -I: 0.46%; Tranche – VI : 0.19%, Tranche VII: 0.20%, Tranche VIII & IX: 0.30%

(c) For ESOS- SAR 2018:

1	Risk Free Rate	5.31% (Tranche II); 7.15% (Tranche III)
2	Option Life:	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU under FY21 plan- Vesting Period (2 years) + Average of exercise period For other RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*	Tranche-II: 0.25, Tranche-III: 0.26
4	Dividend Yield	Tranche- II: 0.19%, Tranche-III: 0.26%

**Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/RSU's up to the date of grant.*

The Key assumptions in the Binomial Tree Model for calculating fair value as on the date of grant:

(a) For ESOS – SAR - 2018:

1	Risk Free Rate	7.47% (Tranche I);
2	Option Life	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*	Tranche-I: 0.25,
4	Dividend Yield	Tranche -I: 0.46%

(b) For ESOS 2018:

1	Risk Free Rate	6.78% (Tranche II), 6.72% (Tranche III), 5.84% (Tranche IV & V)
2	Option Life	(a) For Options - Vesting period (1 Year) + Average of exercise period (b) For RSU – Vesting period (3 Years) + Average of exercise period
3	Expected Volatility*	Tranche-II: 0.26, Tranche- III: 0.26, Tranche-IV & V: 0.26
4	Dividend Yield	Tranche -II & III: 0.27%; Tranche IV & V: 0.27%

**Expected volatility on the Company's stock price on National Stock Exchange based on the data commensurate with the expected life of the options/RSU's up to the date of grant.*

Notes to Consolidated Financial Statements

(F) Details of Liabilities arising from Company's cash settled share based payment transactions:

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Other Financial liabilities- Non current	0.60	0.47
Other Financial liabilities-Current	0.58	0.54
Total carrying amount of liabilities	**1.18**	**1.01**

Note 50 (A)- Classification and Measurment of Financial Assets and Liabilities (Ind AS 107):

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Financial Assets at amortised cost:				
Trade Receivables	3,867.02	3,867.02	3,071.61	3,071.61
Loans	16.89	16.89	16.45	16.45
Investments	20.00	20.00	335.00	335.00
Cash and Bank Balances	1,149.59	1,149.59	359.18	359.18
Other Financial Assets	2,840.32	2,840.32	2,575.78	2,575.78
Financial Assets at fair value through profit or loss:				
Investments	6,400.94	6,400.94	5,970.60	5,970.60
Fair Value Hedging Instruments:				
Derivative Assets	474.61	474.61	406.15	406.15
Total	**14,769.37**	**14,769.37**	**12,734.77**	**12,734.77**
Financial liabilities at amortised cost:				
Non-Convertible Debentures	2,000.00	1,970.84	2,250.00	2,282.52
Cash Credits / Working Capital Borrowing	2,983.83	2,983.83	392.40	392.40
Commercial Papers and Others	493.42	493.42	2,878.92	2,878.92
Sales Tax Deferment Loan	314.99	314.99	346.55	346.55
Trade Payables	7,209.30	7,209.30	5,862.83	5,862.83
Redeemable Preference Shares	-	-	1,000.10	1,000.10
Other Financial Liabilities	4,999.64	4,999.64	3,901.52	3,901.52
Foreign Currency Borrowings	821.74	821.74	303.17	303.17
Foreign Currency Bonds	3,286.80	2,626.15	3,031.70	2,687.60
Lease Liabilities	418.49	418.49	420.59	420.59
Lease Liabilities payable in Foreign Currency	738.47	738.47	675.37	675.37
Fair Value Hedging Instrument				
Derivative Liability	103.76	103.76	10.51	10.51
Total	**23,370.44**	**22,680.63**	**21,073.66**	**20,762.08**

Note 50 (B) - Fair Value Measurements (Ind AS 113):

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in an orderly transaction in the principal (or most advantageous) market at measurement date under the current market condition regardless of whether that price is directly observable or estimated using other valuation techniques.

The Group has established the following fair value hierarchy that categorizes the values into 3 levels. The inputs to valuation techniques used to measure fair value of financial instruments are:

Level 1: This hierarchy uses quoted (unadjusted) prices in active markets for identical assets or liabilities. The fair value of all bonds which are traded in the stock exchanges is valued using the closing price or dealer quotations as at the reporting date.

Notes to Consolidated Financial Statements

Level 2: The fair value of financial instruments that are not traded in an active market (For example traded bonds, over the counter derivatives) is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on company specific estimates. The mutual fund units are valued using the closing Net Asset Value. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

₹ in Crores

Particulars	Fair Value	
	As at March 31, 2023	As at March 31, 2022
Financial Assets at fair value through profit or loss		
Investments – Level 2	6,259.56	5,899.52
Investments – Level 3	141.38	71.08
Fair value Hedge Instruments		
Derivative Assets – Level 2	474.61	406.15
Total	**6,875.55**	**6,376.75**
Fair value Hedge Instruments		
Derivative Liability – Level 2	103.76	10.51
Total	**103.76**	**10.51**

The management assessed that the carrying amounts of cash and bank balances, trade receivables, loans, trade payables, cash credits, commercial papers and other financial assets and liabilities approximate their fair values largely due to the short-term maturities of these instruments.

The following methods and assumptions were used to estimate the fair values:

(a) The fair values of the quoted investments/units of mutual fund schemes are based on market price/net asset value at the reporting date.

(b) The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves and an appropriate discount factor.

(c) The fair value of forward foreign exchange contracts is calculated as the present value determined using forward exchange rates and interest rate curve of the respective currencies.

(d) The fair value of currency swap is calculated as the present value determined using forward exchange rates, currency basis spreads between the respective currencies, interest rate curves and an appropriate discount factor.

(e) The fair value of foreign currency option contracts is determined using the Black Scholes valuation model.

(f) The fair value of the remaining financial instruments is determined using discounted cash flow analysis. The discount rates used is based on management estimates.

The significant unobservable inputs used in the fair value measurement of the fair value hierarchy together with a quantitative sensitivity analysis as at March 31, 2023 and March 31, 2022 are as shown below:

Description of significant unobservable inputs to valuation:

Particulars	Valuation Technique	Significant unobservable inputs	Discounting Rate	Sensitivity of the input to fair value
Investments in Unquoted instruments accounted for as fair value through Profit and Loss	DCF method	Average Cost of Borrowings to arrive at discount rate.	March 31, 2023 8.50% March 31, 2022 8.50%	0.5 % (March 31, 2023: 0.5%) increase / (decrease) would result in increase / (decrease) in fair value by ₹ (0.63) Crores (March 31, 2022: ₹ (0.66) Crores)

Notes to Consolidated Financial Statements

Reconciliation of Level 3 Fair Value Measurements:

	₹ in Crores
Balance as at March 31, 2021	**44.99**
Add: Change in Value of Investment in Preference Shares measured at FVTPL	0.11
Add: Purchase of Investment during the year	25.94
Less: Sale of Investment during the year	0.04
Balance as at March 31, 2022	**71.08**
Add: Change in Value of Investment in Preference Shares measured at FVTPL	0.11
Add: Purchase of Investment during the period	70.19
Less: Sale of Investment during the period (CY: ₹ 19,000)	0.00
Balance as at March 31, 2023	**141.38**

Note 51 - Financial Risk Management Objectives (Ind AS 107):

The Group's principal financial liabilities, other than derivatives, comprises of borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Group's operations. The Group's principal financial assets, other than derivatives include trade and other receivables, investments and cash and cash equivalents that derive directly from its operations.

The Group's activities expose it to market risk, liquidity risk and credit risk. The Group's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the group. The group uses derivative financial instruments, such as foreign exchange forward contracts, foreign currency option contracts, principal only swaps, cross currency swaps that are entered to hedge foreign currency risk exposure, interest rate swaps, coupon only swaps to hedge variable interest rate exposure and commodity fixed price swaps to hedge commodity price risks. Derivatives are used exclusively for hedging purposes and not as trading or speculative instruments.

The several sources of risks which the Group is exposed to and their management are given below:

Risk			Exposure Arising From	Measurement	Management
I)	**Market Risk**				
	A)	**Foreign Currency Risk**	Committed commercial transaction Financial asset and Liabilities not denominated in INR	Cash Flow Forecasting Sensitivity Analysis	(a) Forward foreign exchange contracts (b) Foreign currency options (c) Principal only/Currency swaps
	B)	**Interest Rate Risk**	Long Term Borrowings at variable rates Investments in Debt Schemes of Mutual Funds and Other Debt Securities	Sensitivity Analysis, Interest rate movements	(a) Interest Rate swaps, Coupon Only swaps (b) Portfolio Diversification
	C)	**Commodity Risk**	Movement in prices of commodities mainly Imported Thermal Coal and Pet Coke	Sensitivity Analysis, Commodity price tracking	(a) Commodity Fixed Prices (b) Swaps/Options
II)	**Credit Risk**		Trade receivables, Investments, Derivative financial instruments, Loans and Bank balances	Ageing analysis, Credit Rating	(a) Diversification of mutual fund investments, (b) Credit limit & credit worthiness monitoring, (c) Criteria based approval process
III)	**Liquidity Risks**		Borrowings and Other Liabilities and Liquid Investments	Rolling cash flow forecasts Broker Quotes	(a) Adequate unused credit lines and borrowing facilities (b) Portfolio Diversification

The Group has standard operating procedures and investment policy for deployment of surplus liquidity, which allows investment in debt securities, fixed deposits and mutual fund schemes of debt categories only and restricts the exposure in equity markets.

Notes to Consolidated Financial Statements

Compliances of these policies & principles are reviewed by the internal auditors on periodical basis.

The Corporate Treasury team updates the Audit Committee on a quarterly basis about the implementation of the above policies. It also updates the Risk Management Committee of the Group on periodical basis about the various risks to the business and status of various activities planned to mitigate the risks.

(I) Market Risk:

Market risk is the risk of loss of future earnings, fair values or future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, commodity prices, equity prices and other market changes that affect market risk sensitive instruments. Market risk is attributable to all market risk sensitive financial instruments including investments and deposits, foreign currency receivables, payables and borrowings.

A) Foreign Currency Risk:

Foreign currency risk is the risk of impact related to fair value or future cash flows of an exposure in foreign currency, which fluctuate due to changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the foreign currency borrowings, import of fuels, raw materials & spare parts, capital expenditure, exports of cement and the Company's net investments in foreign subsidiaries.

When a derivative is entered into for the purpose of being a hedge, the Company negotiates the terms of those derivatives to match the terms of the hedged exposure.

The Company evaluates exchange rate exposure arising from foreign currency transactions. The Company follows established risk management policies and standard operating procedures. It uses derivative instruments like foreign currency swaps and forwards to hedge exposure to foreign currency risk.

Outstanding foreign currency exposure (Gross) as at	March 31, 2023	March 31, 2022
Trade Receivables		
USD	0.41	1.29
Trade Payables		
USD	37.91	23.03
Euro	0.40	0.62
Others	0.15	0.46
Borrowings		
USD	50.00	40.00
Investments		
USD	34.92	25.14
LKR	0.65	0.65

Foreign currency sensitivity on unhedged exposure:

100 bps increase in foreign exchange rates will have the following impact on profit before tax.

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
USD	(4.17)	0.17
LKR	0.03	0.02

Note: If the rate is decreased by 100 bps profit will decrease by an equal amount.

Notes to Consolidated Financial Statements

B) 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. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's short term borrowing (excluding commercial paper) with floating interest rates. For all long-term borrowings with floating rates, the risk of variation in the interest rates is mitigated through interest rate swaps. The Group constantly monitors the credit markets and rebalances its financing strategies to achieve an optimal maturity profile and financing cost.

Interest rate exposure

₹ in Crores

Particulars	Total borrowings	Floating rate borrowings	Fixed rate borrowings	Non-Interest bearing borrowings
INR - Borrowings	5,463.54	240.00	4,908.55	314.99
USD - Borrowings	4,437.24	1,150.44	3,286.80	-
Total as at March 31, 2023	**9,900.78**	**1,390.44**	**8,195.35**	**314.99**
INR - Borrowings	6,867.55	391.98	6,129.02	346.55
USD - Borrowings	3,335.29	303.59	3,031.70	-
Total as at March 31, 2022	**10,202.84**	**695.57**	**9,160.72**	**346.55**

Note: Interest rate risk hedged for foreign currency borrowings has been shown under Fixed Rate borrowings.

Interest rate sensitivities for unhedged exposure (impact on profit before tax due to increase in 100 bps):

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
INR	(2.40)	(3.92)
USD	(11.50)	(3.04)

Note: If the rate is decreased by 100 bps profit will increase by an equal amount.

Interest rate sensitivity has been calculated assuming the borrowings outstanding at reporting date have been outstanding for the entire reporting period.

Foreign Currency and Interest Rate Risk Management:

Forward Exchange and Interest Rates Swaps Contracts:

(A) Derivatives for hedging currency and interest rates, outstanding are as under:

in Crores

Particulars	Hedged item	Currency	As at March 31, 2023	As at March 31, 2022	Cross Currency
a. Forward Contracts	Imports	USD	**37.73**	35.10	Rupees
	Loan receivable	USD	-	0.48	Rupees
	Imports	Euro	**4.35**	2.03	USD
	Imports	JPY	**5.63**	-	USD
	Investment	USD	**28.80**	18.00	Rupees
	Investment	AED	**105.61**	66.13	USD
b. Options	Imports	USD	**16.50**	-	Rupees
c. Other Derivatives:					
i. Currency Options	FCB**	USD	**20.00**	20.00	Rupees
ii. Currency & Interest Rate Swap (CIRS)	Investment	USD	**14.00**	14.00	Rupees
iii. Principal only Swap	ECB*/FCB**	USD	**20.00**	20.00	Rupees
iv. Interest Rate Swap	ECB*	USD	**5.00**	4.00	AED

*** Foreign Currency Bonds*
**External Commercial Borrowings*

Notes to Consolidated Financial Statements

(B) Cash Flow Hedges:

The Company has raised foreign currency external commercial borrowings and to mitigate the risk of foreign currency and floating interest rates the Company has taken forward contracts, currency swaps, interest rates swaps and principal only swaps. The Company is following hedge accounting for all the foreign currency borrowings raised on or after April 01, 2015 based on qualitative approach.

The Company assesses hedge effectiveness based on following criteria:

(i) an economic relationship between the hedged item and the hedging instrument;

(ii) the effect of credit risk; and

(iii) assessment of the hedge ratio

The Company designates the derivatives to hedge its currency risk and generally applies a hedge ratio of 1:1. The Company's policy is to match the critical terms of the forward exchange contracts to match with the hedged item.

Foreign currency cash flows:

Particulars	As at	Average Exchange Rate (USD/INR)	Nominal Foreign Currency USD Crores	Fair Value Assets / (Liabilities) ₹ in Crores
Buy Currency: (USD)	March 31, 2023			
- for Foreign Currency Bonds		72.50	20.00	30.27
Buy Currency : (USD)	March 31, 2022			
- for Foreign Currency Bonds		72.50	20.00	(0.92)

Interest rates outstanding on Receive Floating and Pay Fix contracts:

Particulars	As at	Average contracted fixed interest rates*	Nominal Amount USD Crores	Fair Value Assets / (Liabilities) ₹ in Crores
0 to 2 years	March 31, 2023	-	-	-
2 to 5 years	March 31, 2023	3.32%	5.00	0.90
0 to 2 years	March 31, 2022	1.04%	4.00	(0.34)
2 to 5 years	March 31, 2022	-	-	-

Cross Currency and Interest rate Swaps:

Particulars	As at	Average contracted fixed interest rates*	Average Exchange Rate (USD/INR)	Nominal Amount USD Crores	Fair Value Assets / (Liabilities) ₹ in Crores
0 to 2 years	March 31, 2023	5.19%	73.55	14.00	(87.13)
0 to 2 years	March 31, 2022	-	-	-	-

Particulars	As at	Average contracted fixed interest rates*	Average Exchange Rate (USD/INR)	Nominal Amount USD Crores	Fair Value Assets / (Liabilities) ₹ in Crores
2 to 5 years	March 31, 2023	-	-	-	-
2 to 5 years	March 31, 2022	5.19%	73.55	14.00	0.91

Notes to Consolidated Financial Statements

Currency Options:

Particulars	As at	Average Exchange Rate (USD/INR)	Nominal Amount USD Crores	Fair Value Assets / (Liabilities) ₹ in Crores
2 to 10 years	**March 31, 2023**	**72.52**	**20.00**	**440.94**
2 to 10 years	March 31, 2022	72.52	20.00	396.68

**Includes weighted average rate for Cross Currency Interest Rate Swaps, Principal Only Swap and Coupon Swaps.*

The above Hedging Instruments are included in the Balance Sheet under the head "Other Financial Assets"/ "Other Financial Liabilities". Refer Statement of changes in equity for movement on OCI.

Recognition of gains / (losses) under forward exchange, currency options and interest rates swaps contracts designated under cash flows hedges:

₹ in Crores

Particulars	As at March 31, 2023		As at March 31, 2022	
	Effective Hedge (OCI)	Ineffective Hedge (Profit and Loss)	Effective Hedge (OCI)	Ineffective Hedge (Profit and Loss)
Gain/(Loss)	(148.24)	-	(5.40)	-

(C) Hedge of net investments in foreign operations:

Derivative asset as at March 31, 2023 includes forward contracts of AED 1,054.06 Mn (March 31, 2022: AED 661.13 Mn) which has been designated as a hedge of the net investment in the Company's subsidiary UltraTech Cement Middle East Investments Limited (UCMEIL). This derivative is being used to hedge the Group's exposure to AED foreign exchange risk on these investments. Gains or losses on the retranslation of these derivatives are transferred to OCI to offset any gains or losses on translation of the net investments in the subsidiaries. There is no ineffectiveness during the year ended March 31, 2023.

There is an economic relationship between the hedged item and the hedging instrument as the net investment creates a translation risk that will match the foreign exchange risk on the forward contracts.

Particulars	March 31, 2023	March 31, 2022
Currency exchange risk hedged	AED to INR	AED to INR
Nominal amount of hedging instruments	AED 1,056.09 Mn	AED 661.13 Mn
Maturity date	March 2024 to March 2033	March 2023
Carrying value of hedging instruments (Derivative Assets)	₹ 2.21 Cr	₹ 9.19 Cr
Change in the fair value of the hedging instrument during the year	₹ 2.21 Cr	₹ 9.19 Cr
Fair value gain on effective hedge	₹ 2.21 Cr	₹ 9.19 Cr

The hedging gain recognised in OCI before tax is equal to the change in fair value used for measuring effectiveness. There is no ineffectiveness recognised in the Statement of Profit or Loss.

(D) Commodity price risk management:

Commodity price risk for the Company is mainly related to fluctuations in coal and pet coke prices linked to various external factors, which can affect the production cost of the Company. 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 Company enters into forward covers for imported coal, enter into long-term supply agreement for pet coke, identifying new sources of supply etc. While forward covers are prevailing in the markets for coal but in case of pet coke no such derivative is available; it has to be procured at spot prices. 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

(II) Credit Risk Management:

Credit risk arises when a customer or counterparty does 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 / investing activities, including deposits with banks/financial institutions, mutual fund investments, and investments in debt securities, foreign exchange transactions and financial guarantees. The Group has no significant concentration of credit risk with any counterparty.

Trade receivables

Trade receivables are consisting of a large number of customers. The Group has credit evaluation policy for each customer and based on the evaluation credit limit of each customer is defined. Wherever the Group assesses the credit risk as high the exposure is backed by either bank guarantee / letter of credit or security deposits.

Total Trade receivables as on March 31, 2023 is ₹ 3,867.02 Crores (March 31, 2022: ₹ 3,071.61 Crores)

The Group does not have higher concentration of credit risks to a single customer. Single largest customer has total exposure in sales of 2.8% (March 31, 2022: 2.4%) and in receivables of 9.3% (March 31, 2022: 10.2%).

As per simplified approach, the Company makes provision of expected credit losses on trade receivables using a provision matrix to mitigate the risk of default payments and makes appropriate provision at each reporting date wherever outstanding is for longer period and involves higher risk.

As per policy receivables are classified into different buckets based on the overdue period ranging from 6 months – one year to more than two years. There are different provisioning norms for each bucket which are ranging from 25% to 100%.

Movement of allowances for credit losses:

₹ in Crores

Particulars	March 31, 2023	March 31, 2022
Opening provision	145.28	148.47
Add: Provided during the year	4.92	3.38
Less: Utilised during the year	(56.70)	(8.64)
Add: Effect of Foreign Currency Conversion	5.20	2.07
Closing Provision	**98.70**	**145.28**

Investments, Derivative Instruments, Cash and Cash Equivalent and Deposits with Bank/Financial Institutions

Credit Risk on cash and cash equivalent, deposits with the banks / financial institutions is generally low as the said deposits have been made with the banks / financial institutions who have been assigned high credit rating by international and domestic rating agencies.

Credit Risk on Derivative Instruments is generally low as Group enters into the Derivative Contracts with the reputed Banks and Financial Institutions.

Investments of surplus funds are made only with approved Financial Institutions / Counterparty. Investments primarily include investment in units of mutual funds, quoted Bonds, Non-Convertible Debentures issued by Government / Semi Government Agencies / PSU Bonds / High Investment grade corporates etc. These Mutual Funds and Counterparties have low credit risk.

Total Non-current and current investments as on March 31, 2023 is ₹ 6,279.56 Crores (March 31, 2022 ₹ 6,234.52 Crores)

Financial Guarantees:

The company has given corporate guarantees of ₹ 1.70 crores. (Refer Note 37(c)).

Notes to Consolidated Financial Statements

(III) Liquidity risk management:

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. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of credit facilities to meet obligations when due. The Group's treasury team is responsible for liquidity, funding as well as settlement management. In addition, processes and policies related to such risks are overseen by senior management. Management monitors the Group's liquidity position through rolling forecasts on the basis of expected cash flows.

The table below provides details regarding the remaining contractual maturities of financial liabilities and investments held for managing the risk at the reporting date based on contractual undiscounted payments.

₹ in Crores

As at March 31, 2023	Less than 1 Years	1 to 5 Years	More than 5 Years	Total
Borrowings (including current maturities of long-term debts)	4,544.37	1,920.12	3,597.82	10,062.31
Trade Payables	7,209.30	-	-	7,209.30
Interest accrued but not due on borrowings	76.96	-	-	76.96
Lease Liabilities	201.69	695.62	729.21	1,626.52
Other Financial Liabilities (excluding Derivative Liability)	4,572.47	-	-	4,572.47
Deferred Premium Payable	47.68	191.00	143.44	382.12
Derivative Liability	103.76	-	-	103.76
Investments	5,836.60	362.51	80.45	6,279.56

₹ in Crores

As at March 31, 2022	Less than 1 Years	1 to 5 Years	More than 5 Years	Total
Borrowings (including current maturities of long-term debts)	4,899.84	2,123.55	3,179.45	10,202.84
Trade Payables	5,862.83	-	-	5,862.83
Interest accrued but not due on borrowings	76.32	-	-	76.32
Lease Liability	168.74	632.47	848.33	1,649.54
Other Financial Liabilities (excluding Derivative Liability)	3,492.85	-	-	3,492.85
Deferred Premium Payable	47.95	190.94	191.20	430.09
Derivative Liability	10.51	-	-	10.51
Investments	4,963.34	886.30	384.88	6,234.52

Note 52 - Distribution made and proposed dividend (Ind AS 1):

₹ in Crores

Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
Proposed dividends on Equity shares:		
Final dividend for the year ended on March 31, 2023: ₹ 38.00 per share (March 31, 2022: ₹ 38.00 per share)	1,097.01	1,096.95
Proposed dividends on Preference shares:		
Final dividend for the year	-	0.01
Total Dividend proposed	**1,097.01**	**1,096.96**

Proposed dividends on equity shares are subject to approval at the annual general meeting and are not recognised as a liability as at March 31.

Notes to Consolidated Financial Statements

Note 53 - Capital Management (Ind AS 1):

The capital management of the Company is to (a) maximise shareholder value and provide benefits to other stakeholders and (b) maintain an optimal capital structure to reduce the cost of capital.

For the purposes of the Group's capital management, capital includes issued equity share capital, share premium and all other equity.

The Group monitors capital using debt-equity ratio, which is total debt less liquid investments and bank deposits divided by total equity.

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Total Debt (Bank and other Borrowings)	9,900.78	10,202.84
Equity	54,324.54	50,435.27
Liquid Investments and bank deposits	7,044.74	6,460.54
Debt to Equity (Net)	**0.05**	**0.07**

In addition, the Group has financial covenants relating to the borrowing facilities that it has taken from the lenders to manage interest coverage service ratio, Debt to EBITDA, etc. which is maintained by the Group.

Note 54 - Research and Development

Revenue expenditure on Research and Development included in different heads of expenses in the Statement of Profit and Loss is ₹ 11.61 Crores. (March 31, 2022 ₹ 11.68 Crores).

Note 55 - Government Grant (Ind AS 20)

(a) Other Operating Revenues include Incentives against capital investments, under State Investment Promotion Scheme of ₹ 356.71 Crores (March 31, 2022 ₹ 456.43 Crores).

(b) Sales Tax deferment loan granted under State Investment Promotion Scheme has been considered as a government grant and the difference between the fair value and nominal value as on date is recognised as an income. Accordingly, an amount of ₹ 50.26 Crores (March 31, 2022:₹ 74.44 Crores) has been recognised as an income. Every year change in fair value is accounted for as an interest expense.

(c) Repairs and maintenance are net of subsidy received, under State Investment Promotion Scheme of ₹ 1.29 Crores (March 31, 2022 ₹ 0.97 Crores).

(d) Cost of Materials consumed includes grants towards royalty expense amounting to ₹ Nil Crores (March 31, 2022 ₹ 13.26 Crores).

Note 56 -Non Current Assets / Disposal group held for sale (Ind AS 105):

(a) The Company has identified certain assets like Land, Diesel Generator Sets etc. which are available for sale in its present condition. The Company is committed to plan the sale of asset and an active programme to locate a buyer and complete the plan have been initiated. The Company expects to dispose off these assets in the due course.

(b) During the year ended March 31, 2022, UNCL entered into an agreement with Galata Chemicals Holding Gmbh, Germany ("Galata") as per which Galata along with its affiliates has made necessary payments to UNCL for the purposes of refinancing the loans given to 3B and acquisition of entire shareholding of UNCL in 3B and UNCL has, inter alia, transferred its entire shareholding in 3B to Galata as on March 31, 2022. Consequent to the transaction, 3B has ceased to be a wholly-owned subsidiary of the company and recognised ₹ 159.92 crores as exceptional gain for the year ended March 31, 2022.

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(c) UCMEIL has identified one of the assets “Waste Heat Recovery System” (WHRS) which is not useful anymore as it is not productive and not giving the desired result. The realizable value after considering the impairment, scrap and dismantling cost is reclassified as assets for disposal. UCMEIL is committed to plan the sale of this asset, is in the process of discussion with vendors and contractor, and expects the same to be disposed off within the due course.

Note 57 - Revenue From Contract with Customer (Ind AS 115)

(A) The Company is primarily in the Business of manufacture and sale of cement and cement related products. The product shelf life being short, all sales are made at a point in time and revenue recognised upon satisfaction of the performance obligations which is typically upon dispatch/delivery. The Company has a credit evaluation policy based on which the credit limits for the trade receivables are established, the Company does not give significant credit period resulting in no significant financing component. The credit period on an average ranges from 7 days to 180 days. The Company, however, has a policy for replacement of the damaged goods.

(B) Reconciliation of revenue recognised from Contract liability:

₹ in Crores

Particulars	As at March 31, 2023	As at March 31, 2022
Closing Contract liability-Advances from Customers	377.60	458.69

The Contract liability outstanding at the beginning of the year has been recognised as revenue during the year ended March 31, 2023.

(C) Reconciliation of revenue as per contract price and as recognised in statement of profit and loss:

₹ in Crores

Particulars	Year Ended March 31, 2023	Year Ended March 31, 2022
Revenue as per Contract price	70,595.08	58,578.95
Less: Discounts and incentives	(8,257.48)	(6,871.10)
Revenue as per statement of profit and loss	62,337.60	51,707.85

Note 58

In terms of a Scheme of Arrangement between Jaiprakash Associates Limited (JAL); Jaypee Cement Corporation Limited (JCCL), the Company (“The Parties”) and their respective shareholders and creditors, sanctioned by the National Company Law Tribunal, Mumbai and Allahabad bench, together with necessary approvals from the stock exchanges, Securities and Exchange Board of India (SEBI), and the Competition Commission of India; the Company had on 27th June, 2017, issued 1,000 Series A Redeemable Preference Shares of ₹ 1,00,000 each aggregating to ₹ 1,000 crores to JAL (Series A RPS) for a period of 5 years or such longer period as may be agreed by the Parties (the “Term”). The Series A RPS were held in escrow until satisfaction of certain conditions precedent in relation to the Dalla Super Plant and mines situated in the state of Uttar Pradesh (Earlier known as JP Super), to be redeemed post the expiry of the Term as per the agreement between The Parties.

Upon expiry of the Term, the Company offered redemption of the Series A RPS within the stipulated number of days, post adjustment of certain costs pertaining to the conditions precedent, as per the terms of the agreement entered into between The Parties.Redemption of the Series A RPS was subject to issuance of a joint notice to the escrow agent. The Series A RPS could not be redeemed due to inaction on the part of JAL in signing the joint instruction notice. This matter has since been referred to arbitration and the arbitration proceedings are pending. The company has classified the Series A RPS to Other Financial Liabilities as Liability for Capital Goods.

Note 59 -

The Board of Directors at the meeting held on April 28, 2023 approved a Scheme of Amalgamation of UltraTech Nathdwara Cement Limited (UNCL) (a wholly-owned subsidiary of the Company) and its wholly-owned subsidiaries viz.

Notes to Consolidated Financial Statements

Swiss Merchandise Infrastructure Limited (Swiss) and Merit Plaza Limited (Merit) with the Company. The Appointed Date of the Scheme is 1st April, 2023. In terms of the Scheme, the entire equity shares of UNCL, Swiss and Merit will be cancelled without issue and allotment of any new shares in lieu thereof. The Scheme is subject to necessary statutory and regulatory approvals, including sanction by the Hon'ble National Company Law Tribunal under Sections 230 and 232 of the Companies Act, 2013.

Note 60 - Transactions with Companies Struck Off under section 248 of the Companies Act, 2013:

₹ in Crores

Sr. No.	Transaction Entered by	Name of the struck off company	CIN	Nature of Transactions	Relationship	Opening Balance as on April 01, 2022 Debit/(Credit)	Closing Balance as on March 31,2023 Debit/(Credit)
1	UltraTech Cement Limited	KRM Construction India Private Limited	U45500UP2021PTC141609	Receivables	Not Related	-	**(0.01)**
2	UltraTech Cement Limited	Antriksh Buildhomes Private Limited	U70101DL2015PTC284808	Receivables	Not Related	-	-
3	UltraTech Cement Limited	LKPRO Constructions (OPC) Private Limited	U45201DL2020OPC362215	Receivables	Not Related	-	**0.01**
4	UltraTech Cement Limited	Pnahir Multiservices Private Limited	U63023GJ2019PTC108393	Receivables	Not Related	-	-
5	UltraTech Cement Limited	Chemene Bombay Private Limited{ Opening Balance: ₹ (37,436); Closing Balance: ₹ (1,208) }	U24110MH1983PTC029818	Receivables	Not Related	0.00	**0.00**
6	UltraTech Cement Limited	Virtuous Infotech Private Limited	U72200TG2008PTC113015	Receivables	Not Related	-	**0.12**
7	UltraTech Cement Limited	Yogiraj Readymix & Developers Private Limited { Closing Balance: ₹ (18,716) }	U70101MH2013PTC247784	Receivables	Not Related	0.09	**(0.00)**
8	UltraTech Cement Limited	Shruthi Homes And Paving Blocks Private Limited { Opening Balance: ₹ 21,344}	U36103TN2013PTC091128	Payables	Not Related	0.00	-
9	UltraTech Cement Limited	Shree Mechno Fab Infra Private Limited	U28112HR2011PTC043756	Payables	Not Related	(0.02)	**(0.01)**
10	UltraTech Cement Limited	Prabhunath Engicon Contractors Private Limited	U45309BR2017PTC034424	Payables	Not Related	(0.07)	**(0.08)**
11	UltraTech Cement Limited	Lemison Laundry Equipment Private Limited	U31900GJ2017PTC097674	Payables	Not Related	-	-
12	UltraTech Nathdwara Cement Limited	Shree Mechno Fab Infra Private Limited	U28112HR2011PTC043756	Payables	Not Related	-	-
13	UltraTech Nathdwara Cement Limited	Prabhunath Engicon Contractors Private Limited	U45309BR2017PTC034424	Payables	Not Related	(0.11)	**(0.15)**

Notes to Consolidated Financial Statements

Note 61 - Additional Information as required by Paragraph 2 of Part III - General Instruction for Preparation of Consolidated Financial Statement of Schedule III of the Companies Act, 2013.

Sr. No	Name of the entity in the group	Net Assets i.e. total assets minus total liabilities		Share in profit or loss		Share in Other Comprehensive Income (OCI)		Share in Total Comprehensive Income (TCI)	
		Net Assets i.e. total assets minus total liabilities	Amount (₹ Crores)	As % of consolidated profit / loss	Amount (₹ Crores)	As % of consolidated OCI	Amount (₹ Crores)	As % of consolidated TCI	Amount (₹ Crores)
1	**Parent**	93.76%	50,984.42	96.41%	4,891.33	386.12%	(62.59)	95.48%	4,828.74
2	**Subsidiaries**								
	Indian								
(i)	Harish Cement Limited	0.28%	154.77	0.00%	0.00	0.00%	0.00	0.00%	0.00
(ii)	Bhagwati Limestone Company Private Limited	0.01%	2.76	(0.00)%	(0.22)	0.00%	0.00	(0.00)%	(0.22)
(iii)	Gotan Lime Stone Khanij Udyog Private Limited	0.03%	18.23	(0.01)%	(0.64)	0.00%	0.00	(0.01)%	(0.64)
(iv)	Ultratech Nathdwara Cement Limited	1.13%	616.50	1.81%	92.08	7.71%	(1.25)	1.80%	90.83
	Foreign								
(i)	UltraTech Cement Lanka (Private) Limited	0.10%	56.81	0.74%	37.75	(34.92)%	5.66	0.86%	43.41
(ii)	UltraTech Cement Middle East Investments Limited	2.97%	1,615.04	0.78%	39.63	(400.19)%	64.87	2.07%	104.50
3	**Non-Controlling Interests in Subsidiaries and Step- Down Subsidiaries**								
	Foreign								
(i)	UltraTech Cement Lanka (Private) Limited	0.01%	7.77	0.19%	9.44	(7.83)%	1.27	0.21%	10.71
(ii)	Duqm Cement project International, LLC, Oman	0.09%	47.86	0.00%	-	0.00%	-	0.00%	-
4	**Joint Venture-Indian**								
	Bhaskarpara Coal Company Limited	0.01%	6.55	0.00%	0.01	0.00%	0.00	0.00%	0.01
5	**Associate-Indian**								
(i)	Madanpur (North) Coal Company Private Limited	0.00%	0.88	0.00%	0.01	0.00%	-	0.00%	0.01
(ii)	Aditya Birla Renewable SPV 1 Limited	0.03%	18.52	0.01%	0.60	(0.68)%	0.11	0.01%	0.71
(iii)	Aditya Birla Renewable Energy Limited	0.01%	5.12	0.00%	0.05	(0.74)%	0.12	0.00%	0.17
(iv)	ABReL Green Energy Limited	0.04%	23.76	(0.00)%	(0.10)	0.00%	-	(0.00)%	(0.10)
(v)	ABReL (Odisha) SPV Limited	0.01%	4.95	(0.00)%	(0.06)	0.00%	-	(0.00)%	(0.06)
(vi)	ABReL (MP) Renewables Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
6	**Associate-Foreign**								
(vii)	Ras Al Khaimah Co. for White Cement & Construction Materials P.S.C U.A.E (RAKW)	1.50%	816.23	0.07%	3.52	150.52%	(24.40)	(0.41)%	(20.88)
	Total	**100.00%**	**54,380.17**	**100.00%**	**5,073.40**	**100.00%**	**(16.21)**	**100.00%**	**5,057.19**

Notes to Consolidated Financial Statements

Note 62 -Other Statutory Information

(i) As on March 31, 2023 there is no unutilised amounts in respect of any issue of securities and long term borrowings from banks and financial institutions. The borrowed funds have been utilised for the specific purpose for which the funds were raised.

(ii) The Company does not have any charges or satisfaction, which is yet to be registered with Registrar of Companies (ROC) beyond the statutory period.

(iii) The Company is in compliance with the number of layers prescribed under clause (87) of section 2 of the Companies Act read with the Companies (Restriction on number of Layers) Rules, 2017.

(iv) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

(v) The Company have not traded or invested in Crypto currency or Virtual Currency during the financial year.

(vi) The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries), other than mentioned in the financial statements, 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

(vii) The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the 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

(viii) 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.

Note 63 -Changes in Indian Accounting Standards w.e.f April 1, 2023:

On March 31, 2023 the Ministry of Corporate Affairs ("MCA") amended the Companies (Indian Accounting Standards) Rules, 2015 by issuing the Companies (Indian Accounting Standards) Amendment Rules, 2023, applicable from April 1, 2023, as below:

Ind AS 1 – Presentation of Financial Statements: The amendments require companies to disclose their material accounting policies rather than their significant accounting policies. Accounting policy information, together with other information, is material when it can reasonably be expected to influence decisions of primary users of general purpose financial statements.

Ind AS 12 – Income Taxes: The amendments clarify how companies account for deferred tax on transactions such as leases and decommissioning obligations. The amendments narrowed the scope of the recognition exemption in paragraphs 15 and 24 of Ind AS 12 (recognition exemption) so that it no longer applies to transactions that, on initial recognition, give rise to equal taxable and deductible temporary differences.

Notes to Consolidated Financial Statements

Ind AS 8 – Accounting Policies, Changes in Accounting Estimates and Errors: The amendments will help entities to distinguish between accounting policies and accounting estimates. The definition of a change in accounting estimates has been replaced with a definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty". Entities develop accounting estimates if accounting policies require items in financial statements to be measured in a way that involves measurement uncertainty.

Signatures to Note '1' to '63'

As per our report of even date attached.

For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

VIKAS R KASAT
Partner
Membership No: 105317

For **KKC & Associates LLP**
(Formerly known as Khimji Kunverji & Co LLP)
Chartered Accountants
Firm Registration No: 105146W/W-100621

KETAN VIKAMSEY
Partner
Membership No: 044000

For and on behalf of the **Board of Directors**

ATUL DAGA
Whole-time Director and CFO
DIN: 06416619

K. C. JHANWAR
Managing Director
DIN: 01743559

S.K. CHATTERJEE
Company Secretary

Mumbai: April 28, 2023

Sustainability scorecard

This chapter provides our sustainability performance over time.

Business

Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and to governments.

Sr.	Stakeholders	UltraTech FY 2022-23			UltraTech Consolidated FY 2022-23		
		Value in ₹ Billion	Value in ₹ per Bag	Share of Total Value	Value in ₹ Billion	Value in ₹ per Bag	Share of Total Value
Economic Value Generated							
1	Revenues	726.41	357	100.0%	748.47	354	100.0%
Economic Value Distributed							
2	Operating Costs	452.76	223	62.3%	461.12	218	61.6%
3	Govt Taxes including Excise /VAT/ Income Tax/ Other Levies	165.12	81	22.7%	171.88	81	23.0%
4	Depreciation	26.19	13	3.6%	28.88	14	3.9%
5	Employees, Welfare and Community Development	25.62	13	3.5%	27.39	13	3.7%
6	Payment to Lenders	7.55	4	1.0%	8.23	4	1.1%
7	Proportionate Dividend to Shareholders	10.97	5	1.5%	10.97	5	1.5%
Economic Value Retained							
8	Retained Earnings for Reinvestment / Modernization	38.20	19	5.3%	40.01	19	5.3%

Significant financial assistance received from Government		Unit	FY 2022-23
9	Benefits received under State Investment Promotion Schemes	₹ Lacs	44,139.73

Environment Performance - Cement

Material Consumption

Parameters	Units	2020-21	2021-22	2022-23
Natural raw materials	Million Tonnes	90.94	99.86	108.32
Associated materials	Tonnes	1,03,153.84	42,647.06	38,509.00
Semi manufactured goods	Tonnes	8,750.87	8,957.15	8,243.00
Packaging materials (Plastic and paper bags)	Tonnes	1,00,336.51	1,20,858.74	1,26,844.00

Recycled materials used by weight

Parameters	Units	2020-21	2021-22	2022-23
Fly ash	Tonnes	1,65,05,011.88	1,98,03,748.71	2,25,30,648.95
Slag	Tonnes	11,41,321.12	8,88,423.62	21,17,383.00
Waste Materials as gypsum (Also includes Chemical and Marine Gypsum)	Tonnes	12,31,956.44	15,81,342.11	16,16,463.00
Silica Fume	Tonnes			
Other industrial wastes	Tonnes	15,67,470.58	12,71,249.21	17,06,305.84
Recycled material used	Tonnes	2,04,45,760.02	2,36,03,070.00	2,79,70,800.79

Direct energy consumption - for production

Parameters	Units	2020-21	2021-22	2022-23
Coal and Lignite	PJ	81.46	136.64	107.02
Petcoke	PJ	98.82	59.21	87.38
Waste Fuel	PJ	5.85	7.52	9.73
Others (Includes Diesel oil, furnace oil, LDO and other fuel)	PJ	0.25	0.75	0.42
Mining and Trasnportation	PJ	2.20	1.60	1.86

Sustainability scorecard

Direct energy consumption - for captive power plant

Parameters	Units	2020-21	2021-22	2022-23
Coal and lignite	PJ	61.53	60.16	70.39
Pet coke	PJ	1.68	0.20	2.39
Others (Includes Diesel oil, furnace oil, LDO and other fuel)	PJ	0.34	0.30	1.89

Green Energy produced

Parameters	Units	2020-21	2021-22	2022-23
Waste Heat Recovery System	TJ	2,157.73	2,836.45	3,800.28
Wind Energy (At Reddipalayam Cement Works, Arrakonam, Ginigera, BSBT)	TJ	4.89	3.92	5.95
Solar Energy (At Rawan,, Hirmi, Aditya, Kotputli, Rajashree, Awarpur, Reddipalayam, APCW, Sewagram, Siddhi, Balaji, Dhar, Ginigera, Hotgi, Panipat,)	TJ	49.58	51.46	53.27

Indirect energy consumption

Parameters	Units	2020-21	2021-22	2022-23
Electricity purchased	TJ	4,376.61	4,594.55	7,467.00
Electricity Purchased -Renewables	TJ	632.00	710.89	1,244.90

Alternate Fuel Rate

Parameters	Units	2020-21	2021-22	2022-23
Total Alternative Fuel Rate	% of thermal energy consumption	3.1	4.6	5.2

Energy Intensity

Parameters	Units	2020-21	2021-22	2022-23
Specific Thermal Energy	kcal/kg of clinker	724.80	717.69	719.86
Specific Electrical Energy	kWh/ ton of cement	78.50	73.29	73.77

Total water withdrawal

Parameters	Units	2020-21	2021-22	2022-23
Surface water	Million m3	4.76	6.26	7.19
Ground water	Million m3	4.47	4.92	5.06
Rainwater	Million m3	13.89	16.18	15.05
Water from municipality	Million m3	0.19	0.26	0.31
Water recycled and reused	% of water withdrawn	12.12	11.03	10.82

Biodiversity

Parameters	Units	2020-21	2021-22	2022-23
Total number of saplings planted	Number	2,44,748.00	2,33,424.00	3,71,799.00
Saplings survival rate	%	84.27	85.42	84.87

GHG & ODS emissions

Parameters	Units	2020-21	2021-22	2022-23
Direct CO_2 (Includes CPP)	Thousand tCO_2/year	56,585.92	61,755.40	62,530.00
Indirect CO_2 (External power)	Thousand tCO_2/year	1,405.92	1,139.22	1,695.03
Scope 3 Emissions	Thousand tCO_2/year	5,257.20	4,547.80	4,204.90

Specific GHG Emissions - Cement

Parameters	Units	2020-21	2021-22	2022-23
Specific Direct GHG Emissions	kg CO_2 per tonne of cementitious material produced	596.59	582.00	557.00
Specific Indirect GHG emission	kg CO_2 per tonne of cementitious material produced	16.74	11.12	16.31

Other air emissions

Parameters	Units	2020-21	2021-22	2022-23
SPM	Tonnes/year	5,804.46	2,873.60	3,227.46
SOx	Tonnes/year	23,069.85	9,783.77	13,145.82
NOx	Tonnes/year	93,814.85	73,717.34	84,169.12

Waste Management and Recycling

Parameter	Units	2020-21	2021-22	2022-23
Hazardous waste (solid)	Tonnes	624.96	798.26	645.92
Hazardous waste (liquid)	Tonnes	608.43	745.58	750.11
Non-hazardous waste (solid)	Thousand Tonnes	6,80,376.86	43,769.91	55,151
Total Hazardous Waste	Tonnes	1,233.39	1,543.84	1,396.04
Waste reused/recycle/sold	Tonnes	6,81,610.25	45,313.76	57,744.94
Waste Mangement system Data Coverage	%	100.00	100.00	100.00
Co-processed Waste (AF Used)	Tonnes	3,46,615.87	5,36,776.25	10,53,220

Environment Performance - RMC

Material Consumption

Parameter	Units	2020-21	2021-22	2022-23
Natural raw materials	Million Tonnes	6.08	7.08	8.60
Associated materials	Tonnes	24.00	24.59	28.23
Semi manufactured goods	Tonnes	9,56,392.57	11,14,938.24	13,54,880.34
Total material Consumption	**Tonnes**	**70,37,635.534**	**81,98,646.28**	**99,54,908.23**

Recycled materials used by weight

Parameter	Units	2020-21	2021-22	2022-23
Fly ash	Tonnes	1,98,943.91	2,50,175.1	3,18,870.0
Slag	Tonnes	78,976.02	95,590.7	1,24,797.6
Waste Materials as gypsum (Also includes Chemical and Marine Gypsum)	Tonnes	0.00	5,622.8	5,622.8
Silica Fume	Tonnes	1,292.29	1,253.4	1,344.4
Other industrial wastes	Tonnes	1,501.88	2,753.4	2,692.3
Recycled material used	Tonnes	2,80,714.10	3,55,395.5	4,53,327.0

Specific GHG Emissions - RMC

Parameter	Units	2020-21	2021-22	2022-23
Specific Direct GHG Emissions	kg CO_2 per m3 of concrete produced	0.73	0.64	0.61
Specific Indirect GHG emission	kg CO_2 per m3 of concrete produced	1.92	2.01	2.13

Sustainability scorecard

Direct Energy Consumed for concrete production

Parameter	Units	2020-21	2021-22	2022-23
Others (Includes Diesel oil, furnace oil, LDO and other fuel)	PJ	0.017	0.020	0.023

Energy Consumed in DG set

Parameter	Units	2020-21	2021-22	2022-23
Others (Includes Diesel oil, furnace oil, LDO and other fuel)	PJ	0.015	0.012	0.0203

Indirect energy consumption

Parameter	Units	2020-21	2021-22	2022-23
Electricity purchased	TJ	27.43	33.06	36.92

Energy Intensity

Parameter	Units	2020-21	2021-22	2022-23
Specific Thermal Energy	GJ/100 m3 concrete produced	1.86	1.73	1.74

Total water withdrawal

Parameter	Units	2020-21	2021-22	2022-23
Surface water	Million m3	0	0	0
Ground water	Million m3	0.42	0.47	0.59
Rainwater	Million m3	0.01	0.00	0.00
Water from municipality	Million m3	0.56	0.65	0.78
Water recycled and reused	% of water withdrawn	2.07%	1.70%	1.42%

Biodiversity

Parameter	Units	2020-21	2021-22	2022-23
Total number of saplings planted	%	1465	1439	1763
Saplings survival rate	%	82%	76.23%	76.87%

GHG Emissions

Parameter	Units	2020-21	2021-22	2022-23
Direct CO_2 (Includes CPP)	Thousand tCO_2/year	2.33	2.40	2.85
Indirect CO_2 (External power)	Thousand tCO_2/year	6.13	7.55	8.38

Waste Management and Recycling

Parameter	Units	2020-21	2021-22	2022-23
Hazardous waste (solid)	Tonnes	1.11	2.67	2.95
Hazardous waste (liquid)	Tonnes	1.9	0.487	0.4
Non-hazardous waste (solid)	Thousand Tonnes	48.4	74.5	105.9

Social

Employee

FY 2022-23

Employees	Gender		Age			Region	
	M	F	<30	30-50	>50	Within country	Outside country
Permanent							
Leaders	45	1		4	42	6	40
Managers	1253	59	3	687	622	25	1287
Executives	14562	646	2436	10327	2445	252	14956
Workers	6085	13	58	3802	2238	246	5852
Non-permanent							
Trainees	125	114				239	0
Retainers	167	0				166	1
Fixed term employees	299	13				312	0
Contract labour	38120	1052	16046	20986	1949	38981	191
Offroll	7639	349	4634	3206	148	7985	3

FY 2021-22

Employees	Gender		Age			Region	
	M	F	<30	30-50	>50	Within country	Outside country
Permanent							
Leaders	42	1	2077	13809	4615	20107	394
Managers	1095	42					
Executives	12360	200					
Workers	6544	17					
Non-permanent							
Trainees	116	22			-	138	0
Retainers	104	0				103	1
Fixed term employees	81	9				90	0
Contract labour	31123	323				31259	187
Offroll							

FY 2020-21

Employees	Gender		Age			Region	
	M	F	<30	30-50	>50	Within country	Outside country
Permanent							
Leaders	40	0	1599	14336	4735	20155	515
Managers	1048	29					
Executives	12687	358					
Workers	6491	17					
Non-permanent							
Trainees	96	23			-	119	0
Retainers	120	1				117	2
Fixed term employees	118	15				129	4
Contract labour	35495	856				36120	231
Offroll							

Employee turnover

Turnover	FY 2022-23							FY 2021-22							FY 2020-21						
	Gender		Age			Region		Gender		Age			Region		Gender		Age			Region	
	M	F	<30	30-50	>50	Within country	Outside country	M	F	<30	30-50	>50	Within country	Outside country	M	F	<30	30-50	>50	Within country	Outside country
	1887	125	428	970	614	1970	42	251	960	265	1409	67	1445	31	218	641	306	1103	62	1129	36

New employees hired

New employees hired	FY 2022-23							FY 2021-22							FY 2020-21						
	Gender		Age			Region		Gender		Age			Region		Gender		Age			Region	
	M	F	<30	30-50	>50	Within country	Outside country	M	F	<30	30-50	>50	Within country	Outside country	M	F	<30	30-50	>50	Within country	Outside country
	2629	379	1527	1455	26	2967	41	773	1369	113	2131	124	2237	18	194	281	36	471	40	484	27

Average training hours per person per year

Category	FY 2022-23		FY 2021-22		FY 2020-21	
	Gender		Gender		Gender	
	M	F	M	F	M	F
Leaders	19	3	10	9	25	0
Managers	26	23	16	21	32	23
Executives	17	16	15	12	42	37
Workers			7	12	10	2
Total training hours	298154		273034.5		386421.6	
Training hours per employee	18		13.3		18.6	

Safety performance

Category	FY 2022-23	FY 2021-22	FY 2020-21
Number of fatalities directly employed	0	2	1
Number of fatalities per 10,000 directly employed	0	1.3	0.63
Number of Fatalities, Indirectly Employed	1	5	1
Lost Time Injuries (LTIs) per million man-hours (directly employed) (LTI Frequency Rate Directly Employed (per million manhours)	0.21	0.3	0.03
Lost Time Injuries (LTIs) per million man-hours (indirectly employed) (LTI Frequency Rate Indirectly Employed (per million manhours)	0.07	0.16	0.18
Number of Fatalities (Involving Third Parties)	0	0	0

Maternity Leave

	FY 2022-23				FY 2021-22				FY 2020-21			
Category	Number of female employees who took maternal leave	Number of female employees who returned to work after maternal leave ended	Total number of employees returning from maternal leave in the prior returning period	Number of female employees who took maternal leave in FY 2021-22, who returned to work and were employed for 12 months after return	Number of female employees who took maternal leave	Number of female employees who returned to work after maternal leave ended	Total number of employees returning from maternal leave in the prior returning period	Number of female employees who took maternal leave in FY 2017-18, who returned to work and were employed for 12 months after return	Number of female employees who took maternal leave	Number of female employees who returned to work after maternal leave ended	Total number of employees returning from maternal leave in the prior returning period	Number of female employees who took maternal leave in FY 2017-18, who returned to work and were employed for 12 months after return
Number of employees	20	19	20	17	3	1	2	2	13	12	6	5
Rate				85	100				83			

Benefits provided to full-time employees, which are not provided to temporary of part-time employees

Sr No	State minimum benefits that are standard for full-time employees of the organisation, but are not furnished to temprary or part time employees	Unit	FY 2022-23
1	Leave Encashment	₹ lakhs	2,260.32
2	HRA	₹ lakhs	19,896.41

GCCA KPIs

As a founding members of GCCA, we measure and report the following KPIs

Basic Parameters	Unit	UltraTech + Star Cement
Clinker production	million tons/year	73.55
CO_2 emissions		
Total direct CO_2 emissions – gross	million tCO_2/year	62.53
Total direct CO_2 emissions – net	million tCO_2/year	57.89
Specific CO_2 emissions – net	kg/t of cementitious material	557.05
Emissions		
Overall coverage rate	%	100
Coverage rate continuous measurement	%	100
PM Emission Absolute*	Tons/year	3,227.46
PM Emission Specific*	g/tonne clinker	43.88
NOx Emission Absolute*	Tons/year	84,169.12
NOx Emission Specific*	g/tonne clinker	1,144.44
SOx Emission Absolute*	Tons/year	13,145.82
SOx Emission Specific*	g/tonne clinker	178.74
Fuels and raw material		
Alternative fuel rate (kiln fuels)	%	3.5%
Biomass fuel rate (kiln fuels)	%	1.7%
Alternative Raw Materials rate (% ARM)	%	20.52
Specific heat consumption for clinker production	MJ/tonne	3009
Safety		
Number of fatalities, directly employed	Number	0
Number of fatalities, contractors and sub-contractors	Number	1
Number of fatalities, third parties	Number	0
Number of lost time injuries (LTI), directly employed	Number(per million man-hours)	0.21
Number of lost time injuries (LTI), contractors and sub-contractors	Number(per million man-hours)	0.07
Water		
Water Consumption	million m^3/year	26.21
Specific Water Consumption	L/Tonnes of cementitious product	252.22
Quarry rehabilitation and biodiversity management		
Quarries with high biodiversity value where biodiversity management plan is implemented	Percentage (%)	52
Quarries where rehabilitation plan is implemented	Percentage (%)	100

GRI content index

Statement of Use	UltraTech has reported in accordance with the GRI Standards for the period between 1st April 2022 to 31st March 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard No.	Disclosure	Location		
		Section	Sub-section	Page No.
GRI 2: General disclosures 2021				
The organization and its reporting practices	2-1 Organizational details	About UltraTech	-	18-19
	2-2 Entities included in the organization's sustainability reporting	Approach to reporting	Scope and boundary	8
	2-3 Reporting period, frequency and contact point	Approach to reporting	Reporting period	8
	2-5 External assurance	Independent assurance statement	-	428
Activities and workers	2-6 Activities, value chain and other business relationships	About UltraTech Operational presence	-	18-21
	2-7 Employees	Sustainability score card	Employee	421
	2-8 Workers who are not employees	Sustainability score card	Employee	421
Governance	2-9 Governance structure and composition	Board of Directors	-	24-26
	2-10 Nomination and selection of the highest governance body	Report on corporate governance	Nomination, remuneration and compensation committee	176
	2-11 Chair of the highest governance body	Report on corporate governance	Board composition	163-169
	2-12 Role of the highest governance body in overseeing the management of impacts	Report on corporate governance	The Board of Directors	163-168
	2-14 Role of the highest governance body in sustainability reporting	Report on corporate governance	The Board of Directors	163-168
	2-15 Conflicts of interest	Business responsibility and sustainability report	Principle-1	210
	2-17 Collective knowledge of the highest governance body	Report on corporate governance	The Board of Directors	163-168
	2-18 Evaluation of the performance of the highest governance body	Report on corporate governance	Board evaluation	172
	2-19 Remuneration policies	Directors' Report and Management Discussion and Analysis	-	139
	2-20 Process to determine remuneration	Report on corporate governance	Remuneration of Directors and Others	179-180
	2-21 Annual total compensation ratio	Report on corporate governance	Remuneration of Directors and Others	179-180
Strategy, policies and practices	2-22 Statement on sustainable development strategy	Chairman's message	-	6
	2-23 Policy commitments	Business responsibility and sustainability report	Section B	207
	2-24 Embedding policy commitments	Business responsibility and sustainability report	Section B	207
	2-27 Compliance with laws and regulations	Business responsibility and sustainability report	Section A	205
	2-28 Membership associations	Business responsibility and sustainability report	Principle-7	213

GRI Standard No.	Disclosure	Location		
		Section	Sub-section	Page No.
Stakeholder engagement	2-29 Approach to stakeholder engagement	Stakeholder engagement	Approach to stakeholder enagegement	34
Material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality assessment	Assessment process	40
	3-2 List of material topics	Materiality assessment	Material topics identified	41
Economic performance				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainability score card	Business	417
	201-4 Financial assistance received from government	Sustainability score card	Business	417
GRI 203: Indirect Economic Impacts 2016	3-3 Management of material topics	Community engagement and impact	CSR strategy and approach	96-99
	203-1 Infrastructure investments and services supported	Community engagement and impact	CSR strategy and approach	104-105
	203-2 Significant indirect economic impacts	Community engagement and impact	CSR strategy and approach	100-105
GRI 204: Procurement Practices 2016	3-3 Management of material topics	Business responsibility and sustainability report	Principle - 8	232-233
	204-1 Proportion of spending on local suppliers	Business responsibility and sustainability report	Principle -8	232
GRI 205: Anti-corruption 2016	3-3 Management of material topics	Business responsibility and sustainability report	Principle -1	209
	205-2 Communication and training about anti-corruption policies and procedures	Business responsibility and sustainability report	Principle -1	209
	205-3 Confirmed incidents of corruption and actions taken	Business responsibility and sustainability report	Principle -1	209
Environmental Performance				
GRI 301: Materials 2016	3-3 Management of material topics	Responsible mining	Responsible mine management	68-69
	301-1 Materials used by weight or volume	Sustainability score card	Material consumption	417, 419
	301-2 Recycled input materials used	Sustainability score card	Recycled materials used by weight	417, 419
GRI 302: Energy 2016	3-3 Management of material topics	Climate change: Energy and emissions	Energy management	65
	302-1 Energy consumption within the organization	Sustainability score card	Directly energy consumed	417, 420
	302-2 Energy consumption outside of the organization	Sustainability score card	Indirectly energy consumed	418, 420
	302-3 Energy intensity	Sustainability score card	Energy intensity	418, 420
	302-4 Reduction of energy consumption	Climate change: Energy and emissions	Energy management	65

GRI content index

GRI Standard No.	Disclosure	Location		
		Section	Sub-section	Page No.
GRI 303: Water and Effluents 2018	3-3 Management of material topics	Water management	Water stewardship	66
	303-3 Water withdrawal	Sustainability score card	Total water withdrawal	418, 420
	303-4 Water discharge	Sustainability score card	Total water withdrawal	418, 420
	303-5 Water consumption	Sustainability score card	Total water withdrawal	418, 420
GRI 304: Biodiversity 2016	3-3 Management of material topics	Biodiversity and land use	Supporting biodiversity	67
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity and land use	Rejuvenating ecosystems	67
GRI 305: Emissions 2016	3-3 Management of material topics	Climate change: Energy and emissions	Our sustainability strategy	60
	305-1 Direct (Scope 1) GHG emissions	Climate change: Energy and emissions	GHG emisisons	60
	305-2 Energy indirect (Scope 2) GHG emissions	Climate change: Energy and emissions	GHG emisisons	60
	305-3 Other indirect (Scope 3) GHG emissions	Climate change: Energy and emissions	GHG emisisons	60
	305-5 Reduction of GHG emissions	Environment	Highlights for FY23	57
	305-6 Emissions of ozone-depleting substances (ODS)	Sustainability score card	GHG & ODS emissions	418, 420
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability score card	Other air emissions	419
GRI 306: Waste 2020	3-3 Management of material topics	Circular economy	-	78-79
	306-2 Management of significant waste-related impacts	Circular economy	-	78-79
	306-3 Waste generated	Sustainability score card	Waste management and recycling	419, 420
	306-4 Waste diverted from disposal	Circular economy	Recycled materials used	78
	306-5 Waste directed to disposal	Sustainability score card	Waste management and recycling	419, 420
GRI 308: Supplier Environmental Assessment 2016	3-3 Management of material topics	Local sourcing and sustainable procurement	Supply chain management strategies	70-73
	308-1 New suppliers that were screened using environmental criteria	Local sourcing and sustainable procurement	Supply chain management strategies	71
Social Performance				
GRI 401: Employment 2016	3-3 Management of material topics	Employee well-being and engagement	-	84
	401-1 New employee hires and employee turnover	Sustainability score card	"New employees hired Employee turnover"	421
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability score card	Benefits provided to full time employees	422
	401-3 Parental leave	Sustainability score card	Maternity leave	422

GRI Standard No.	Disclosure	Location		
		Section	Sub-section	Page No.
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	Enhancing health and safety	Occupational health and safety management	88
	403-1 Occupational health and safety management system	Enhancing health and safety	Occupational health and safety management	88
	403-3 Occupational health services	Enhancing health and safety	Efforts to improve employee safety	90
	403-4 Worker participation, consultation, and communication on occupational health and safety	Enhancing health and safety	Rewards and recognition policy	89
	403-5 Worker training on occupational health and safety	Enhancing health and safety	Safety training and initiatives	92
	403-8 Workers covered by an occupational health and safety management system	Enhancing health and safety	Occupational health and safety management	88
	403-9 Work-related injuries	Sustainability score card	Safety performance	422
GRI 404: Training and Education 2016	3-3 Management of material topics	Learning and development	-	86
	404-1 Average hours of training per year per employee	Sustainability score card	Average hours of training per person per year	421
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topics	Diversity, equity and inclusion	-	87
	405-1 Diversity of governance bodies and employees	Sustainability score card	Employee	421
GRI 406: Non-discrimination 2016	3-3 Management of material topics	Business responsibility and sustainability report	Principle- 5	220-223
	406-1 Incidents of discrimination and corrective actions taken	Business responsibility and sustainability report	Principle- 5	222
GRI 408: Child Labor 2016	3-3 Management of material topics	Business responsibility and sustainability report	Principle- 5	220-223
	408-1 Operations and suppliers at significant risk for incidents of child labor	Business responsibility and sustainability report	Principle- 5	222
GRI 413: Local Communities 2016	3-3 Management of material topics	Community engagement and impact	CSR strategy and approach	96-99
	413-1 Operations with local community engagement, impact assessments, and development programs	Community engagement and impact	CSR strategy and approach	100-105
GRI 414: Supplier Social Assessment 2016	3-3 Management of material topics	Local sourcing and sustainable procurement	Supply chain management strategies	70-73
	414-1 New suppliers that were screened using social criteria	Local sourcing and sustainable procurement	Supply chain management strategies	71

Independent assurance statement

Ernst & Young Associates LLP
5th Floor, Block B-2
Nirlon Knowledge Park
Off. Western Express Highway
Goregaon (E), Mumbai - 400063, India

Tel: +91 22 6192 0000
Fax: +91 22 6192 3000
ey.com

Independent Assurance Statement

To,
The Board of Directors and Management
UltraTech Cement Limited
Mumbai - 400093, India

Scope
We have been engaged by UltraTech Cement Limited (the 'Company') to perform a 'limited' assurance engagement, as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on UltraTech Cement Limited's Integrated and Sustainability Report FY 2022-23 (the "Subject Matter") for the period from 1st April 2022 to 31st March 2023.

Criteria applied by UltraTech Cement Limited
In preparing the Integrated and Sustainability Report FY 2022-23, the company applied the International Integrated Reporting Council (IIRC Framework) and Global Reporting Initiative (GRI) Standards. These criteria were specifically designed for sustainability reporting; As a result, the subject matter information may not be suitable for another purpose

Ultratech Cement Limited's responsibilities
Entity's management is responsible for selecting the Criteria, and for presenting the Integrated and Sustainability Report FY 2022-23 in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities
Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000'), and the terms of reference for this engagement as agreed with UltraTech Cement Limited on 17th February 2023. Those standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Control
We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Building a better working world

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Integrated and Sustainability Report FY 2022-23 and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Conducted interviews with select personnel and corporate teams to understand the process for collecting, collating, and reporting the subject matter as per GRI Standards
- Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- Undertook analytical review procedures to support the reasonableness of the data
- Verification of data, on a selective test basis, for the following business operations and indicators, through consultations with the business team and sustainability team

S. No.	Sites	Geography
1	Rawan Cement Works (IU)	Chhattisgarh
2	Vikram Cement Works (IU)	Madhya
3	Rajashree Cement Works (IU)	Karnataka
4	Jafrabad Cement Works (IU)	Gujarat
5	Jhajjar Cement Works (GU)	Haryana
6	Panipat Cement Works (GU)	Haryana
7	Ratnagiri Cement Works (GU)	Maharashtra
8	UltraTech Cement Bahrain Company WLL (GU)	Bahrain
9	Cochin Bulk Terminal	Kerala
10	Vapi RMC	Gujarat
11	Panvel RMC	Maharashtra
12	Hadapsar RMC	Maharashtra
13	Padgha RMC	Maharashtra
14	Rabale RMC	Maharashtra
15	Bollaram RMC	Telangana
16	Chennai RMC	Tamil Nadu
17	Miyapur RMC	Telangana
18	Corporate Review	Maharashtra
IU - Integrated Unit, GU - Grinding Unit, RMC - Ready-Mix Concrete		

Independent assurance statement

- Review of data on a sample basis, at the above-mentioned locations, pertaining to the following disclosures
  - Environment Aspects : Material (301-1, 301-2), Energy (302-1, 302-2), Water (303-3, 303-4, 303-5), Emissions (305-1, 305-2, 305-6, 305-7), Waste (306-2, 306-4, 306-5)
  - Social Aspects: Employment (401-1, 401-3), Occupational Health & Safety (403-5, 403-9), Training & Education (404-1), Diversity and Equal Opportunity (405-1), Local employment (413-1)
- Review of the Company's plans, policies, and practices, pertaining to their social, environment and sustainable development, so as to be able to make comments on the fairness of integrated reporting.
- Review of select qualitative statements in various sections of the Integrated and Sustainability Report.

We also performed such other procedures as we considered necessary in the circumstances.

The assurance scope excludes:

- Data and information outside the defined reporting period (1st April 2022 to 31st March 2023)
- Data and information on economic and financial performance of the Company
- Data, statements and claims already available in the public domain through Annual Report, or other sources available in the public domain
- The Company's statements that describe the expression of opinion, belief, inference, aspiration, expectation, aim, or future intention provided by the Company
- The Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to Integrated and Sustainability Report FY 2022-23 for the period from 01st April 2022 to 31st March 2023, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of UltraTech Cement Limited and should not be used by anyone other than those specified parties.

For and on behalf of Ernst & Young Associates LLP

Chaitanya Kalia
Partner
13/07/2023
Mumbai

Ernst & Young Associates LLP is a Limited Liability Partnership with LLP identity No. AAB-4321
Regd. Office : 6th Floor, Worldmark - 1, Asset Area 11, Hospitality District, Indira Gandhi International Airport, New Delhi - 110037, India

Notes

Notes

ADITYA BIRLA

UltraTech

UltraTech Cement Limited
B Wing, Ahura Centre, 2nd Floor,
Mahakali Caves Road, Andheri (East),
Mumbai - 400 093

www.ultratechcement.com

/concept, content and design at AICL (hello@aicl.in)